



COMPREHENSIVE PLAN

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INTRODUCTION

PURPOSE OF REPORT

A Comprehensive Plan sets a framework for guiding the future development of a community. It provides guidance related to the type, density, and location of land uses and considers important related concepts such as transportation, environmental constraints and impacts, and population.

The plan is a “policy” document that provides a comprehensive view of the community and recommendations for the future. It includes topics such as land use, transportation, parks and greenspace, housing, and commercial development, among other topics. A Comprehensive Plan provides updated information about the community, incorporates community input, and provides clear guidance for the future.

A zoning code is the “legal” tool used for implementation. Municipalities regulate the development and use of land using this tool. Hazelwood has its own Zoning Code and regulation of land use and development is governed by the City Plan Commission, as defined by Chapter 89 of the Revised Statutes of Missouri.

It is important that a community have an updated Comprehensive Plan that reflects both current conditions and existing desires for the community in order to ensure that the Zoning Code reflects these policies. The Hazelwood City Plan Commission utilizes both the Comprehensive Plan and Zoning Code in its decisions about development in the future. If done properly, a Comprehensive Plan provides a strong foundation for the city’s zoning authority.

The Comprehensive Plan process took place over 15-months from August 2023 to November of 2024, incorporating feedback and engagement from a variety of stakeholders.



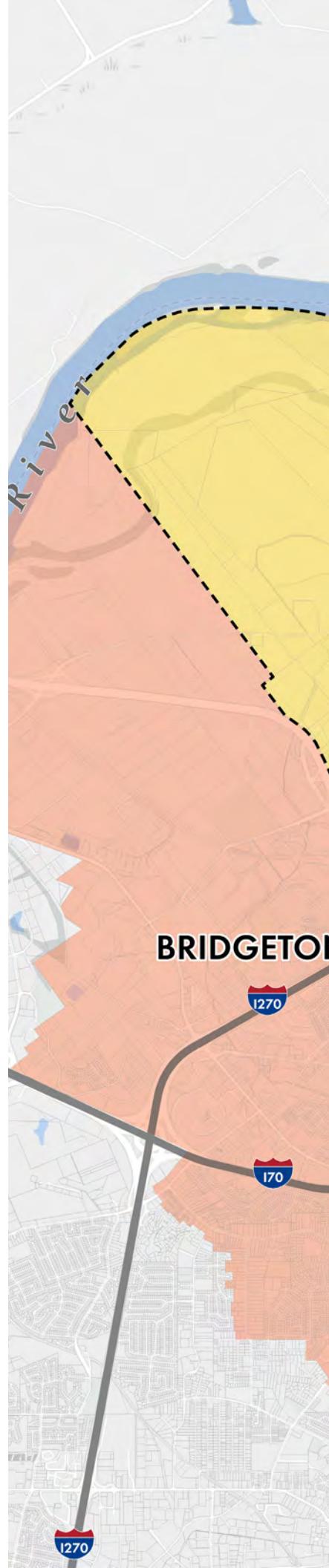
ABOUT THE CITY

The City of Hazelwood is located in northwest St. Louis County. The City is bound by the communities of Florissant to the north, Calverton Park and Ferguson to the east, and Berkeley and Bridgeton to the south. It also directly abuts St. Louis Lambert International Airport, which is owned by the City of St. Louis. The northwest boundary of the City of Hazelwood is the Missouri River. This boundary is also the dividing line between St. Louis County, in which Hazelwood falls, and St. Charles County to the west.

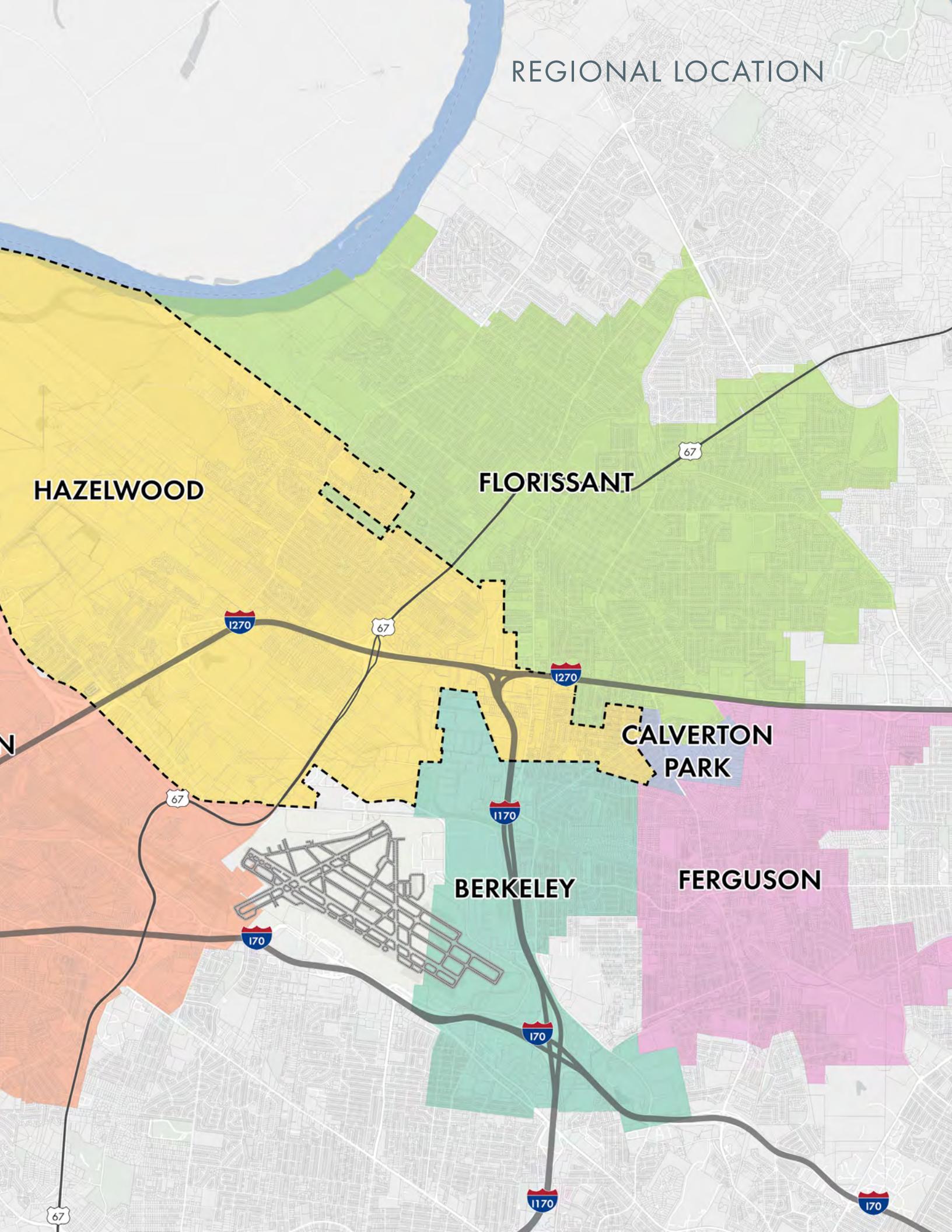
In 1995, the City of Hazelwood annexed more than 7,500 acres, extending the City limits to the north and west to the Missouri River and to the east to include the Burke City area. This was the last significant annexation that expanded the municipal boundaries to its current size of approximately 17 square miles. The City shares its boundaries with many other municipalities, which underscores the need for continued cooperative relationships with neighboring cities.

Today, Hazelwood is a suburban residential community that has grown a substantive industrial base comprised of mostly of light manufacturing, logistics, and distribution facilities. The proximity to St. Louis Lambert International Airport, as well as the robust transportation network that includes access points to Highway 170 and 270, has helped to support the industrial growth in recent years. This industrial growth has helped to replace other land uses that have declined as population shifts have occurred.

As the population in the St. Louis region has continued to shift west, the demographics of Hazelwood have changed over the last two decades. The total population has remained consistent, but, like many municipalities in North St. Louis County, the racial makeup has changed as long-time residents have moved west to St. Charles County.



REGIONAL LOCATION





HISTORY

The history of the City of Hazelwood is inextricably linked to the industry that prompted much of its growth. In 1946, the Ford Motor Company started construction on the Ford St. Louis Assembly Plant located in Hazelwood, and less than two years later, the Ford facility was producing hundreds of cars per day and employed over a thousand workers. Located south of I-270 between Lindbergh Boulevard and I-170, the Ford Plant included a robust rail network and helped St. Louis become second to Detroit in car manufacturing. While Hazelwood was inhabited hundreds of years prior, the growth of the Ford Plant prompted significant development in the community.

Following the plant opening, in a fight to prevent annexation by nearby Florissant, Hazelwood incorporated as a Village in 1949. After additional growth, in 1969, the voters approved an election for Home Rule by Charter, securing additional power as a community. The next few decades brought significant growth to Hazelwood, with housing and commercial development supported by the hundreds of Ford workers coming to the community each day. McDonnell Douglas located in the City, the Boeing company opened a major office, and other industrial, automotive, and aerospace companies made Hazelwood their home.

Much of the housing development during this time was prompted by the growth of industrial workers in the community. Subdivisions began popping up in the 1950s and 1960s, providing thousands of homes and allowing workers to live nearby. Much of the existing housing stock in Hazelwood was built during this period and ranges from small condominium developments to starter homes.

In 2008, Ford announced the final closure of the Ford Hazelwood Assembly Plant as part of their national restructuring plan. The Hazelwood location was one of their oldest, with an obsolete and inefficient layout. This closure resulted in layoffs of all 1,445 remaining employees at the site. In the 15 years since the plant's closure, a new development, Aviator Business Park, has replaced much of the former Ford plant. Elsewhere, Hazelwood Logistics Center and Hazelwood TradePort have allowed for continued job growth.

Over the past several decades, land use dynamics in Hazelwood have shifted. As employment at the Ford plant ended, the residential market has changed with units shifting from owner-occupied to rentals and very little new residential development. With more than 25,000 residents, today the City is one of the largest in St. Louis County and is redefining its future.



EXISTING CONDITIONS



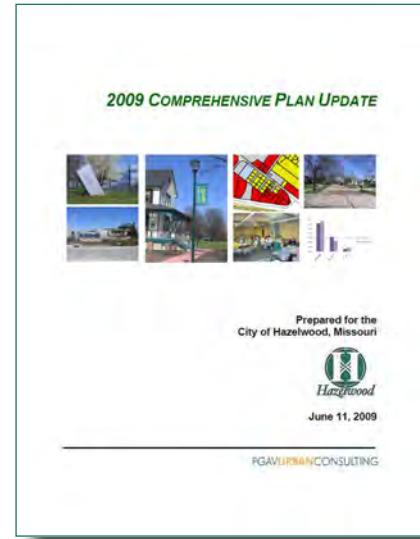
The City of Hazelwood has a strong history of planning with city-wide Comprehensive Plans in 1971, 1983, 1998, and 2009. These plans depict a varied history of the community - one with periods of strong industrial growth, a growing population, and commercial transition. In addition to the city-wide Comprehensive Plans, the city has conducted several Parks and Recreation Plans both at a city-wide scale and for individual parks. What follows is a review of the most recent plan, the 2009 Comprehensive Plan Update and its implications for the 2024 planning process.

2009 COMPREHENSIVE PLAN UPDATE

The City of Hazelwood's boundaries grew in advance of the adoption of the 1998 Comprehensive Plan due to the annexation of more than 7,500 acres that extended the City limits north and west to the Missouri River and east to include the Burke City area. The 2009 Comprehensive Plan Update was created based on these expanded boundaries, providing a vision for this new larger community.

The 2009 Comprehensive Plan Update included the following components:

- a review of demographic and housing trends
- an updated inventory of existing land uses
- updated information on other factors influencing future development
- a summary of the community engagement activities



The engagement for this planning process included a series of planning workshops and a Web-based survey conducted as part of the plan update process. This comprehensive plan represented a more significant commitment to community feedback than past efforts.

The goals included in the 2009 Comprehensive Plan included land use, urban design, economic development, housing and neighborhoods, transportation and infrastructure, and community facilities and services.



CHANGES SINCE LAST COMPREHENSIVE PLAN UPDATE

A number of changes have taken place within and around Hazelwood since the Comprehensive Plan Update in 2009. Due to its location along Interstate 270 between Interstate 170 and Missouri 370, as well as adjacency to St. Louis-Lambert International Airport, Hazelwood has become a regional hub for manufacturing and distribution facilities.

While over 15 years ago, the closure of Ford Motor Company's Hazelwood manufacturing plant in 2006 has continued to impact the economic success of Hazelwood. The site of the former plant is being redeveloped into the Aviator Business Park, which is a 160-acre infill development. Other industrial development that has occurred in Hazelwood includes Hazelwood Logistics Center, a \$250 million business park was completed in 2016 and is home to 1.8 million square feet of fully occupied industrial space, bringing 1,800 jobs to Hazelwood. TradePort is a 325-acre industrial park at the St. Louis Outlet Mall that features four million square feet of new industrial development. Hazelwood is also home to the Operational Headquarters of Mallinckrodt Pharmaceuticals and several facilities for Boeing. All of these developments have been supported by the access to transportation that the City provides.

The St. Louis Mills Mall opened in 2003, prior to the 2009 plan, but has since closed. The facility closed in 2019 and has remained vacant since that time, with the exception of a 1,200 seat indoor ice arena called iceZone, a Cabela's, and Hope Church. IceZone previously served as the official practice facility of the St. Louis Blues until they relocated to the newly built Centene Community Ice Center in 2019. All of the out lots that surround the mall are now vacant, as well. Construction to turn the vacant portions of the former St. Louis Mills mall into an industrial park called Hazelwood Business Park is underway and has found success due to the nearby transportation networks.

Other changes to Hazelwood since 2009 have included the changing demographics and residential housing shift from being majority owner-occupied to an increasing percentage of rental. These dynamics have continued to impact Hazelwood and are a major component of the 2024 planning process.

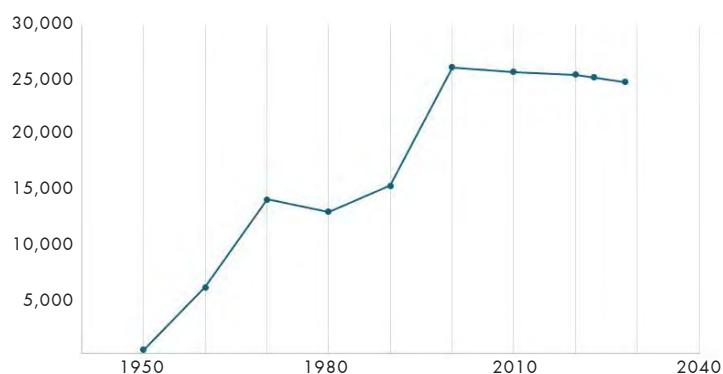


CURRENT RESIDENTS IN HAZELWOOD

POPULATION

The population of the City of Hazelwood grew rapidly between 1950 and 1970, with the number of residents growing from just a few hundred to nearly 15,000. This then remained relatively stable until the major annexation in the 1990s which, again, prompted a significant population increase to just over 25,000 residents. Since then, the population has remained stable, with slight decreases represented in the decennial census counts.

POPULATION TRENDS



Current population estimates have shown a small decline since the 2020 census. This is expected to continue, with current projections expecting a loss of about 400 additional residents by 2028. St. Louis County has had similar patterns in recent years with expected stability but no projected growth. St. Charles County though has experienced almost exponential growth in recent decades and this is expected to continue. As Hazelwood plans for the future, in an absence of new housing development or a major change in the community, it is expected that the population will continue to decline slowly.

AGE

The median age in Hazelwood is 38.3, which is almost 3 years younger than the median age of 42.1 in St. Louis County. The age range impacting this differential is the 65 and older cohort, with 16.3% of the population falling into that range in Hazelwood compared to 20.7% falling into that range in St. Louis County. This is likely credited to people leaving Hazelwood after retirement. Hazelwood has not experienced new housing development in recent years, leaving few options for low-maintenance, amenity rich options often desired by older residents. As growth trends shift, children are an important component of planning for the future.

HOUSEHOLDS

Considering the way that people in Hazelwood live is an important aspect of understanding the population. Families with children are choosing other parts of the communities due to school access and housing available. Similarly, older residents may also be leaving Hazelwood to be closer to family.

Hazelwood's under 18 population accounts for 20.5% of the population, which is in line with the under 18 population in St. Louis County, the St. Louis MSA, and the state of Missouri. As Hazelwood's housing stock continues to age, the demographics of residents will impact the real estate need in the community.

RACE & ETHNICITY

The City of Hazelwood is about 40% Black or African American and 48% White. The rest of the community is comprised of 7.6% residents who identify as being two or more races with small percentages of Hispanic or Latino and Asian residents. Foreign born persons make up 6.7% of the population, which is just over 1,700 people.

As the chart below displays, the percentage of white residents has been decreasing, while the percentage of black residents rises. This is consistent with trends in the St. Louis region overall, where white flight has resulted in white residents moving further west and black residents filling much of the vacated residential. These dynamics have continued in recent years and are present in suburban communities across the country.



EMPLOYMENT & EDUCATION

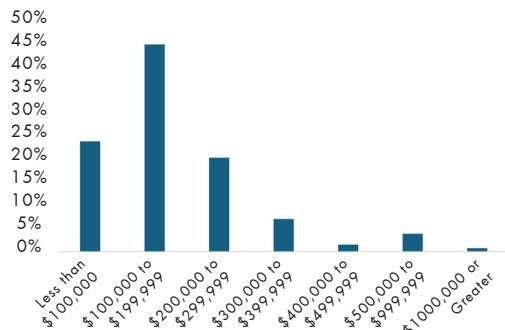
According to the US Census, Hazelwood has just under 14,000 residents that make up their working population over the age of 16. Of residents over the age of 16, just over half are working. The map below displays where these residents travel for work each day. There is a concentration of residents working in the City of Clayton, which includes both those going to offices and those that might work from their homes. Given the low number of residents that both live and work in the community, many of these working residents travel outside of the City for work. Concentrations of Hazelwood residents going to work are visible in Downtown St. Louis and in the Cortex Innovation District and BJC Medical Center areas in the City of St. Louis. In 2022, the unemployment rate in Hazelwood was 3.1%, lower than the national rate of 3.6%, but higher than the rate in St. Louis County of 2.4%. The unemployment rate in Hazelwood is the lowest it's been in the last decade, with the exception of 2020 when the COVID-19 pandemic had an immense impact on the unemployment rate across the country. 25.9% of residents in Hazelwood have graduated from high school, 20.3% have a bachelor's degree and 11.3% have a graduate or professional degree. The residents in Hazelwood have attained slightly lower percentages of higher education degrees than St. Louis County. 27.5% of residents in St. Louis County have a bachelor's degree and 20.1% have a graduate or professional degree.

INCOME

The City of Hazelwood is home to residents with a wide variety of household incomes. The median household income is \$54,371, significantly lower than the St. Louis County median household income of \$76,495 and the St. Louis Metropolitan Statistical Area (MSA) of \$73,017. 66.8% of Hazelwood makes less than \$74,999, compared to about 50% of St. Louis County. Only 6.8% of Hazelwood has an annual household income over \$150,000, compared to 22.3% of St. Louis County.

Hazelwood was founded as a working class community and has strong roots in providing industrial jobs for area residents. Even as employers and industries have shifted in the community overtime, this income dynamic has remained consistent with Hazelwood residents.

HOUSEHOLD INCOME



INCOME COMPARISON



EXISTING LAND USE

The City of Hazelwood has a diverse land use environment across 9,481 parcels. Differing from neighboring communities, the City has a significant amount of industrial real estate as well as a substantial number of acres that are currently vacant or used for agricultural purposes. Although the location of the Missouri River floodplain and floodways within the large tracts of undeveloped land greatly limit development within the area, an opportunity is created for additional parks, greenspace, and recreational opportunities within Hazelwood that may attract new residents.

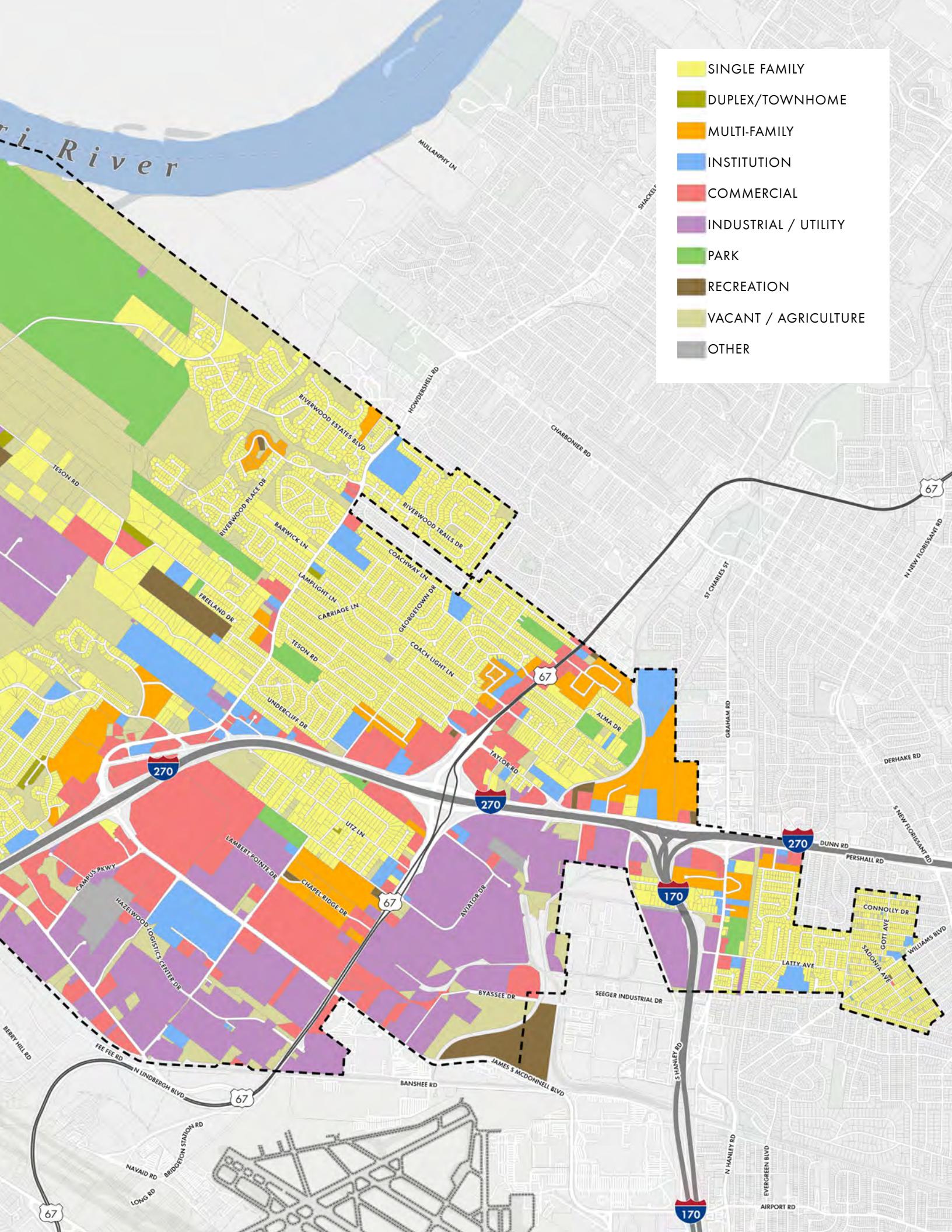
Land uses within the City are laid out in a way that is typical in most communities, where commercial, industrial, and institutional uses are focused around major roadways such as I-270, US Highway 67/N Lindbergh Boulevard, and Howdershell Road/James S. McDonnell Boulevard and residential uses spread outward around them. Development in the southeast half of the City is most dense, with scattered development and large tracts of undeveloped land in the northwest half of the City closer to the Missouri River.

Residential land uses are found on the vast majority of properties in the City, at 89.8% or a total of 8,518 parcels. As the map to the right displays, these land uses are split into three categories: Single-Family, Multi-Family, and Duplex and Townhome. Almost all residentially-categorized parcels in Hazelwood (75.7% or 7,180 total parcels) are utilized for single-family homes. Multi-family developments account for 13.9% of properties in the City, located on 1,316 tracts of land. Duplexes and townhomes represent a much smaller percentage of properties in Hazelwood at 0.2% or 22 total parcels.

Commercial land uses are found on 225 parcels (2.4% of all parcels) in Hazelwood. Approximately 2.0% of properties, or 190 individual parcels, are utilized for industrial or utility purposes, while 81 parcels (0.9%) are designated as institutional use. Vacant or agricultural land uses are found on 434 parcels.

Additionally, parks and recreation uses are found on 25 properties in the City, which together account for just 0.2% of parcels in Hazelwood. Of the 25 total parcels, 12 are designated Park and 13 are designated Recreation. There are also eight parcels (0.1%) in the City that are categorized as some Other land use than these listed.





POINTS OF INTEREST

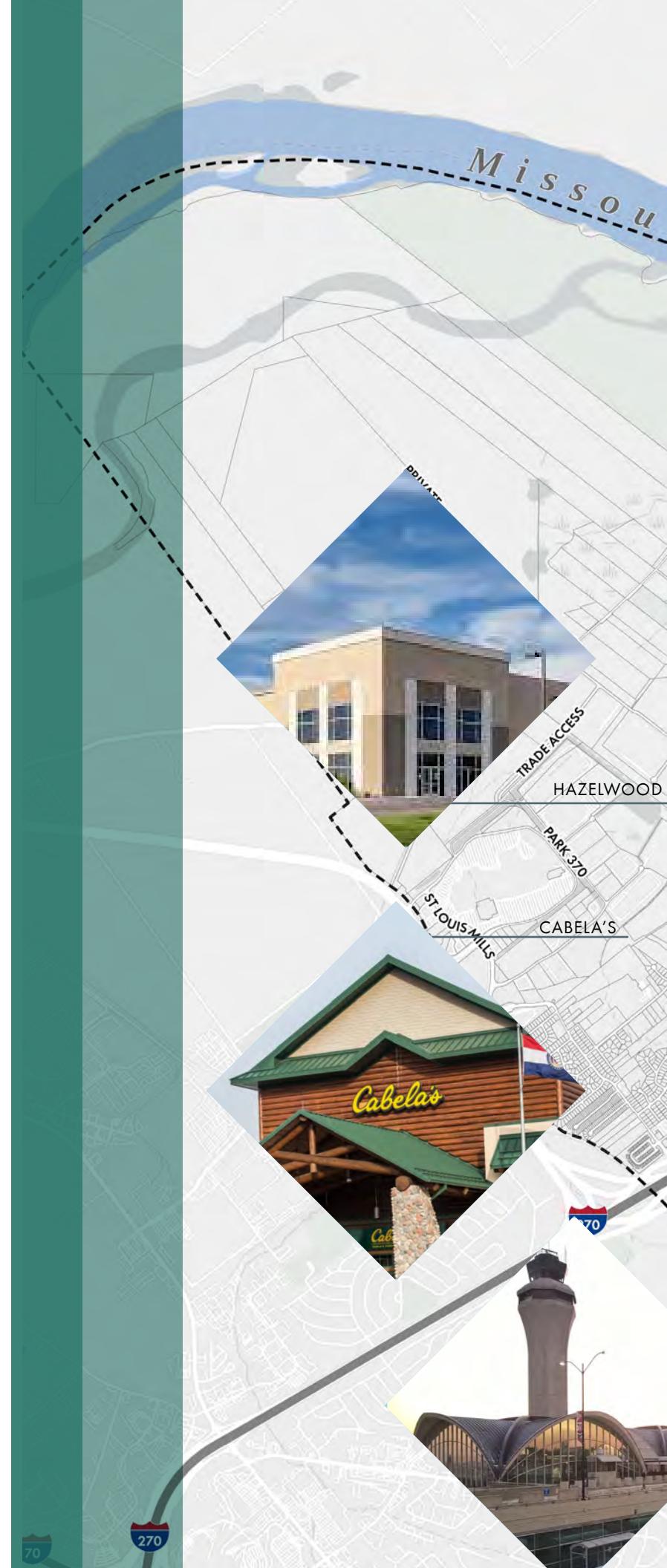
The St. Stanislaus Conservation Area is a 812-acre conservation area owned by the St. Louis County Department of Parks and Recreation and managed by the Missouri Conservation Department. There are hiking trails and a variety of wildlife habitats.

The White Birch Bay Aquatic Center is owned and operated by the City of Hazelwood. Opening in 2008 with 17,000 square feet of aquatic space, the center is a widely used amenity for area residents.

Aviator Business Park, a 160-acre development, has replaced much of the former Ford plant. This development was designed to house commercial, industrial, and warehousing tenants. Elsewhere in the community, Hazelwood TradePort, a 336-acre industrial park and Hazelwood Logistics Center, a 180-acre light industrial and warehousing facility have been developed.

St. Louis Lambert International Airport is the primary commercial airport serving the St. Louis region. It is located directly adjacent to the City of Hazelwood and serves as a major economic development driver for North County area.

The St. Louis Mills Mall opened in 2003 and was both a visitor and sales success for about 10 years. However, competition from the commercial development in the Chesterfield Valley ultimately created too much competition. As visits and sales stalled, more and more of the mall stores closed and out-parcel businesses became vacant. Today, Cabela's is operating independently and attracts over 145,000 visits annually. In 2023, the property was sold to a national firm specializing in industrial development and subsequently converted to space for industrial operations.





COMMUNITY ENGAGEMENT



THE VALUE OF ENGAGEMENT

Community engagement is essential in comprehensive planning, providing a platform for local residents and stakeholders to share their feedback and goals for the community. This process ensures that projects resonate with the community and reflect its unique character and identity. By actively participating in engagement efforts, residents offer valuable insights that help shape their city, ultimately creating a well-informed plan that the community played a role in creating.

For Hazelwood's Comprehensive Plan, we adopted a multifaceted approach designed to capture diverse voices throughout the community. A task force composed of six Hazelwood residents played a key role in guiding our community engagement strategy, recommending various methods and identifying target audiences. This collaborative effort ensured that the engagement process was inclusive and representative of the community's needs.

We implemented engagement strategies across multiple platforms, including participation at community events, open houses, online surveys, and targeted stakeholder interviews. This diverse array of methods facilitated widespread participation, allowing us to gather a broad range of perspectives and feedback. By prioritizing these engagement efforts, we aimed to create a Comprehensive Plan that reflects the aspirations of Hazelwood residents.

Specific engagement activities included:

- Task Force Meetings
- Project Website
- Online & Paper Surveys
- Open Houses
- Presentations at City Council
- Presentations at City Plan Commission
- Pop-Up at Hazelwood Days in 2023 and 2024
- Stakeholder Interviews



"I love North county, grew up here and wanted to make a home in this area. Hazelwood provided affordable, good quality homes to purchase. The Hazelwood West schools were something we felt comfortable sending future children to."



ENGAGEMENT OUTCOMES

Through engagement efforts, it became clear that residents of Hazelwood demonstrate a strong connection to their community, with many people being life-long residents. This long-standing residency highlights a deep-rooted sense of belonging. Personal connections, affordability, and convenient access to major highways are commonly cited reasons for choosing to live in Hazelwood.

Some specific themes that were discussed during community engagement efforts include:

HOUSING

Concerns about housing conditions were mentioned, particularly regarding the transition from a majority of housing units transitioning from owner-occupied to rental and the need for more diverse housing types. Community members express a strong love for their neighborhoods, emphasizing pride in their local areas. However, there are worries that an increase in rental properties could negatively affect neighborhood maintenance and overall community pride. Homeownership is highly valued, as residents believe it contributes significantly to their quality of life. As future residential development is considered, there is a clear preference from those we engaged with for single-family homes that are owner-occupied, reflecting a desire for stable, family-oriented living environments.

"I think Hazelwood has become more diverse. I think it is a strength to have many cultures together. I am worried about the amount of rentals. People tend to take care of their property a little better if they own it. I just want to live where the area is kept in good repair."

ECONOMIC ENVIRONMENT

Residents express frustration with the lack of amenities, particularly following the closure of local entertainment venues and shopping centers. There is a strong desire for revitalization efforts, focusing on the establishment of diverse dining and shopping options, particularly local sit-down restaurants and grocery stores, to enhance the community's livability. Residents recognize the importance of industrial development but want to make sure it's kept geographically separate from residential, commercial, and recreational areas that benefit the community.

QUALITY OF LIFE

Despite a strong sense of community, many residents are concerned about significant changes over the years, particularly a decline in quality of life. Issues such as rising crime, deteriorating schools, and economic challenges, including the closure of major employers, contribute to worries about the city's future.

"It's absolutely vital for a neighborhood to have local businesses, particularly restaurants and grocery stores, within a walkable distance."

PARKS AND RECREATION

The importance of parks and recreational facilities is paramount, highlighting the need for improved maintenance, updated playgrounds, and more family-oriented activities. Enhancing the visibility of lesser-known parks and providing activities for all age groups, especially seniors, are crucial for fostering community engagement. Additionally, there is a strong call for necessary investments in community facilities, making community centers more accessible and modernized. Improved trails and better connectivity for pedestrians are also essential components in creating a vibrant, inclusive community environment.

“Many of Hazelwood parks are hidden - like Truman Park, which can not be seen from Howdershell. Better signage or promotion. More dog parks and play equipment for pre-schoolers.”

TRANSPORTATION AND CONNECTIVITY

Residents are generally pleased with Hazelwood's connectivity to major highway networks like I-170, I-270, and Route 370. They appreciate this ease of access not only for themselves but also as an attractive factor for potential employers considering the area. Additionally, there's a strong desire for more sidewalks to enhance walkability, connecting residential neighborhoods to one another and to commercial hubs.



“The one thing we hate about our neighborhood is the lack of sidewalks. We want to walk out dogs and future children without a concern about cars speeding down the road when we are forced to walk on the road.”

OBJECTIVES & KEY RESULTS

OBJECTIVES AND KEY RESULTS

The Comprehensive Plan uses an Objectives and Key Results framework to guide the implementation. In this case, Objectives are the “What” to be achieved and Key Results are the “How”. The Objectives fall into four key themes which emerged from the community engagement during the Comprehensive Plan process.



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HOUSING & NEIGHBORHOODS

Objective 1 - Focus on creating opportunities for home ownership in Hazelwood.

Objective 2 – Encourage investments in existing aging housing stock.

Objective 3 – Provide opportunities for new housing development to encourage residents to remain in the community as they age.

Objective 4 – Focus on ensuring quality housing is available in the community.



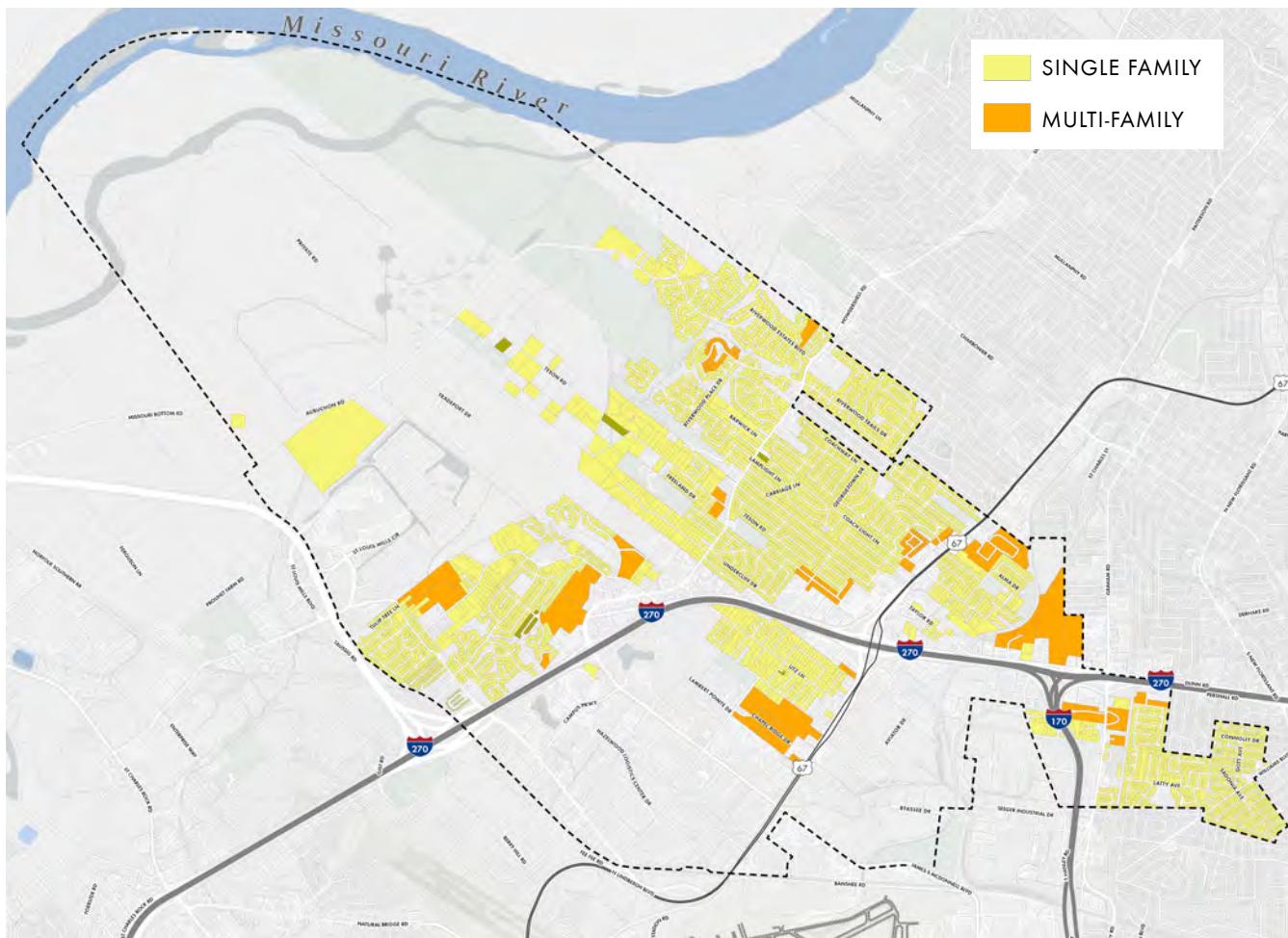


HOUSING & NEIGHBORHOODS

Residents feel significant pride in the neighborhoods of Hazelwood, often feeling attached to where they live and their immediate surroundings. As the community continues to shift, a commitment to housing and neighborhoods will be important, ensuring that this pride in the community is maintained as development and growth occurs.

The City of Hazelwood's residential properties can be divided into single-family, multi-family, and duplex and townhome. Residential land uses cover a total of 1,241.8 acres, accounting for 15.1% of land in the City. Single-family represents 82.3% of all residential uses and 12.4% of the City's land area at 1,022.2 total acres. Properties designated multi-family are scattered across 210.5 acres throughout Hazelwood, making up 2.6% of the City's total land area but 17.0% of residential uses. As the smallest residential land use at 9.1 total acres, duplex and townhome uses account for just 0.7% of residentially-utilized land and 0.1% of all land in the City.

Across the City, multi-family developments are typically found around major roadways and near commercial or industrial properties, with very few located within larger mainly single-family subdivisions. Conversely, duplex and townhome properties are largely scattered throughout single-family subdivisions. Meanwhile, single-family residences are concentrated mostly north of I-270, between the interstate and the vacant/agricultural land to the northwest. The few subdivisions south of I-270 are located near the industrial areas of the City or older residential areas near Calverton Park.

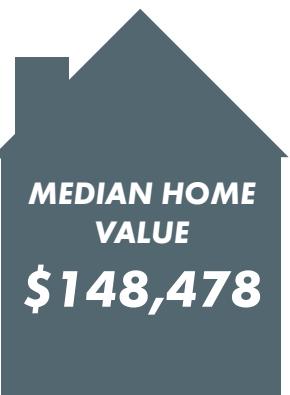


OBJECTIVE 1: FOCUS ON CREATING OPPORTUNITIES FOR HOME OWNERSHIP IN HAZELWOOD.

→ **KEY RESULT:** Target the starter home market to attain new residents in Hazelwood.

According to various housing market sources, the typical starter home sold for \$240,000. To afford that cost, a first-time home buyer must earn approximately \$76,000 annually. Developers typically cannot make a reasonable profit on starter housing when costs for land and infrastructure (water, sewer, and roads) are included. Therefore, a method for writing down these costs must be implemented to achieve this type of housing.

In Hazelwood, the median housing value is \$148,478, making it over \$120,000 less than the median housing value in St. Louis County of \$271,435 and about \$90,000 less than the typical starter home. In fact, only 34% of the housing stock in Hazelwood is valued at over \$200,000. This presents an opportunity for the City of Hazelwood, where affordable housing is available and a starter home is achievable by many.



To develop new housing at this price point, the city could consider the following:

- A combination of State incentives to create a write down of costs. Chapter 353 tax abatement reduces the property tax to the buyer but a Community Improvement District assessment in the same amount as the abated taxes for the development is paid to the developer to offset the cost. In essence the property owner pays the same tax amount as the normally would but part of it is going to the developer to offset the costs. This technique has been used multiple times in St. Louis County, but it assumes that the property involved can qualify for Chapter 353 designation.
- Hazelwood has an economic development sales tax that does not include use for housing development but if it can be tied to attracting workers associated with an industrial or commercial development it might be a possible funding source. This would require eligibility requirements for the intended buyer. This requires legal interpretation relative to the State statute (R.S. MO 67.1300) and the Hazelwood ordinance.

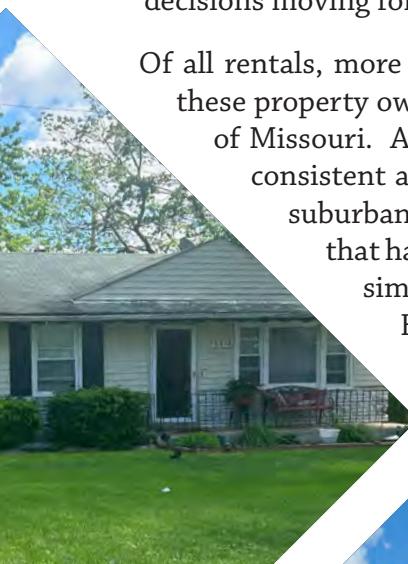
The focus on any program for this purpose should be the attraction of young families without children because the perceived quality of the school district is a disadvantage. That being said, the opportunity to purchase a starter home in Hazelwood can assist home buyers in building equity, adding residents to the area whether they stay for the long term or not.

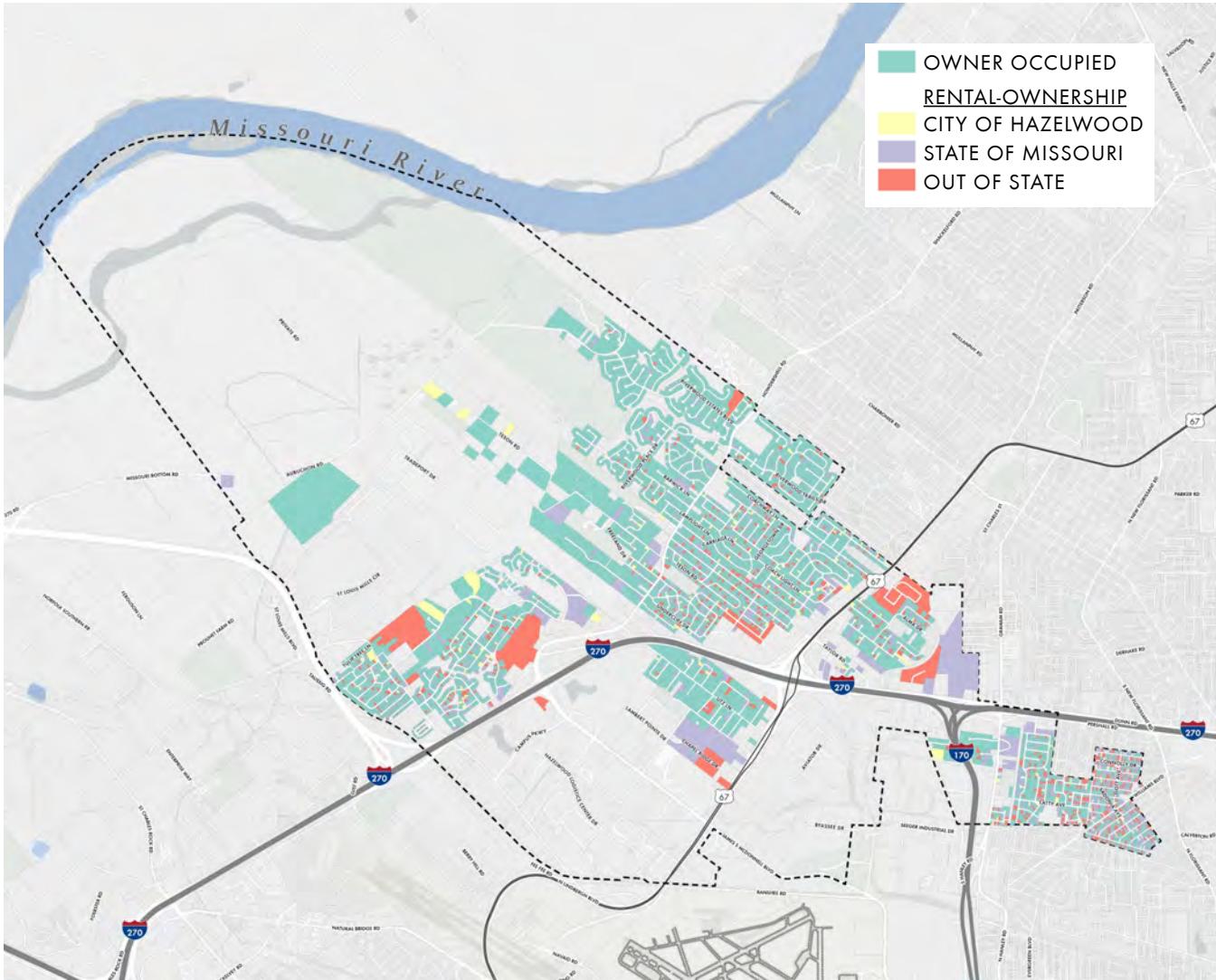
→ KEY RESULT: Provide a report to the City Council on changes in rental housing in Hazelwood.

Since the 2009 Comprehensive Plan process, significant changes have occurred in the residential market related to the ratio of owner-occupied vs. rental properties. A trend that began many years ago, many of Hazelwood's residential units have shifted from owner-occupied single-family homes and condominiums to renter-occupied properties. This shift reflects both trends in housing age, population, and employment in Hazelwood, but also broader trends related to the housing market and post-pandemic real estate.

Today, about half of Hazelwood's residential units are owner-occupied vs. rentals. This issue is perceived as getting worse within the community, prompting the City Council to create a Rental Registry in 2024. This registry allows the city to collect information about existing rental properties, providing a database to help track properties. This can assist the city in understanding concentrations, considering code-enforcement, and assessing how it is changing over time. In order to ensure future policy actions are informed by data, it is recommended that City Staff provide a report to the City Council on changes in the rental registry. This will ensure they are regularly updated about the topic and can make informed decisions moving forward.

Of all rentals, more than 90% are owned by someone not living in the City of Hazelwood. Many of these property owners live elsewhere in the St. Louis region, but about 45% live outside of the state of Missouri. As migration continues to occur west throughout the St. Louis area, this pattern is consistent across nearby municipalities. Communities like Hazelwood that were traditionally suburban communities outside of the City's center are now flanked by other communities that have been developed as population moves west. The City of Ferguson and St. Ann have similar numbers at 48% and 53% owner-occupied properties, respectively. Maryland Heights, Bridgeton, and Overland all hover around 60% owner-occupied. Kirkwood and Webster Groves have significantly less rental at about 25% of their housing stock. In nearby Florissant, 66% of residential units are owner-occupied. In St. Louis City and County combined, that number is 62%. These numbers help to underscore the unique challenges of the housing market in Hazelwood and speak to the need to consider residential land use moving forward. Staying on top of this shift will be important for City leadership moving forward.





RENTAL REGISTRY (2024)

In May of 2024, a Rental Registration program was introduced to City Council with the stated goal of having owners and landlords become trained on the crime free housing program, a certified program requiring owners and tenants to abide by certain standards. In addition, the program would authorize the city to issue a license that would hold tenants and owners responsible for all maintenance of their rental properties. Bill 5121, adopted later that month as 5003-24, requires an annual renewal of the rental license and/or upon occupancy changes. Prior to receiving a license, each owner or landlord would have to demonstrate they received a Crime Free Housing certificate from the Hazelwood Police Department.

→ **KEY RESULT:** Facilitate formation of new neighborhood associations and support continued operation of homeowners and condominium associations.

Residents often pointed to the tight-knit community of Hazelwood as one of its greatest strengths. Community members pointed to some of the older communities and long-standing neighborhood associations and homeowners associations as a positive aspect of this community cohesion. Unfortunately, parts of Hazelwood lack similar organizations and others have let their organizations go defunct. In order to continue to place a focus on homeownership in the community, it is recommended that the City support the formulation of new neighborhood associations and support continued operations of homeowners and condominium associations.

Originally published by the City of Fayetteville, Arkansas and adapted by several communities around the Country, the Athens-Clarke County Unified Government produced a *Guide for Starting a Successful Neighborhood Association*. This document provides a toolbox of rules and guidance to assist residents in creating an organization to support their community. The guide provides information about what the organization could tackle, how to best involve residents, steps for filing articles of incorporation to become an official non-profit, and how to work with the local government. The City of Hazelwood should share similar information with residents to encourage the creation of strong neighborhood associations.

The University of Missouri St. Louis offers the Neighborhood Leadership Academy which trains community members on a variety of community-building skills, creating strong leaders within the community. The City of Hazelwood could consider encouraging residents to apply for this program, building the capacity of resident leadership and increasing the likelihood of organization at the neighborhood level.

→ **KEY RESULT:** Promote H-RAP, “employer-assisted housing” program where area employers would aid employees purchasing homes near their place of employment.

Created in a partnership between the City of Hazelwood and State of Missouri, One Start, a division of the Missouri Department of Economic Development, the Hazelwood Relocation Assistance Program, or H-RAP partially offsets the costs of relocating employees for both new and existing Hazelwood employers. It offers up to \$7,000 when a new employee that is not currently a Missouri resident moves to Hazelwood for work. Half of the relocation funds go to the company, and half go to the employee. Missouri One Start will reimburse a company up to \$3,500 for the cost of relocating an out-of-state employee who becomes resident of Missouri. Additional incentives up to \$3,500 for the individuals relocating are only applicable if the employee establishes permanent residency in Hazelwood. Those leasing, renting or moving in with another person that is already a Hazelwood resident are not eligible for the additional incentive. The program offers to relocate remote workers of Hazelwood-based companies to the city. H-RAP is currently targeting the manufacturing, light manufacturing, aerospace and medical technology sectors.

This program is an important asset to the City’s goal of attracting new residents. Hazelwood has become increasingly desirable as a location for industrial development. However, much of that development has involved logistics operations. This program creates an opportunity to diversify its industrial growth.

OBJECTIVE 2: ENCOURAGE INVESTMENTS IN EXISTING AGING HOUSING STOCK

→ **KEY RESULT:** Fund a home repair program for existing residents in the City.

Home Repair Programs are almost always funded by Community Development Block Grant (CDBG) funds or/and HOME Investment Partnerships Program (HOME). The City already participates in the St. Louis County home rehab program as a subrecipient of HOME funds. All of the City's CDBG grant funds go toward the existing home rehab program. Other sources of home repair funding are the FHA 203(k) Mortgage Insurance Program, the Neighborhood Impact Program, and Habitat for Humanity, which could help supplement the existing CDBG funding which is already allocated.

→ **KEY RESULT:** Provide information on the City's website about regional resources for home investment.

In order to encourage investments in the existing aging housing stock in the City of Hazelwood, the City should prioritize sharing information about regional resources for home repair and investment that already exist. Home Repair Programs can only help communities if people know that they exist and how to engage. Government programs can be very daunting to engage with so having clear instructions and guides on how to participate will ensure that applicants feel empowered to complete the process and take advantage of the program. Providing details about as many programs as possible in the area allows for no one program to become overwhelmed and for individuals to participate in the program that makes the most sense for their specific needs.

Throughout the St. Louis area, programs are available that specifically target older residents or those with mobility issues. These programs should be posted on the City's website, so people are aware of all resources that exist to help community members upkeep their homes as they age.



OBJECTIVE 3: PROVIDE OPPORTUNITIES FOR NEW HOUSING DEVELOPMENT TO ENCOURAGE RESIDENTS TO REMAIN IN THE COMMUNITY AS THEY AGE.

→ **KEY RESULT:** Identify sites in the community that are suitable for senior housing development.

Senior housing was a strong theme from engagement throughout the Comprehensive Plan process. Residents sense that there is not a variety of housing types that would allow the community to stay in Hazelwood as they age. Many residents mentioned that they will be forced to leave the community when they can no longer live in their house, moving west to St. Charles where more senior housing options exist. In order to keep residents in the community, the City should prioritize the development of housing geared toward this group. This housing should consider things like accessibility and maintenance, ensuring it is suitable and attractive to older residents in the community.

Identifying sites suitable for senior housing development on a future land use map will encourage developers, not only because they can easily find sites, but can also know the development process will be supported by City staff. Delays in the development process can push back projects months and being able to expedite that process by taking advantage of a pre-approved spot can be an incentive for development.

→ **KEY RESULT:** Form relationships with senior housing developers in the area.

In order to encourage the senior housing development desired by the City and its residents, City Leadership should form relationships with senior housing developers in the St. Louis region. These developers are skilled at building this type of housing and having a relationship with them will be crucial to ensure success.

The former Urshan College campus on the old St. Stanislaus Seminary grounds is currently vacant but has been identified as a potential site for senior housing in the community. The site is significant and would require a complex development arrangement and significant resources. In order to facilitate something at this scale, the City should actively work with housing developers to understand options and potentially target future development. Whether large scale such as this site, or smaller-scale infill opportunities around the community, having a positive relationship with these developers will be crucial.

→ **KEY RESULT:** Pursue additional senior support programming in Hazelwood.

With an aging population and a significant, involved senior citizenry, the City of Hazelwood should pursue additional senior support programming. Currently, much of this programming happens at the Community Center or through a community group called “The Hazelnuts”. Elsewhere though, there is additional support and leadership by the municipality.

St. Louis County offers a County Older Resident Program for residents ages 60 and over that provide services such as transportation to medical appointments and high priority destinations, home visits

and telephone reassurance, home care and repair, tax preparation, claims assistance, information and referral, volunteer opportunities for older adults looking to be active in the community, and active aging programs. Hazelwood should work with the County to ensure that seniors are being connected to these services and provide bridges where there may be gaps in services.

Other area organizations that provide supportive services and programming for seniors include the St. Louis County Housing Authority, Aging Ahead, Equal Housing Opportunity Council, Beyond Housing, Better Family Life, The Housing Partnership, and Catholic Charities. Where possible, the City of Hazelwood should leverage these relationships for increased programming.



KEY RESULT: Promote and support senior agencies, such as Hazelnuts.

Hazelwood already provides senior discounts for community center events and even offers membership to the Hazelnuts, a social group for people aged 55 and up, for \$12 annually, though some events require an extra fee, anywhere from \$5 to \$50 depending on the event. Further support of this agency and the creation and support of new senior services shows commitment to aging residents as well as ensures that seniors have a network of support. Creating these networks is vital for seniors to stay active and for seniors to find and share resources that can help them with their health and any home needs to stay independent longer.

Considering the needs of seniors as part of the future of the Community Center building will also be important.



OBJECTIVE 4: FOCUS ON ENSURING QUALITY HOUSING IS AVAILABLE IN THE COMMUNITY.

→ **KEY RESULT:** Continuously evaluate housing data available through the Rental Registry, inspections, housing sales data, building permit data and other sources.

As of 2024, the City has committed to collecting rental data through the Rental Registration Ordinance. This will collect information from property owners through an inspection and licensing process annually. The City should use this information along with other data to evaluate the existing housing stock and understand trends in housing over time. Considering inspection data, housing sales, building permits, and other sources will help to provide a well-rounded view of the residential housing stock in the community and ensure that the City is making informed decisions related to housing policy in the future.

→ **KEY RESULT:** Continue to update the City's Building Code to incorporate best practices from the International Property Maintenance Code and update the Residential Occupancy Permit Program accordingly.

The building and fire codes were recently updated by the City of Hazelwood. As a result, the 2021 IBC and IRC codes are currently on the books. Because these are updated every few years, it will be important for the City to regularly update their codes to reflect best practice. Significant work goes into updating national codes so it is recommended that the city evaluate their codes internally, every few years and make it a goal to stay consistent with national best practices.

→ **KEY RESULT:** Evaluate and study the City's code enforcement process and procedures to ensure that adequate levels of service and resources are allocated to property maintenance code compliance.

In order to ensure quality housing remains in Hazelwood, the City should study and continue to evaluate the City's code enforcement process and procedures to ensure they are providing adequate levels of service to meet the needs of the community. Tracking key housing market metrics such as net change in housing units, number of home sales, and other data will help the City make sure that there are enough resources allocated to property maintenance and code compliance and that those things are not becoming a further barrier to neighborhood growth and development, something that is a growing concern among residents.

There is a particular concern related to tackling dilapidated condemned housing and structures in the community. Currently, there is no mechanism to do this and spending public money on keeping private property safe and maintained is unlikely. That being said, there are partnerships available with organizations and St. Louis County to increase funding and resources for tackling this type of vacancy and property maintenance issues in a community.

It is recommended that the City Council have a discussion about how best to utilize existing resources and how they might secure additional funds to have a significant impact on problem properties and maintenance concerns.



*“We have so much
quality housing
here. We just need to
concentrate on keeping
it in good shape!”*

2

ECONOMIC DEVELOPMENT

Objective 1 - Attract new retail businesses that support residents.

Objective 2 – Expand industrial development where it is compatible with nearby uses.

Objective 3 – Continue to be a versatile business hub.

Objective 4 – Continue to build a community identity that encourages high-quality economic development.

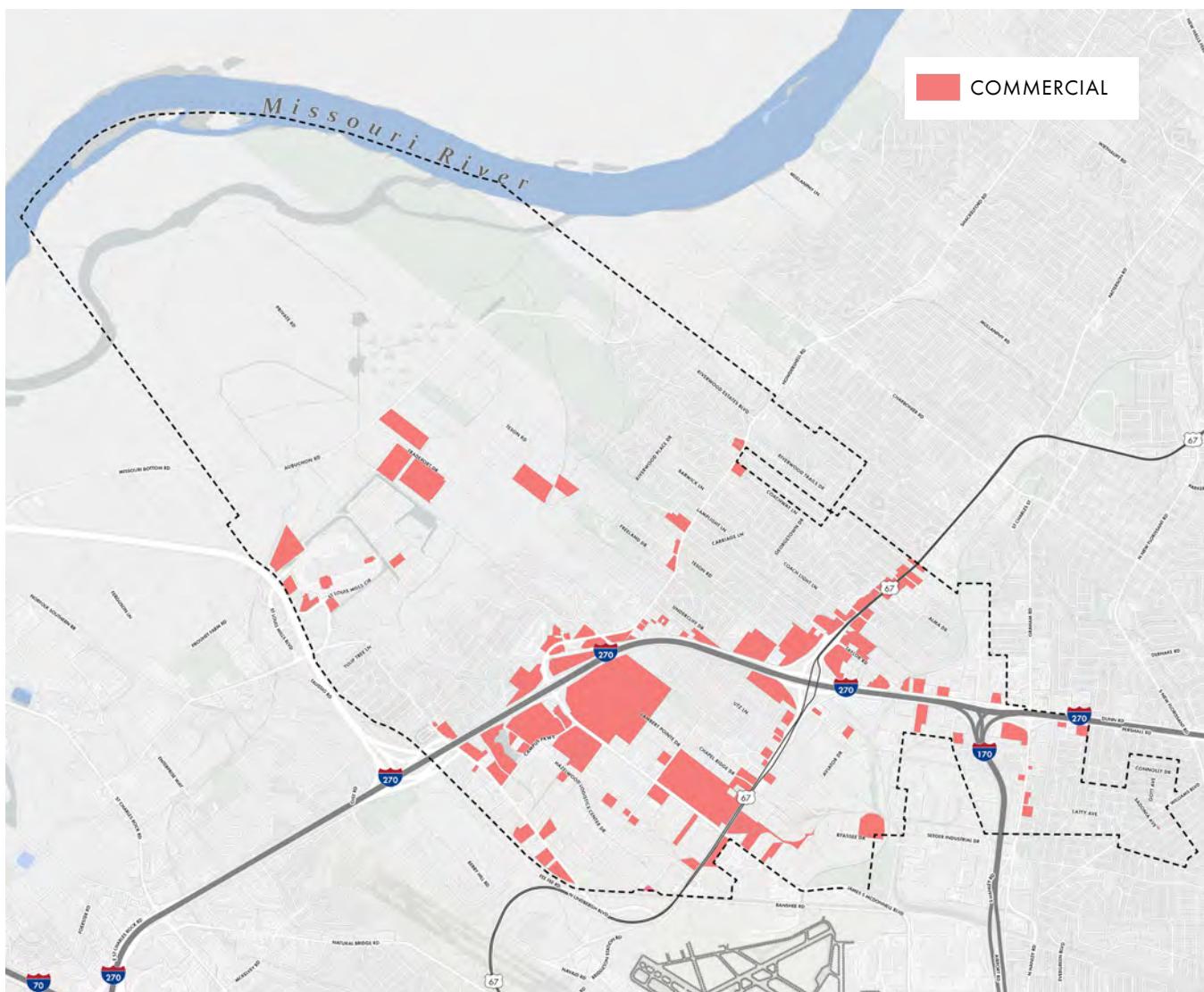


ECONOMIC DEVELOPMENT

Economic Development was a continued theme of the Comprehensive Plan process, with residents consistently seeking a diversity of revenue sources, work opportunities, and business types in the community.

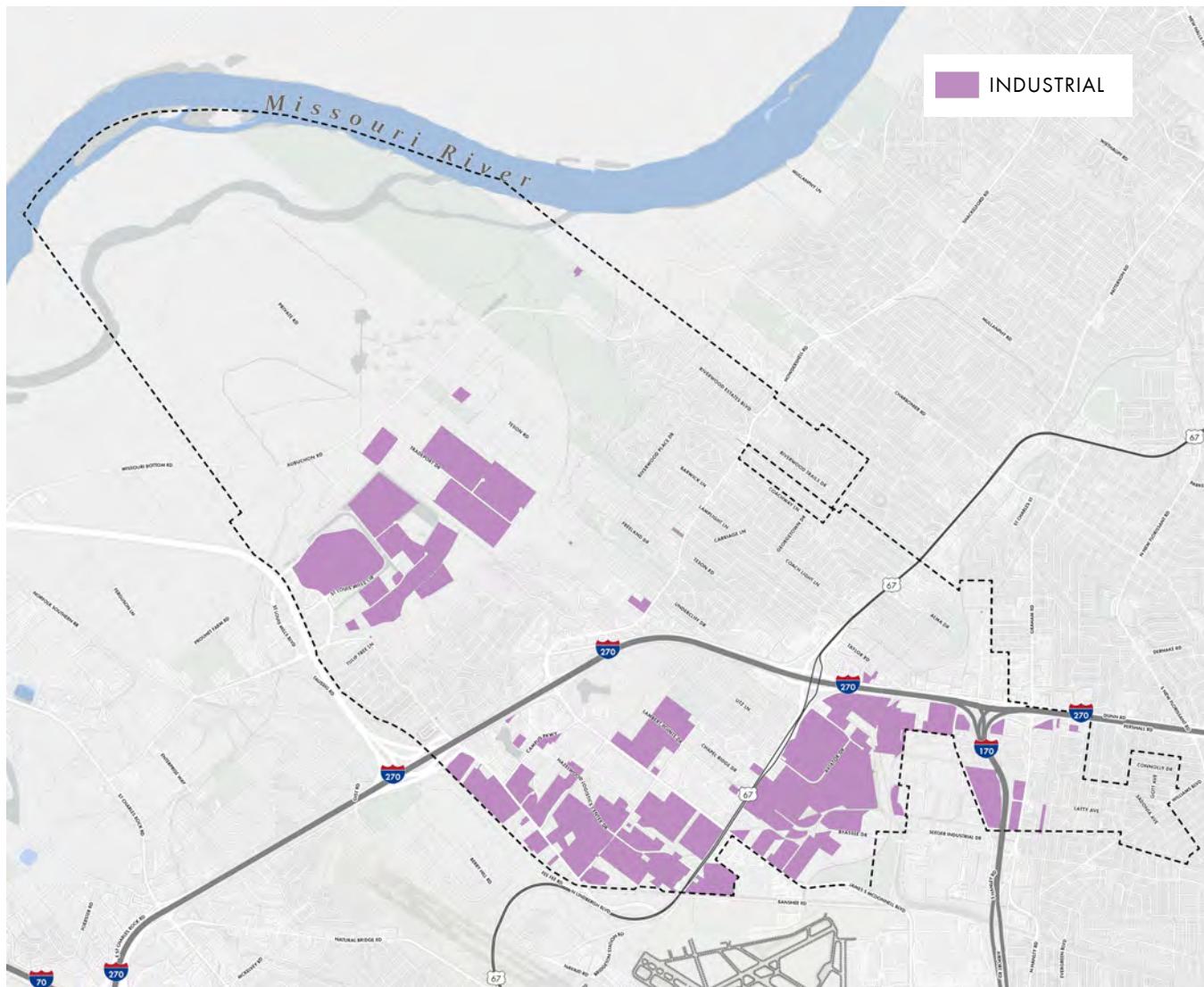
Commercial land uses in Hazelwood are concentrated around major roadways including I-270, US Highway 67/N Lindbergh Boulevard, and Howdershell Road/James S. McDonnell Boulevard. These roadways provide easy access and visibility. Found on 225 individual parcels throughout the City, commercial uses account for 9.2% of Hazelwood's total land area. These various commercial properties cover 756.5 acres in the City.

Commercial land uses in Hazelwood are comprised of businesses including retail, services, offices, dining, lodging, entertainment, and other uses. Development patterns in this part of St. Louis County have resulted in mostly auto-oriented commercial businesses, with large-scale highways and commercial corridors housing most retail businesses and office users occupying low-scale buildings with large parking lots. As has occurred across the country, many spaces that were formerly home to local businesses have been replaced with national retailers, utilizing their size and scale to survive in the market.



Currently, the City has a total of 1,662,201 sq ft of retail space in a variety of formats. The City has 3,953,230 square feet of office space comprised of major tenants including First Bank, IBM Corporation, Fiserve Solutions, Inc., Concentrix CVG Corporation, and Mallinckrodt, Inc. This number represents a 3.5% decrease since 2014.

Unlike most of its neighboring communities, Hazelwood has a significant amount of industrial land, particularly near St. Louis Lambert International Airport, which is adjacent to the City's southern boundary. The Industrial/Utility land use represents the majority of developed land within the City at 1,281.7 total acres, or 15.5% of the City's land area. Vacant/Agriculture is the only land use that covers more ground in Hazelwood than Industrial/Utility. Industrial/Utility uses are heavily concentrated south of I-270 with a few facilities located in the area of the City between more densely developed areas to the southeast and the Missouri River floodplain to the northwest. Hazelwood's strong industrial market can be attributed to the City's proximity to St. Louis Lambert International Airport, Interstates 270 and 170, US Highway 67, State Route 370, railways, and the Missouri River. As such, the majority of facilities are on the light industrial side, related to trade, warehousing and distribution, transportation, and logistics, rather than heavy manufacturing that would include factories and plants.



OBJECTIVE 1: ATTRACT NEW RETAIL BUSINESSES THAT SUPPORT RESIDENTS.

→ **KEY RESULT:** Work with property owners and brokers to fill vacant retail and service business locations.

The city can work with property owners and brokers to fill vacancies in a number of ways:

- List retail and service business properties along with the industrial properties for lease on the City's Economic Development webpage
- Eliminate, reduce, or recalibrate parking requirements
- Further advertise, retain, and strengthen incentives and tax abatement for businesses
- Develop a “solutions database” for overcoming building code challenges with creative solutions, past successful projects, and paths to navigate complex redevelopment problems

Supporting property owners and brokers by helping fill vacancies reveals the city as a good faith partner in business and can attract more businesses to locate within the city. Having a good reputation within commercial real estate market can be incredibly valuable asset.

→ **KEY RESULT:** Continue the incentive program to promote renovation of commercial buildings (facade improvements, awnings, signage, lighting, etc.) that would improve their appearance and reflect Hazelwood's identity.

Use the two Tax Increment Finance (TIF) Districts over part of Hazelwood Logistics Center and Park 370/St. Louis Outlet Mall to continue funding reinvestment in those areas. Knowing there are specific funds dedicated to helping businesses keep their buildings updated proves Hazelwood's dedication to supporting businesses, incentivizes more businesses to locate in Hazelwood, and continues a cycle of success and reinvestment in the area.

A commercial renovation incentive program benefits all community stakeholders. Business can keep their buildings updated, so that residents and shoppers have a better experience, and the city can retain businesses, decrease vacancies, and even draw customers from around the region with more cohesive and updated commercial nodes.



→ **KEY RESULT:** Promote new development opportunities at targeted locations and offer incentives to those generating sales taxes.

The Comprehensive Plan identifies several locations targeted for development opportunities. These are primarily locations that are suitable for mixed-use development that would include a combination of various housing types as well as commercial development that would generate sales taxes. In most instances, attracting developers will require City support to cover development costs such as land acquisition, utility removal or relocation, and demolition of existing building improvements which will often require the City to provide a financial incentive to make the project happen. In other instances, the City has used various Missouri statutory financing tools to aid commercial development. These have included:

- Tax Increment Financing
- Transportation Development District
- Community Improvement District
- Chapter 353
- Chapter 100

Each of these tools are available and can provide property tax abatement, capture of property and/or sales taxes for reimbursement to the developer for specific costs, or the ability to levy new sales taxes or property assessment to support development costs. Chapter 100 can provide an abatement of sales taxes levied on the building materials used to construct the development.

→ **KEY RESULT:** Incorporate additional neighborhood-scale retail on Howdershell Road in ideal locations.

Howdershell Road is a five-lane road that carries an average 34,550 vehicles on weekdays. Currently, despite the high traffic counts, it mostly travels through residential areas. The large road and concentration of housing units presents an opportunity to develop neighborhood-scale retail that can be easily accessed and well trafficked. To take advantage this opportunity, ideal locations should be indicated on the future land use map so any potential development can be supported by the Plan Commission and City Council.

Along with the future land use map, the City should consider rezoning commercial parcels from C-2 General Commercial to C-1 Neighborhood Commercial District. Currently, no parcel in Hazelwood is designated C-1 and the current commercial parcels are zoned up to C-2. Smaller and more localized businesses may be a better fit for business owners' success as well as less disruptive for the surrounding residential neighborhood. The map below depicts Howdershell Road as identified on the Future Land Use Map. Two nodes have been identified for potential commercial and/or mixed-use development, providing that neighborhood-scale retail opportunity.



Future Land Use Map

OBJECTIVE 2: EXPAND INDUSTRIAL DEVELOPMENT WHERE IT IS COMPATIBLE WITH NEARBY USES.

→ **KEY RESULT:** Focus on the attraction of non-logistics industrial uses.

In order to continue to grow the industrial business in Hazelwood while diversifying uses, it is recommended that the City focus on the attraction of non-logistics industrial uses. While logistics remains a strong sector in the community, there is interest in diversification, bringing additional jobs and businesses to the community. To do this, the City should continue to be in touch with local businesses, brokers, and state officials to ensure that Hazelwood is being considered by leaders as a great place to locate companies, providing quality infrastructure, access to area transportation networks, and an available workforce.

→ **KEY RESULT:** Continue to compile a list of available sites with appropriate descriptive material for State DED officials.

Available industrial listings are currently listed on the Hazelwood Economic Development webpage “property search” tool using the LocationOne Information System. The system includes in-depth details about each building, the land around, demographics of the area, maps, photos, and appropriate contacts. Ensuring that the tool is updated and functional on the webpage allows for companies to easily find a site and establish a business in Hazelwood.

Continuing to provide these details publicly and to the State Department of Economic Development Officials will be crucial to ensuring Hazelwood has a strong industrial economy.

→ **KEY RESULT:** Develop a “target industry” analysis to identify existing industry that might be attracted because of existence of others.

A target industry analysis allows a city to focus marketing and economic development efforts on industries that have the highest potential to positively impact the local economy and overall economic competitiveness of the community. The analysis is meant to match opportunities and existing resources to growing technology and industries so the industries can thrive, and the city becomes a destination for the target industry.

Typically, a target industry analysis identifies the target industry by analyzing the following:

- Historic Industries in the community
- Current employment levels
- Market trends
- Location quotients of existing industries in the community
- Regional resources and assets

→ **KEY RESULT:** Work with Developers and Brokers for infill of industrial properties that may become available.

The city can work with property owners and brokers to fill industrial vacancies in many of the same ways the city can work with retail and service businesses to fill vacancies:

- Continue to list industrial properties for lease on the City's Economic Development webpage
- Eliminate, reduce, or recalibrate parking requirements
- Further advertise, retain, and strengthen incentives and tax abatement for businesses
- Develop a "solutions database" for overcoming building code challenges with creative solutions, past successful projects, and paths to navigate complex redevelopment problems

However, as progress happens in other Key Results such as identifying a target industry and developing an industry recruitment program with neighboring communities, there can be much more targeted efforts to recruit and retain industry, hopefully minimizing vacancies needing to be filled.

→ **KEY RESULT:** Develop an industry recruitment program with neighboring communities to market the northwest St. Louis County area apart from the rest of the region.

Greater St. Louis Inc is an existing regional economic development organization meant to help foster inclusive economic development in the St. Louis region, however the region covered is 15 counties and almost 3,000,000 people. While that is a strong tool, a smaller, more focused industry recruitment program is needed to help northwest St. Louis County stand out within the St. Louis region. Area Chambers of Commerce could serve this function. An organization for just northwest St. Louis County would strengthen the communities involved and could even become a subregion that Greater St. Louis Inc. can further promote.



"I love all of the industrial growth we've seen in the community over the past few years."

OBJECTIVE 3: CONTINUE TO BE A VERSATILE BUSINESS HUB.

→ **KEY RESULT:** Identify needed businesses that can fill gaps for products or services not currently available for City residents.

Throughout the process, residents cited a desire for business types not currently found within the community. These often included grocery stores, sit-down restaurants, and service-based businesses such as dry-cleaners and pharmacists. In an effort to be a versatile business hub with a variety of different business types, the City should seek to identify needed businesses that can fill the gaps in products or services not currently offered. These should seek to serve both residents and workers in the Hazelwood area. The City should promote this list of businesses and services on the city website so that companies or developers shopping around the region for a place to open know that their business would be well supported in Hazelwood.

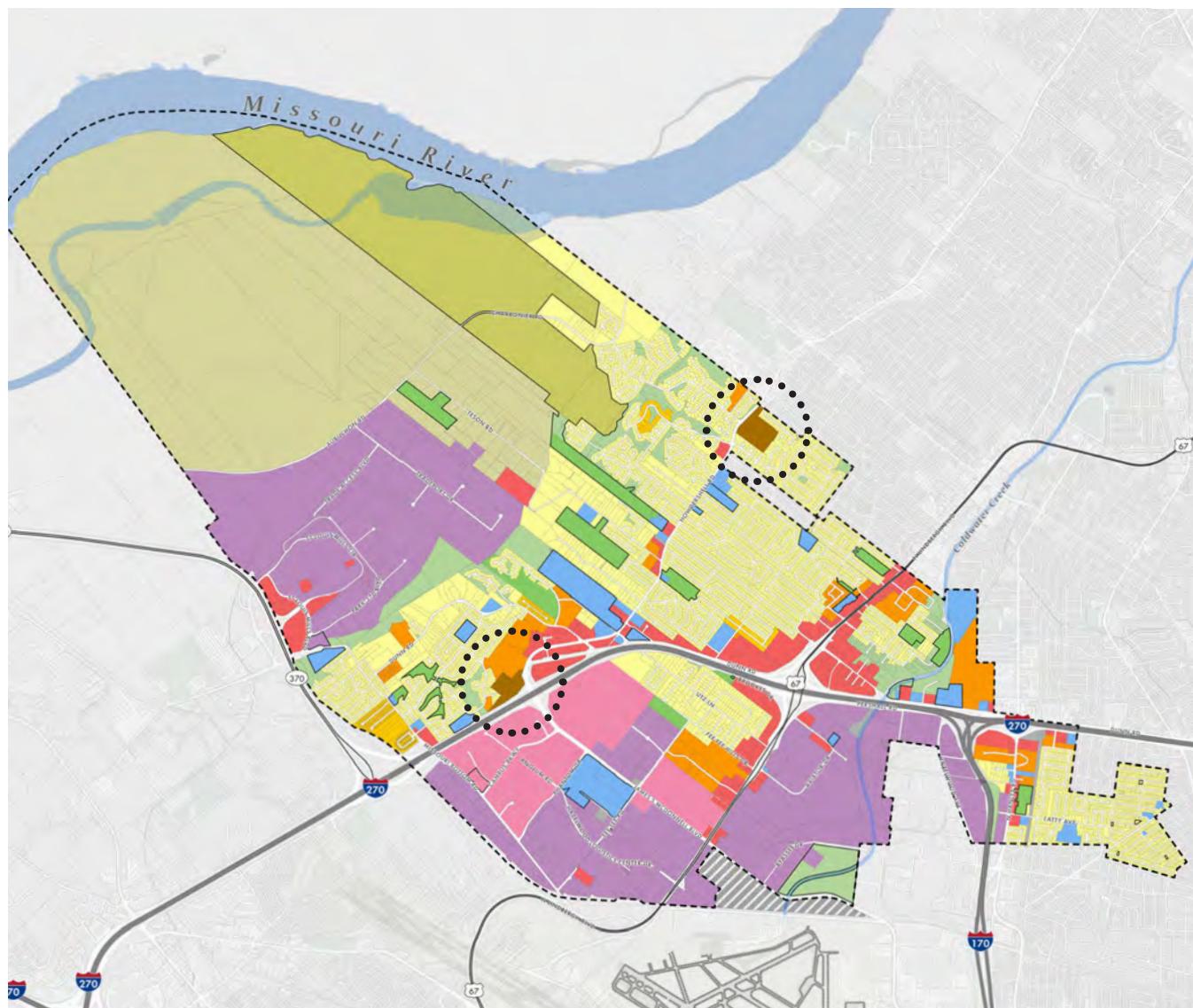
→ **KEY RESULT:** Market Hazelwood's range of potential business locations, from large office parks and warehouse/distribution sites to flexible space that will accommodate entrepreneurs and growing businesses.

Entrepreneurs and growing businesses typically do not have the same resources to find the perfect location across an entire region in the same ways a large corporation does. Providing a free and easy-to-navigate resource of available spaces would be an asset to these growing businesses who do not want to expend time or money finding real estate Hazelwood would be able to fill vacancies and diversify the businesses and services the city can offer. The City should promote this tool using typical city channels such as social media and the website, and also use resources like Chambers of Commerce and other business groups in the area to spread the word through their own networks.

→ KEY RESULT: Identify sites for development and redevelopment.

To continue to be a versatile business hub, it is important that the City works to identify specific sites for development and redevelopment. These sites should be identified on the future land use map so they can be implemented through the City Plan Commission and in City Council decisions. In addition, developers can then easily identify development opportunities and proactively work with the City toward implementation. Having properties designated for development and redevelopment ensures that there is a mutually beneficial relationship between Hazelwood and the development community from the start rather than a developer feeling they must struggle through the exploration and entitlement process with the City. These should be revised regularly as land uses change.

The Future Land Use Map displays two key areas for redevelopment including the former St. Stanislaus Seminary and the former ALM St. Louis site at 270 and James S. McDonnell Blvd. These two areas should be closely studied by the City and proactively marketed to potential developers.



Future Land Use Map

OBJECTIVE 4: CONTINUE TO BUILD A COMMUNITY IDENTITY THAT ENCOURAGES HIGH-QUALITY ECONOMIC DEVELOPMENT.

→ **KEY RESULT:** Improve the appearance of gateways to Hazelwood with consistently themed entry signage and landscaping at points of entry to the City along highways or major streets.

The City of Hazelwood has changed drastically over time. From its early days supporting the Ford Motor Plant to its proximity to the Airport and presence of major corporations to the growth of the industrial economy, the City's identity has significantly shifted in recent years. In order to encourage high-quality economic development and future growth, the City should seek to improve the appearance of gateways to Hazelwood with consistently themed entry signage and landscaping. The City has previously invested in considering this concept but has not moved forward with implementation. It is recommended that the City prioritize points of entry along highways and major streets, to begin to establish this sense of identity as people enter the community.



→ **KEY RESULT:** Transition Village Square to a visually appealing and centrally located opportunity for a mix of uses.

Once a highly sought after retail center in St. Louis County, home to a movie theater and several regional assets, Village Square has seen significant disinvestment in the past several years. The plaza is located at the intersection of I-270 and Lindbergh with significant visibility and high traffic counts. That being said, it has difficult access constraints. The Village Square property has also been subject to continued trends impacting all of north St. Louis County where the market has not supported significant retail, leading to increased vacancy in Village Square and elsewhere. Tenants have shifted from traditional retail users to a more mixed-use environment capitalizing on the regional location.

With over 200,000 square feet of available space, the plaza has seen some reinvestment in recent years and is now home to several medical uses including a 25,000 square foot Washington University Physicians site. Other investments were made to the facades of the facilities to upgrade the look and secure additional tenants. In order to continue to build a community identity that encourages high-quality economic development, the City should prioritize transitioning Village Square to a centrally located opportunity for a mix of uses.

FUTURE OF VILLAGE SQUARE

While the future of Village Square is still unknown, as communities shift to a more mixed-use environment, the City could consider the Village Square site as the future location of a large-scale community center, housing resident amenities as well as a new City Hall, Fire Station, and green space. This would require significant planning, but as a new vision for Village Square is defined, it could be considered a potential use of the site.

→ **KEY RESULT:** Promote H-RAP in concert with State of Missouri/Missouri One Start to expand workforce attraction capabilities for new and existing industries.

One barrier to continuing to build a community identity that encourages high-quality economic development, is the lack of workforce. Part of a larger regional economy, the City of Hazelwood often includes a mismatch of employees and residents. To improve this, the City should promote the H-RAP employer-assisted housing program in concert with the State of Missouri and Missouri One Start to expand workforce attraction capabilities for new and existing industries. This will help to attract new residents that are in alignment with current workforce opportunities in the community.

3

PARKS, RECREATION, & COMMUNITY FACILITIES

Objective 1 - Continue to improve parks and recreation spaces in Hazelwood.

Objective 2 – Create a new vision for the Hazelwood Community Center.





OBJECTIVE 1: CONTINUE TO IMPROVE PARKS AND RECREATION SPACES IN HAZELWOOD.

→ **KEY RESULT:** Create a Parks and Recreation Master Plan to define priorities for parks and recreation spaces in Hazelwood.

The City of Hazelwood currently contains 923 acres of park land. This land use accounts for 11.2% of all land in the City. The majority of park acreage is located within the St. Stanislaus Conservation Area near the Missouri River, which makes up 820.6 acres (89%) of the 923 total acres of park properties in the City. This area is managed by the Missouri Department of Conservation and provides significant greenspace, trails, and walking paths for residents but is concentrated on the western side of the community.

Elsewhere, Hazelwood currently has 16 community parks that cover 159 acres throughout the City. Most of the parks within Hazelwood are small, neighborhood parks, providing greenspace access to residents near their homes. When Hazelwood's housing was being developed, an intentional choice was made to retain greenspaces within neighborhoods. This has resulted in a scattered park system providing access to greenspace to the vast majority of residents.

The City of Hazelwood has been investing in their 16 community parks over the past several years, installing new equipment, improving infrastructure, and better connecting parks to neighborhoods.

Similarly to this Comprehensive Plan, a Parks & Recreation Master plan allows a community to agree on a vision and future, specifically for Parks, that all future decisions can be based on. A Master Plan creates consensus between leadership and residents so all decisions can move the community forward towards their goals. In Hazelwood, the community feels that there are enough parks, however the ability to get to parks is a challenge. A Parks & Recreation Master Plan in Hazelwood may be more oriented towards creating pathways between and to parks to better engage the existing neighborhood parks specifically.

This Parks & Recreation Master Plan should also assess the condition and facilities at each of the parks, providing a vision for the future. With this, the City can apply, annually, to St. Louis County for additional parks funding. Given parks and recreation spaces are such a priority for community members, continuing the city's commitment to high-quality neighborhood parks is important.

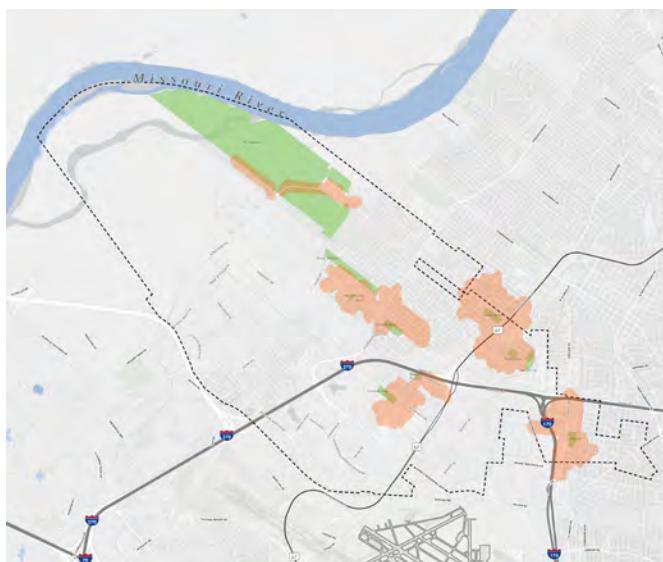
→ **KEY RESULT:** Evaluate Civic Center East to understand needed improvements and renovation costs.

Civic Center East was built in 1990 and offers fitness equipment, a gymnasium, locker rooms, meeting rooms, ping pong, a walking track, and a parking garage. As the building approaches 35 years, there are several repairs and updates required to keep this important amenity functional. In addition, continued flooding at the rear of the building regularly impacts access and usability. There should be an overall evaluation of the building and internal amenities to identify priorities and begin improvements that will best address the needs of the building and the community. This will help the city better serve residents, ensuring its community center facilities are well-located and offer the right amenities.

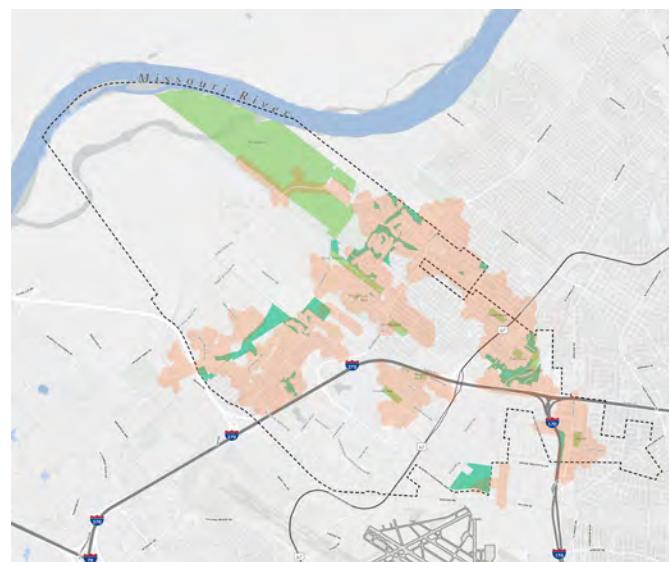
→ **KEY RESULT:** Grow park accessibility rates by increasing the number of neighborhoods within walking distance to a city park or greenspace.

People who have pedestrian access to a park tend to be more active overall and spending just 30 minutes in a park can reduce blood pressure and cholesterol, strengthen your heart, reduce inflammation, and boost your immune system. Again, the number of parks in Hazelwood is sufficient for the current population, however lack of access means they cannot be utilized to their full potential and residents could be missing out on these key benefits. To expand park access, the city should increase the number of neighborhoods within walking distance to a city park or greenspace. This could be done by creating better connections to existing parks or by utilizing small-scale greenspaces to provide park access.

Activating existing green space into a community space by adding small amenities such as shade, benches, and gardens would help to provide additional park access to residents that may not be near one of the city's major parks. These small upgrades to empty lots or open space can provide access to greenspace, without adding significant maintenance for the City. As the maps below display, by considering the 10-minute walk shed of open spaces in addition to City Parks, significantly more access to greenspace is instantly created. Doing this while focusing on connectivity between existing parks has the potential to increase park access to hundreds of residents for a much smaller investment than a whole new park.



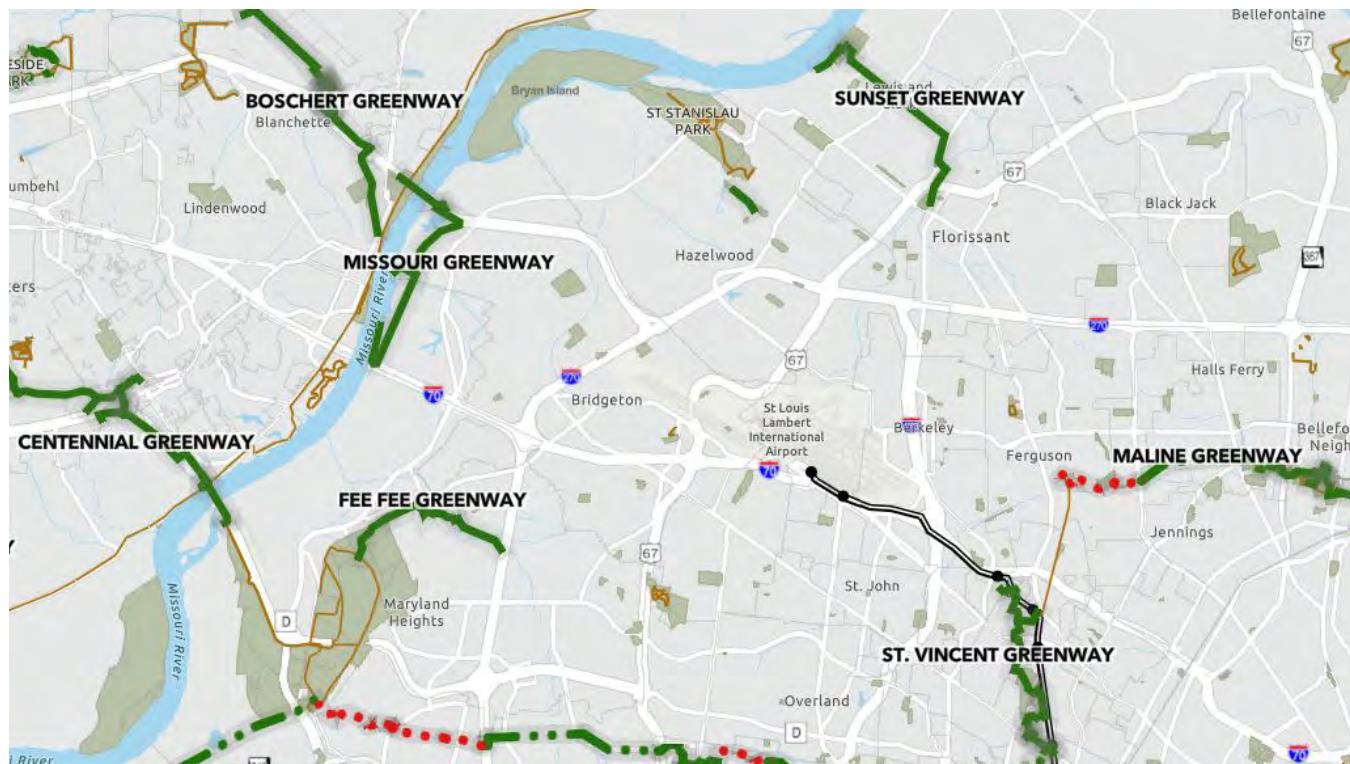
10-Minute Walk Shed Around Parks



10-Minute Walk Shed Around Parks and Open Space

→ **KEY RESULT:** Work with Great Rivers Greenway to consider future trail connections to Hazelwood.

Creating access to Great Rivers Greenway trails would give Hazelwood residents pedestrian and bicycle access to much of the region and invite those from the region to visit Hazelwood. Connections to the Maline Greenway and/or St. Vincent Greenway are each within 5 miles of Hazelwood and would give access all the way to Downtown St. Louis via bike. Boschert Greenway and Missouri Greenway are adjacent to Hazelwood and could potentially connect to the trails within St. Stanislaus Park and create regional bike connections between Earth City, St. Charles, Blanchette, and Hazelwood. The City of Hazelwood should engage in regular conversations with Great Rivers Greenway to ensure these connections are part of the long-term regional trail plans.



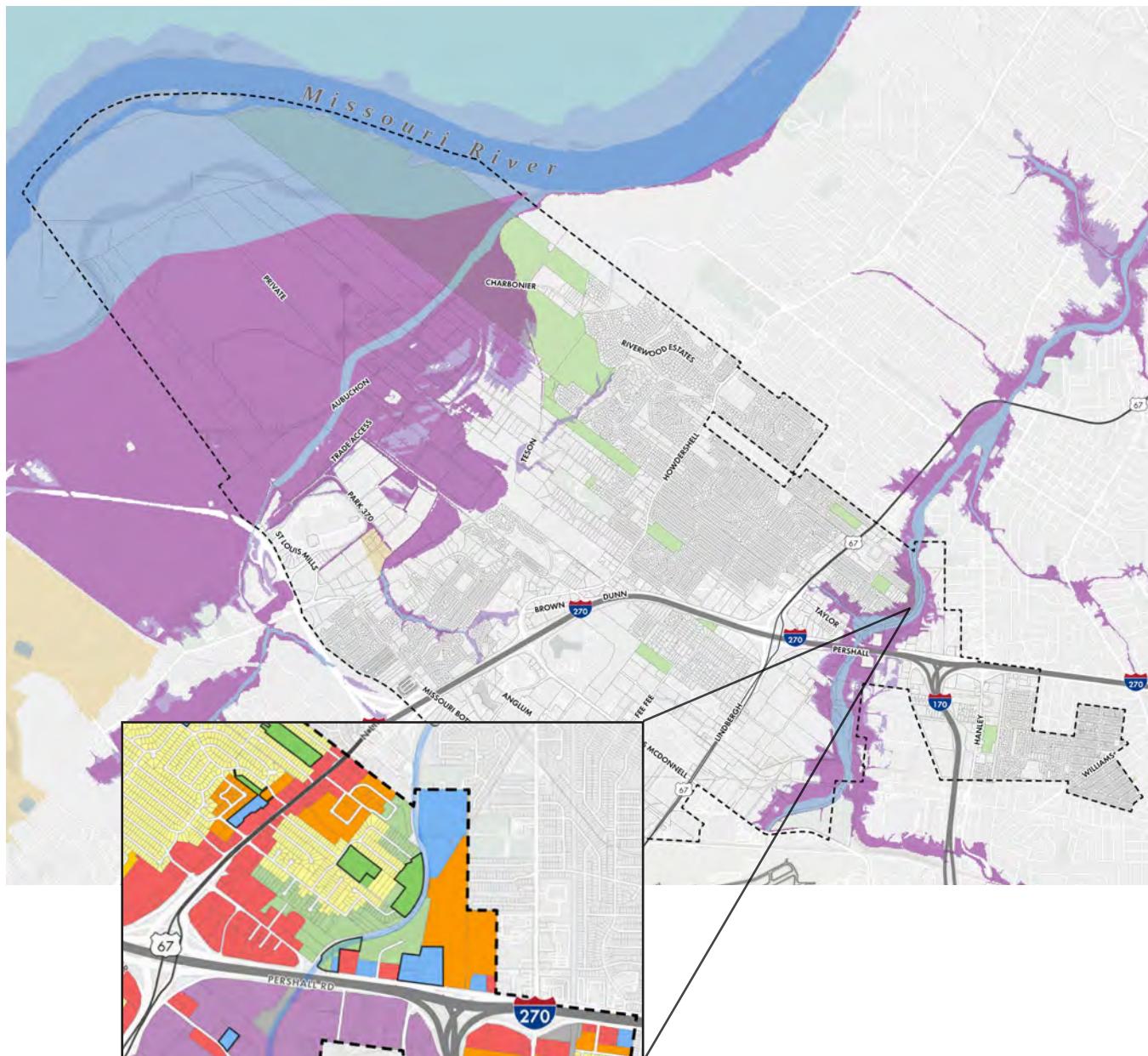
→ **KEY RESULT:** Create open space areas from Flood Buyout Properties.

Because of the location in proximity to the Missouri River, parts of the community are prone to flooding. The western third of the community is within the floodway or within the 1% flood hazard area, limiting its development potential. In addition, due to the presence of several creeks in the community, there are parts of Hazelwood that are prone to repeat flooding.

The residential areas on the eastern side of the community have had several major flooding incidents in recent years. Coldwater Creek creates a consistent flash flooding problem during periods of heavy rainfall. On July 26, 2022, a record rainfall event occurred causing significant property damage of residential and municipal property. In 2023, the City submitted Federal buyout applications for multiple homes and damage of \$108,500 was incurred to City property. Stormwater flooding along Coldwater Creek is compounded by the fact that it flows along the location of former Manhattan Project atomic energy

site. Radioactive materials were landfilled at this location which is now the subject of a major Federal environmental remediation project being conducted by the U.S. Army Corps of Engineers. Therefore, flooding of the creek carries potential health hazards over a wider area when it floods, beyond the E. Coli bacteria and other chemical substances that have been identified in its water in the past. As the City continues to plan for its land use environment in the future, it should support continued buyout of these properties, creating open space areas in these flood-prone locations.

Flood buyout properties are deeded to be open space to ensure that disaster response funds are no longer needed to address those areas after residents and businesses are relocated after flooding events, often after repeated events. There are several land use possibilities for the open space depending on the maintenance abilities of the community. Cities like Houston have used buyout properties to plant pocket prairies which require very little maintenance and help absorb flood waters. Other possibilities for open space include parks, trails, gardens, flood buffers, or wildlife habitats. The City of Hazelwood should contemplate what parks and recreation capacity they have to support a future plan for buyout properties.



OBJECTIVE 2: CREATE A NEW VISION FOR THE HAZELWOOD COMMUNITY CENTER.

→ **KEY RESULT:** Conduct an assessment of the current facility to understand current condition and potential next steps.

The Hazelwood Community Center, located in the center of the community, is in dire need of investment. The current facility and adjacent White Birch Bay Aquatic Center feature aging infrastructure and dated layouts. While these are still a significant resource for the community, the City needs to reconsider its future. The first step of this is conducting an assessment of the current facility to understand the current condition and potential next steps. Budgeting for this assessment should be a priority for City Council.

→ **KEY RESULT:** Survey users over the course of several months to understand community desires for improvements.

In an effort to reimagine the Hazelwood Community Center the City should survey users of the community center to understand needs. This survey should be taken over the course of several months. A longer survey period will capture a larger population including guests, those who may not visit frequently, and also to see how needs change during different seasons, days of the week, and even time of day. The users of the space are the best source of information to understand how the space can run most successfully. These users can also inform the potential vision for the future, whether that be through on-site improvements, or a new location.

→ **KEY RESULT:** Discuss results of the assessment and user surveys with the City Council to plan for future investments.

The results of the survey should be analyzed and presented to the City Council so that leadership in the community can better understand the weaknesses and opportunities and make better informed decisions regarding the future of the community center. The City Council can also help add important context to why certain improvements may or may not be possible and any historical background they may have about the Community Center. Finally, presenting the results to the City Council ensures that they are public record and residents are able to either go to the meeting and ask questions or review the materials online at any time. Renovating, rebuilding, or relocating the Community Center will be a major endeavor. It will also be expensive and require a financial commitment from the City and its residents. Ensuring the City Council understands the results of the assessment and the community survey will help inform their decisions about next steps.

→ **KEY RESULT:** Ensure ADA compliance and increased senior services at the Community Center.

For the Community Center to truly be a community amenity, everyone at any age or ability should be able to access the building and services inside. This is especially true for seniors who are retired and need ways to engage in the community at a free or reduced-priced, where access to a community center can become their lifeline. Interim improvements to the existing facility to create more ADA accommodations should be prioritized while a new, long-term vision, is created.

→ **KEY RESULT:** Consider the creation of a new, centrally located and more inclusive Community Center that could include City Hall and a Fire Station.

Currently, the City of Hazelwood has a variety of sites that serve different purposes for the community. There is a City Hall and Police Department off N. Lindbergh. The City also has two Fire Stations in the community. Lastly, Civic Center East and the Hazelwood Community Center provide additional resident amenities. In the long term, it is recommended that the City create a new vision for the Hazelwood Community Center by considering the creation of a new, centrally located and more inclusive Community Center that could include City Hall and a Fire Station. This would require a substantial study regarding the cost of a new City Hall and Community Center as well as revisiting the need, cost, and location of a new Fire Station.

Many communities have shifted from a variety of community facilities to one, centralized facility. This allows residents to receive a variety of services in one place, but also creates a cohesive civic campus, allowing for more cross-departmental coordination.

COMBINED MUNICIPAL CAMPUS

The Village of Roxana, Illinois began construction on a shared community facility in 2019. The \$11 million project includes a new City Hall, Fire Department, and Police Department. Built on the site of a former Roxana School District elementary school, the land was donated to the Village in advance of the project, allowing for the co-location of a variety of civic services. This would require significant planning, but as a new vision for Village Square is defined, it could be considered a potential use of the site.



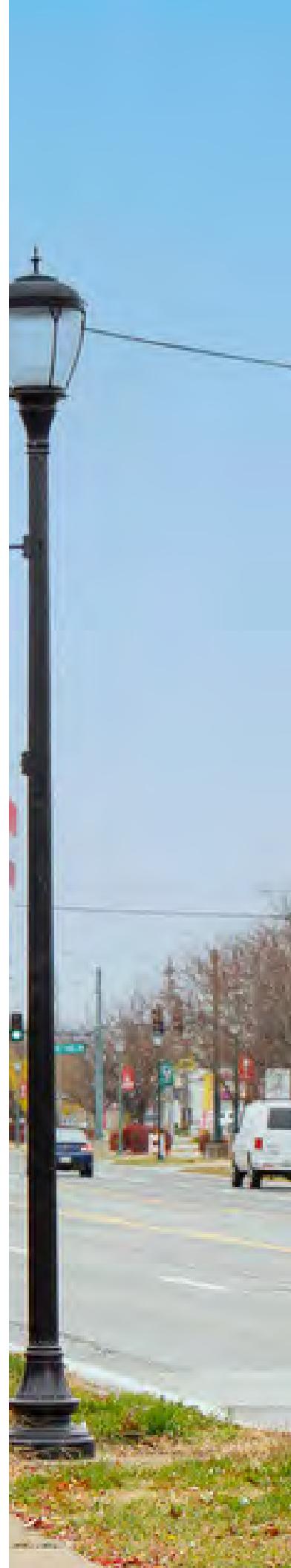
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TRANSPORTATION & INFRASTRUCTURE

Objective 1 - Maintain existing network of roadways with an enhanced level of service to encourage residential and commercial investment.

Objective 2 - Improve sidewalk connectivity within the community.

Objective 3 - Focus on investments to beautify the street network in Hazelwood.

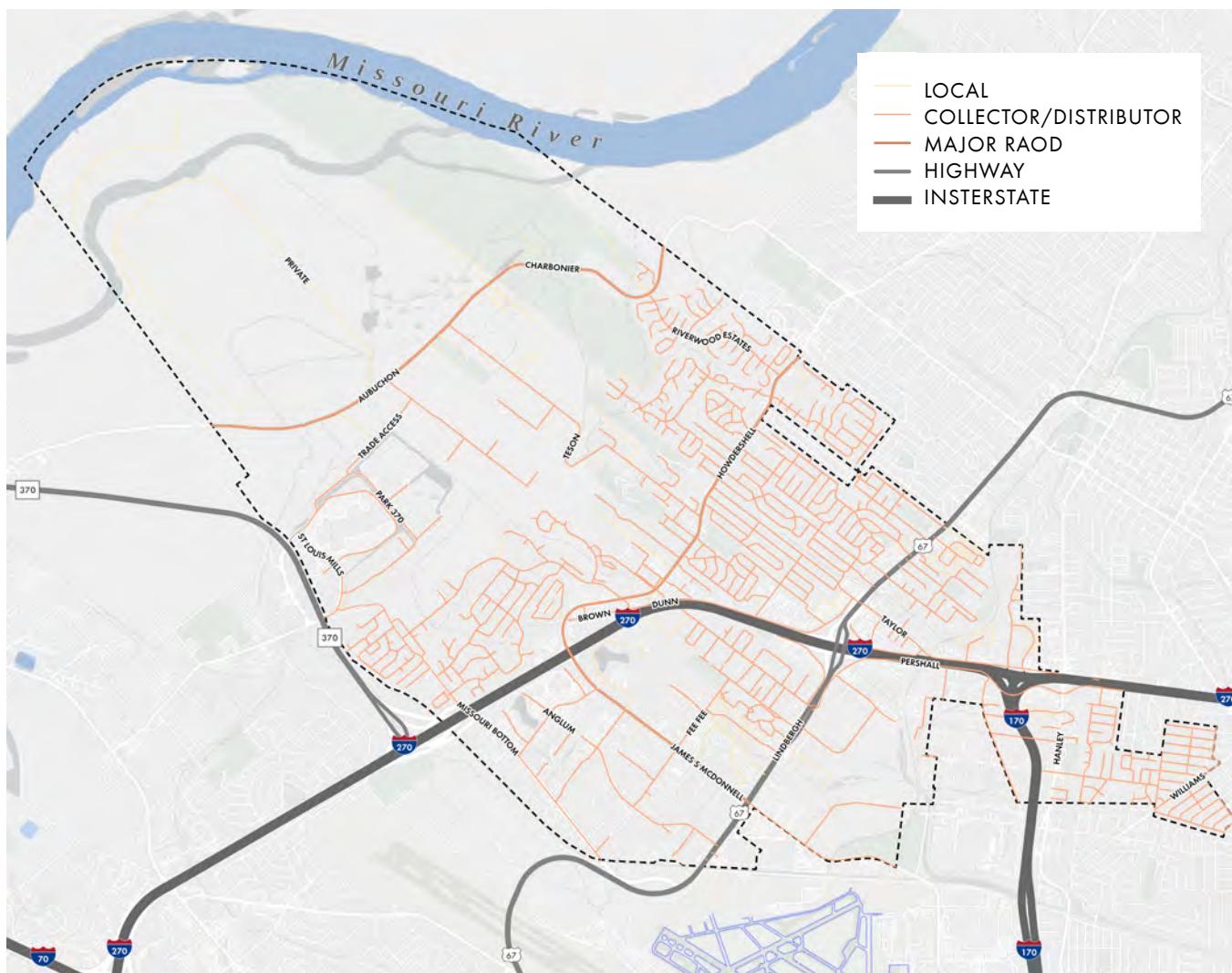




OBJECTIVE 1: MAINTAIN EXISTING NETWORK OF ROADWAYS WITH AN ENHANCED LEVEL OF SERVICE TO ENCOURAGE RESIDENTIAL AND COMMERCIAL INVESTMENT.

 **KEY RESULT:** Focus economic development efforts in developed areas served by existing utilities and street network.

Like many communities, the City of Hazelwood is constrained by where existing utilities and streets are provided. In order to leverage these areas for future growth, the City should focus future economic development efforts where the existing infrastructure can support development without significant municipal investment. The City wants to focus on areas that are already developed, preferably to utilize underutilized space served by quality utilities and roadway networks. By taking advantage of these spaces, the City can focus on the development of already existing infrastructure rather than restarting their efforts on undeveloped land. As long as any proposed development area has an interested developer and a blighting argument, the City of Hazelwood could look at TIF as a useful tool to achieve their goals.



→ **KEY RESULT:** Cooperate with other governmental entities and utility providers to address necessary studies and planning for future needs for reinvestment, upgrades, and maintenance of Hazelwood's infrastructure.

Hazelwood is very well connected to the region through the regional highway network. Interstate 270, Interstate 170, Lindbergh Boulevard (US 67) and Missouri Highway 370 all directly connect to Hazelwood. From these highways, Hazelwood residents are 10 minutes from I-70, 15 minutes from I-64, 20 minutes from I-44, and 25 minutes from I-55.

In addition, Hazelwood is also well connected via rail and air travel. The Norfolk Southern Continental line goes through Hazelwood with several existing spurs into industrial parks in the City and the Lambert St. Louis International Airport borders Hazelwood to the South. This connectivity makes Hazelwood an attractive destination for industrial users such as Boeing, Mallinckrodt/Covidien, and IBM.

In 2020, construction began on the I-270 North Project, which runs from James S. McDonnell Boulevard to Bellefontaine Road. The project was completed in late 2023 and included a variety of mobility improvements on I-270 and the outer roads to reduce traffic congestion, replace deteriorated infrastructure, and update the outdated highway design. Additional sidewalks and pedestrian connections were provided on the outer roads as part of the project. This project represents a significant investment in infrastructure in the City of Hazelwood and provides improved mobility options at several key access points for the community.

Infrastructure and utility upgrades are often costly and long-term projects. In order to stay on top of this and ensure Hazelwood continues to have a high quality roadway network and infrastructure in place, the City should cooperate with other entities to address planning for the future. The City of Hazelwood should coordinate with the Missouri Department of Transportation (MODOT) on feasibility studies for Missouri Bottom Rd. access to northeast bound I-270 and Missouri Bottom Rd. access from southwest bound I-270. Both of these projects could potentially impact Hazelwood in a positive way but would require significant planning. Partnering with MODOT to conduct a feasibility study will be a crucial first step in these efforts.

It is ideal to emphasize collaborative studies between the city and other entities as it provides a broad scope for many different issues that Hazelwood faces daily. Developing plans relating to infrastructure can aid in the identification of critical upgrades and maintenance issues that need to be addressed. This type of collaboration has been done in the past and should be prioritized for future projects.

→ **KEY RESULT:** Regularly update the City's Capital Improvement Plan to track needed upgrades and improvements to existing infrastructure.

In order to maintain the existing network of roadways with an enhanced level of service and encourage residential and commercial investment, the City should regularly update their Capital Improvement Plan (CIP) to track needed upgrades and plan for future improvements to existing infrastructure. Ideally, communities should aim for quarterly updates to the City's CIP. This will ensure consistent, real-time accuracy of what the infrastructure needs are for Hazelwood. Continuing to engage with area utility providers and governmental entities in providing the city with input of what needs to be prioritized in the CIP will be a crucial aspect of this work. This will allow for flexibility as priorities may fluctuate given any other issues come up. The City should include a set number of new infrastructure projects for each update and focus on those priorities each quarter, based off current assessments as well as community feedback. Continually making these updates will help to ensure the City stays on top of future infrastructure needs.

OBJECTIVE 2: IMPROVE SIDEWALK CONNECTIVITY WITHIN THE COMMUNITY.

→ **KEY RESULT:** Identify sidewalks near transit stops and prioritize improvements and connections.

The City should identify sidewalks near transit stops and prioritize improvements and connections. Through this, the City can identify those key bus stops that need improvement and prioritize which stops are the most in need from most to least. Some bus stops to consider might include Taylor at Lindbergh eastbound, 5757 Phantom northbound, and Lindbergh at Hazelvalley southbound. Following identification, the City should gather feedback from community residents, preferably frequent users of those bus stops. This assessment should also seek to verify whether stops are ADA accessible and identify grants available to aid in funding such improvements.

→ **KEY RESULT:** Conduct an inventory of sidewalks within 0.5 mile of parks in the community.

Based on community feedback during the Comprehensive Plan process, sidewalks near parks were particularly important to residents. People see the value in upgraded and connected sidewalks and would like to see improvements to the sidewalks closest to park and recreation spaces. In order to consider this as a future improvement, the City should conduct an inventory of sidewalks and conditions within 0.5 miles of parks in the community. This will help to identify where sidewalks are needed and where improvements might need to be budgeted in the future. This is a relatively low-level of staff investment to be able to better plan for these facilities moving forward.

→ **KEY RESULT:** Utilize the sidewalk inventory conducted near transit and parks to plan a schedule of sidewalk construction and improvements as part of the Capital Improvement Plan.

The City should create a project and improvement plan as well as a schedule that gives an overall timeline for sidewalk projects that are a priority. As with prior initiatives, allowing for community and stakeholder engagement will be important in ensuring this prioritization reflects community desires. Once an understanding of need has been determined, the City can then identify funding sources to implement improvement projects through the CIP process within upcoming budget cycles.

→ **KEY RESULT:** Evaluate sidewalk condition and connectivity as part of all new street design projects and integrate improvements.

Within any new street design or improvement project, the city should assess the connectivity of existing sidewalks and identify gaps in connectivity. Based on assessment results, the City should then ensure that all new street design projects consider improving area sidewalks. Sidewalk connectivity and the importance of quality spaces for pedestrians was a theme heard throughout the Comprehensive Plan community engagement process so ensuring continued public feedback on sidewalk projects will be important. The City might consider developing training guidelines and/or materials for Hazelwood staff on best practices in evaluating sidewalk conditions and connectivity.

→ **KEY RESULT:** Create an ADA transition plan to ensure sidewalks include necessary curb ramps and marked crosswalks.

Improving sidewalk connectivity within the community is a high priority for residents. One specific way that municipalities often do this is through the development and implementation of an ADA transition plan. It is particularly important that the city provides sidewalks that are ADA accessible, especially near bus stops and community parks. The City should invest staff resources in determining whether there are state grants available for ADA improvements to take advantage of. Following the identification of funding, the next step would be to create an ADA transition plan that creates a timeline to success in addressing the needs of the city relating to the ADA accessibility of sidewalks throughout the community. This plan can aid future City Council decisions regarding this topic and will ensure the city stays on top of these types of improvements.



OBJECTIVE 3: FOCUS ON INVESTMENTS TO BEAUTIFY THE STREET NETWORK IN HAZELWOOD.

→ **KEY RESULT:** Focus on the enhancement of streets through lighting upgrades, decorative traffic signals, sidewalk improvements, and new landscaping.

Road beautification efforts can improve safety and traffic issues without actually changing the road itself. More lighting and better sidewalks create safer streets for pedestrians and adding decorative traffic signals and landscaping with more light and better sidewalks makes drivers slow down and pay more attention to their direct environment. These practices are less expensive than replacing or reorganizing the road, can improve the environment by adding additional greenspace and landscaping to absorb carbon emissions, and elevates aesthetics and community pride. In an effort to beautify the community overall, focusing on these pedestrian oriented enhancements to the transportation network would be a very visible improvement.

→ **KEY RESULT:** Work with MODOT and St. Louis County to encourage investment in pedestrian assets on State or County-owned roadways in the community.

Four and five lane highways are typically vital paths through a community and can greatly affect safety, connectivity, and the quality of life for residents and visitors. Unfortunately, the local community rarely has jurisdiction over these large roads that connect communities in a region or even the whole state. This is the case in Hazelwood, where major roadway networks are present in the community. While an asset that provides significant connectivity networks serving residents and providing access to the entire region, this land is often out of the control of local jurisdictions, proving frustrating for residents.

The local community is not totally voiceless, however, and can advocate for upgrades directly to the proper organization or through their designated Metropolitan Planning Organization, the East-West Gateway Council of Governments in the case of Hazelwood. MODOT included significant pedestrian enhancements during the recent I-270 and Lindbergh project. This type of partnership and improvements is ideal, ensuring that when major transportation improvements occur to the roadway, pedestrian enhancements are also implemented.

→ **KEY RESULT:** Create a corridor plan for Lindbergh north of I-270 to establish an identity and sense of place.

The I-270 interchange in Hazelwood was significantly upgraded, removing the looped ramps and creating a much less complicated exit into Hazelwood. To best prepare for the changes that may occur because of this large infrastructure investment, Hazelwood should create a new corridor plan for North Lindbergh Avenue that makes traveling through or to Hazelwood a unique and exciting experience. A corridor plan helps a community address the land uses, safety upgrades, aesthetic upgrades, and street scape changes as opportunities arise to make these changes and can help to create an identity for this piece of the roadway in the Hazelwood community. This would represent another partnership with MODOT to consider the roadway's future.

→ **KEY RESULT:** Apply for surface transportation enhancement grants and other available funding sources to construct additional facilities for the safety of pedestrians and bicyclists.

There are several funding sources at the regional, state, and federal level to improve facilities for the safety of pedestrians and bicyclists. Because of the significant transportation networks moving through the Hazelwood community, finding outside funding will be crucial to improve these spaces.

The U.S. Department of Transportation (USDOT) established the Safe Streets and Roads for All (SS4A) Discretionary program through the passing of the Bipartisan Infrastructure Law to distribute \$5 billion from 2022-2026. Over \$2 billion is still available to fund regional and local initiatives to prevent roadway deaths and serious injuries. This effort is part of USDOT's National Roadway Safety Strategy to achieve their goal of zero roadway deaths. The USDOT adopted a Safe System Approach as the guiding paradigm to address roadway safety and additional resources can be found on their website. For MODOT owned roads in the community, there is funding to support programs that reduce the number and severity of traffic crashes, fatalities, and injuries through the Highway Safety Grant Program. The Surface Transportation Block Grant, distributed by the East-West Gateway Council of Governments, can also be used to reimburse costs for eligible transportation projects. Actively pursuing these funding opportunities to continue to enhance these spaces should be a priority for the City moving forward.



*“I wish we had more
sidewalks connecting
our neighborhoods.”*

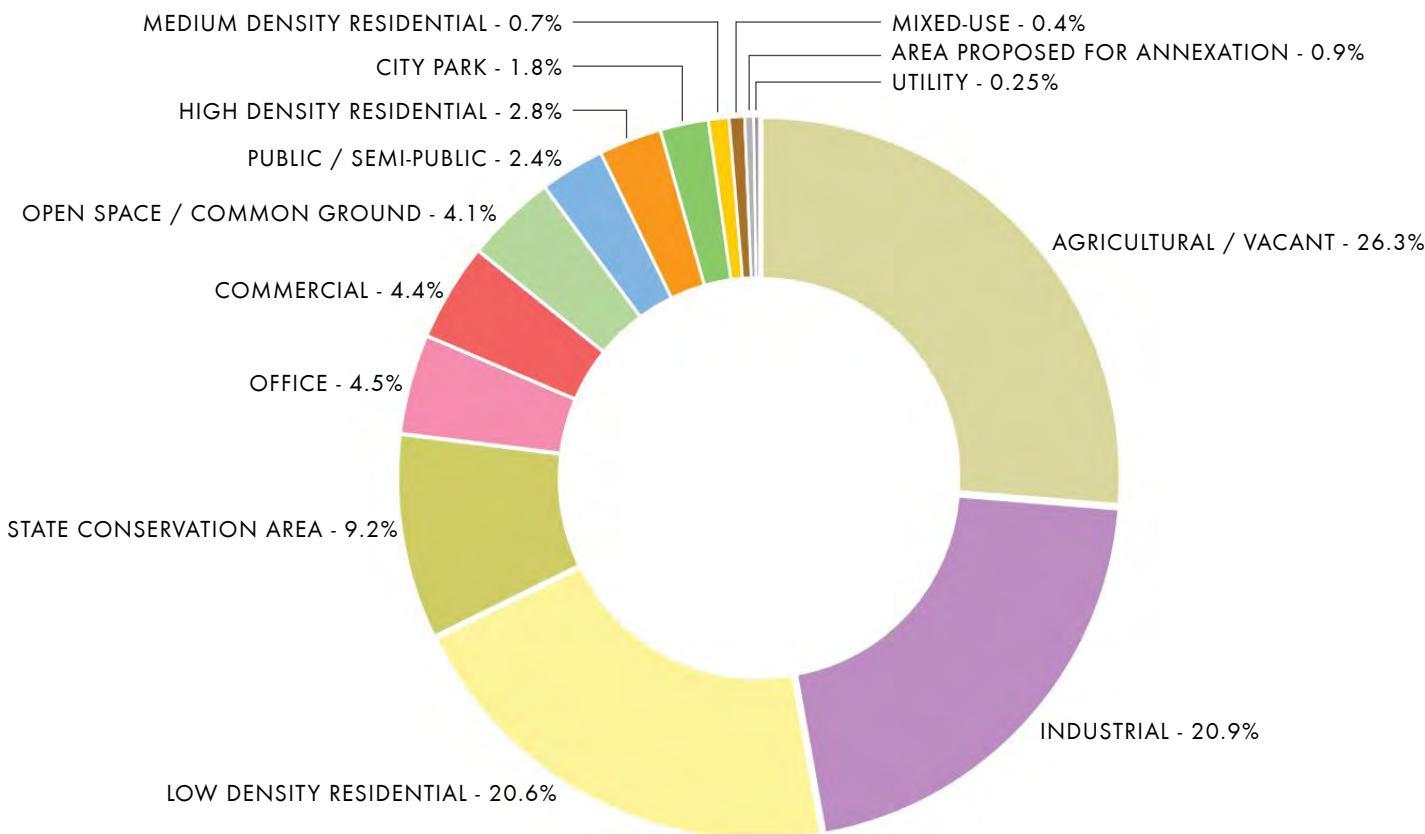
FUTURE LAND USE

FUTURE LAND USE

A future land use map identifies the future land use environment desired within a community. A future land use map is designed to be visionary, identifying the ideal land uses for each parcel. It is a visual guide to help a community plan for its future by identifying a use for each part of the community. Included in the Comprehensive Plan to facilitate future zoning decisions, the Future Land Use Map is a guide for development, showing the desired future state of the community and providing support for future Zoning Code updates or rezoning requests.

The Future Land Use Map on the following page and graph below identify the following uses in the community:

- Low Density Residential
- Medium Density Residential
- High Density Residential
- Commercial
- Office
- Mixed-Use
- Public / Semi-Public
- Industrial
- City Park
- Open Space / Common Ground
- State Conservation Area
- Agricultural
- Utility
- Area Proposed for Annexation



FUTURE LAND USE

Several changes are reflected on the Future Land Use Map. These changes were identified through extensive engagement with City Leadership and residents and reflect the priorities for the future. These include:

Mixed-Use Designations for Two Key Parts of the Community

Creating a new Mixed-Use category for the former St. Stanislaus Seminary on Howdershell Road and the former ALM campus fronting 270 to encourage a mixed land-use environment in these areas.

New Office Designation

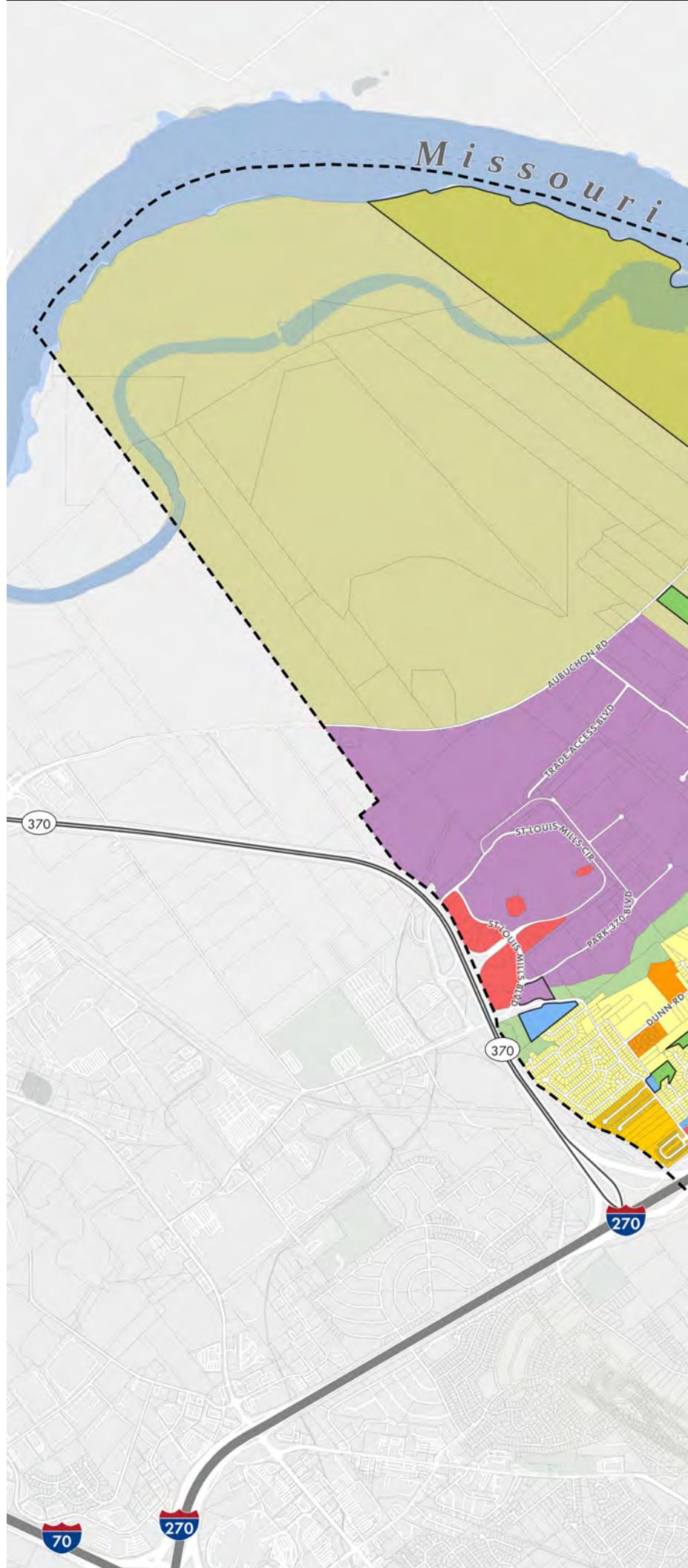
Creating a new Office category on the Future Land Use Map to target office users near existing corporate campuses south and east of 270.

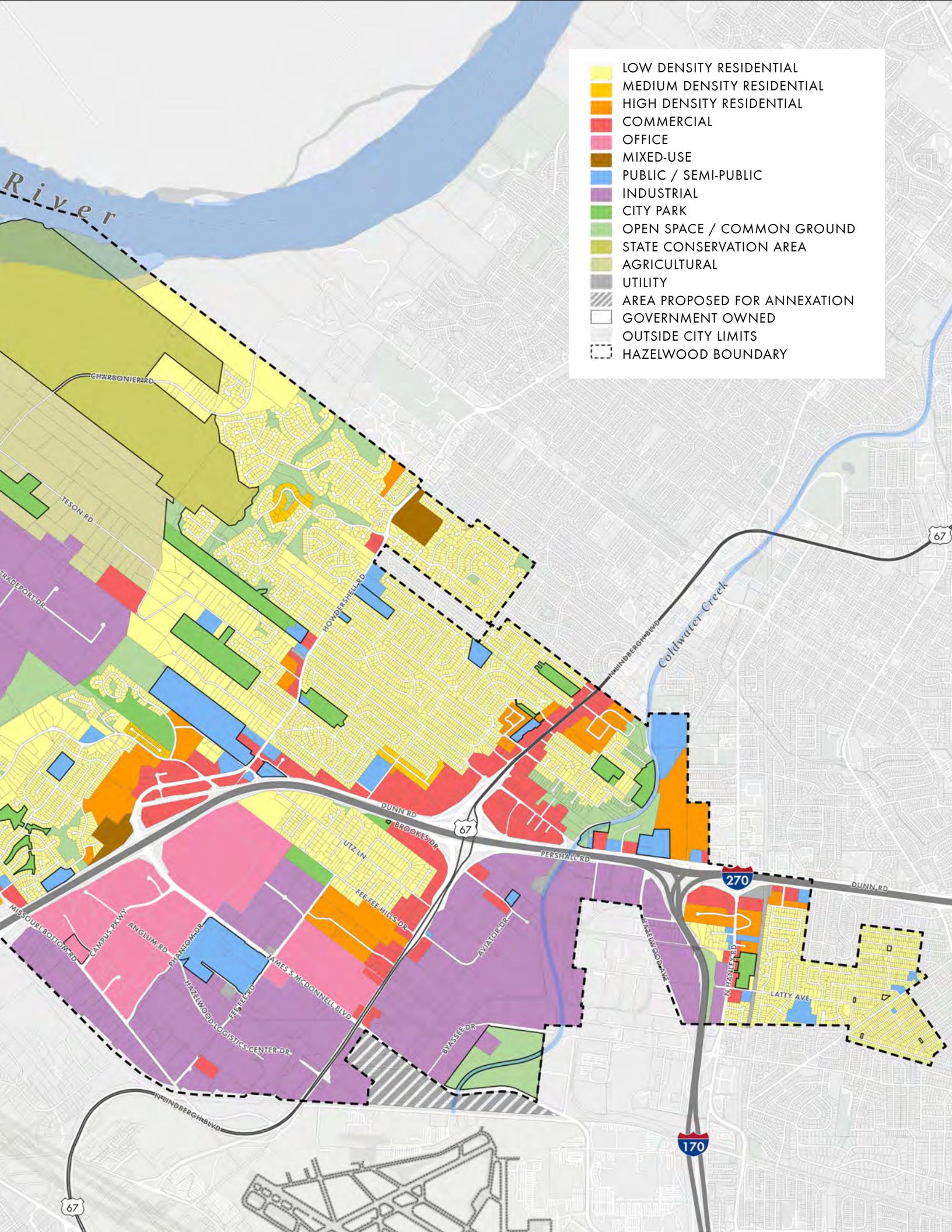
Transition of Flooded Areas into Open Space

Transitioning parts of the community that regularly flood due to the presence of Coldwater Creek, the Future Land Use Map identifies these areas as Open Space in the long term.

Continued Development of Industrial and Commercial Uses in Former St. Louis Mills Mall and Surrounding Area

Building on recent strength, the Future Land Use Map identifies this area continuing to develop into an industrial area with adjacent commercial providing access to nearby retail for on-site workers.





IMPLEMENTATION MATRIX

HOUSING & NEIGHBORHOODS

OBJECTIVE / KEY RESULTS	TIME FRAME	RESPONSIBLE PARTY OR DEPARTMENT	POTENTIAL PARTNERS
Objective 1: Focus on creating opportunities for home ownership in Hazelwood.			
KR1: Target the starter home market to attain new residents in Hazelwood.	Medium	Economic Development	Realtors Association
KR2: Provide a report to the City Council on changes in rental housing in Hazelwood.	Short	City Manager, City Planner	City Council
KR3: Facilitate formation of new neighborhood associations and support continued operation of homeowners and condominium associations.	Medium	City Manager, City Planner	City Council
KR4: Promote H-Rap, "employer-assisted housing" program where area employers would aid employees purchasing homes near their place of employment.	Short	Economic Development, City Manager	St. Louis County, State of Missouri
Objective 2: Encourage investments in existing aging housing stock.			
KR1: Fund a home repair program for existing residents in the City.	Medium	City Manager, City Council	St. Louis County
KR2: Provide information on the City's website about regional resources for home investment.	Short	City Clerk	City Manager
Objective 3: Provide opportunities for new housing development to encourage residents to remain in the community as they age.			
KR1: Identify sites in the community that are suitable for senior housing development.	Short	Economic Development, City Planner	City Manager
KR2: Form relationships with senior housing developers in the area.	Medium	Economic Development	City Manager
KR3: Pursue additional senior support programming in Hazelwood.	Medium	Parks & Recreation	City Council, Hazelnuts
KR4: Promote and support senior agencies, such as Hazelnuts.	Short	Parks & Recreation	City Council, Hazelnuts
Objective 4: Focus on ensuring quality housing is available in the community.			
KR1: Continuously evaluate housing data available through the Rental Registry, inspections, housing sales data, building permit data and other sources.	Long	City Manager, City Planner	City Council, Code Enforcement
KR2: Continue to update the City's Building Code to incorporate best practices from the International Property Maintenance Code and update the Residential Occupancy Permit Program accordingly.	Long	Code Enforcement, City Council	City Manager
KR3: Evaluate and study the City's code enforcement process and procedures to ensure that adequate levels of service and resources are allocated to property maintenance code compliance.	Medium	Code Enforcement	

ECONOMIC DEVELOPMENT

OBJECTIVE / KEY RESULTS	TIME FRAME	RESPONSIBLE PARTY OR DEPARTMENT	POTENTIAL PARTNERS
Objective 1: Attract new retail businesses that support residents.			
KR1: Work with property owners and brokers to fill vacant retail and service business locations.	Medium	Economic Development	MO Department of Economic Development
KR2: Continue the incentive program to promote renovation of commercial buildings (facade improvements, awnings, signage, lighting, etc.) that would improve their appearance and reflect Hazelwood's identity.	Short	Economic Development	
KR3: Promote new development opportunities at targeted locations and offer incentives to those generating sales taxes.	Medium	Economic Development	City Plan Commission
KR4: Incorporate additional neighborhood-scale retail on Howdershell Road in ideal locations.	Long	Economic Development, City Manager	City Plan Commission
Objective 2: Expand industrial development where it is compatible with nearby uses.			
KR1: Focus on the attraction of non-logistics industrial uses.	Medium	Economic Development	
KR2: Continue to compile a list of available sites with appropriate descriptive material for State DED officials.	Short	Economic Development	MO Department of Economic Development
KR3: Develop a "target industry" analysis to identify existing industry that might be attracted because of existence of others.	Medium	Economic Development	MO Department of Economic Development
KR4: Work with Developers and Brokers for infill of industrial properties that may become available.	Medium	Economic Development	
KR5: Develop an industry recruitment program with neighboring communities to market the northwest St. Louis County area apart from the rest of the region.	Medium	Economic Development	St. Louis County
Objective 3: Continue to be a versatile business hub.			
KR1: Identify needed businesses that can fill gaps for products or services not currently available for City residents.	Short	Economic Development	
KR2: Market Hazelwood's range of potential business locations, from large office parks and warehouse/distribution sites to flexible space that will accommodate entrepreneurs and growing businesses.	Medium	Economic Development	Economic Development Sales Tax Board
KR3: Identify sites for development and redevelopment.	Medium	Economic Development	
Objective 4: Continue to build a community identity that encourages high-quality economic development.			
KR1: Improve the appearance of gateways to Hazelwood with consistently themed entry signage and landscaping at points of entry to the City along highways or major streets.	Medium	Economic Development, City Council	Community Enrichment Commission
KR2: Transition Village Square to a visually appealing and centrally located opportunity for a mix of uses.	Long	City Manager	Economic Development
KR3: Promote H-RAP in concert with State of Missouri/Missouri One Start to expand workforce attraction capabilities for new and existing industries.	Short	Economic Development	

PARKS, RECREATION, & COMMUNITY FACILITIES

OBJECTIVE / KEY RESULTS	TIME FRAME	RESPONSIBLE PARTY OR DEPARTMENT	POTENTIAL PARTNERS
Objective 1: Continue to improve parks and recreation spaces in Hazelwood.			
KR1: Create a Parks and Recreation Master Plan to define priorities for parks and recreation spaces in Hazelwood.	Medium	Parks & Recreation	City Council, Green Committee, Parks & Recreation Board
KR2: Evaluate Civic Center East to understand needed improvements and renovation costs.	Short	Parks & Recreation	City Council, City Manager
KR3: Grow Park accessibility rates by increasing the number of neighborhoods within walking distance to a city park or greenspace.	Long	Parks & Recreation	Great Rivers Greenway, St. Louis County, Green Committee
KR4: Work with Great Rivers Greenway to consider future trail connections to Hazelwood.	Medium	Parks & Recreation	City Manager, Great Rivers Greenway, Parks & Recreation Board
KR5: Create open space areas from Flood Buyout Properties.	Long	City Manager	City Council, Green Committee
Objective 2: Create a new vision for the Hazelwood Community Center.			
KR1: Conduct an assessment of the current facility to understand current condition and potential next steps.	Short	Parks & Recreation, Public Works	City Council
KR2: Survey users over the course of several months to understand community desires for improvements.	Medium	Parks & Recreation	Community Enrichment Commission
KR3: Discuss results of the assessment and user surveys with the City Council to plan for future investments.	Medium	Parks & Recreation	City Council
KR4: Ensure ADA compliance and increased senior services at the Community Center.	Medium	Parks & Recreation, Code Enforcement, Public Works	Hazelnuts
KR5: Consider the creation of a new, centrally located and more inclusive Community Center that could include City Hall and a Fire Station.	Long	Parks & Recreation, Public Works, City Manager, City Council	All Departments

TRANSPORTATION & INFRASTRUCTURE

OBJECTIVE / KEY RESULTS	TIME FRAME	RESPONSIBLE PARTY OR DEPARTMENT	POTENTIAL PARTNERS
Objective 1: Maintain existing network of roadways with an enhanced level of service to encourage residential and commercial investment.			
KR1: Focus economic development efforts in developed areas served by existing utilities and street network.	Short	Economic Development, Public Works	City Council, City Plan Commission
KR2: Cooperate with other governmental entities and utility providers to address necessary studies and planning for future needs for reinvestment, upgrades, and maintenance of Hazelwood's infrastructure.	Short	Public Works, City Manager	Utility Providers, St. Louis County, Area Municipalities
KR3: Regularly update the City's Capital Improvement Plan to track needed upgrades and improvements to existing infrastructure.	Short	Public Works	City Council
Objective 2: Improve sidewalk connectivity within the community.			
KR1: Identify sidewalks near transit stops and prioritize improvements and connections.	Short	Public Works, City Planner	
KR2: Conduct an inventory of sidewalks within 0.5 mile of parks in the community.	Short	Public Works, City Planner	Parks & Recreation
KR3: Utilize the sidewalk inventory conducted near transit and parks to plan a schedule of sidewalk construction and improvements as part of the Capital Improvement Plan.	Short	Public Works	Bi-State / Metro
KR4: Evaluate sidewalk condition and connectivity as part of all new street design projects and integrate improvements.	Medium	Public Works, City Planner	City Plan Commission
KR5: Create an ADA transition plan to ensure sidewalks include necessary curb ramps and marked crosswalks.	Medium	Public Works	City Plan Commission
Objective 3: Focus on investments to beautify the street network in Hazelwood.			
KR1: Focus on the enhancement of streets through lighting upgrades, decorative traffic signals, sidewalk improvements, and new landscaping.	Medium	Public Works, City Council	City Manager
KR2: Work with MODOT and St. Louis County to encourage investment in pedestrian assets on State or County-owned roadways in the community.	Medium	Public Works	St. Louis County, MODOT, East-West Gateway
KR3: Create a corridor plan for Lindbergh north of I-270 to establish an identity and sense of place.	Medium	Public Works, City Manager, City Planner	MODOT
KR4: Apply for surface transportation enhancement grants and other available funding sources to construct additional facilities for the safety of pedestrians and bicyclists.	Medium	Public Works	East-West Gateway

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