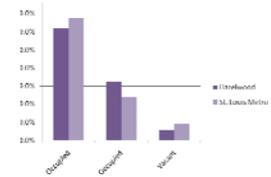


2009 COMPREHENSIVE PLAN UPDATE



Prepared for the
City of Hazelwood, Missouri



June 11, 2009

City of Hazelwood, Missouri
2009 Comprehensive Plan Update

Prepared for:
City of Hazelwood, Missouri

Prepared by:
PGAV Urban Consulting

June 11, 2009

RESOLUTION No. 09-01

WHEREAS, the City Plan Commission of the City of Hazelwood, hereinafter referred to as the Commission, is responsible for the update and adoption of the Comprehensive Plan for guiding the physical growth and development of Hazelwood; and

WHEREAS, the firm of PGAV Urban Consulting, a firm qualified in the preparation of Comprehensive Plans, was retained to advise and assist the Commission with the preparation of the Comprehensive Plan update; and

WHEREAS, PGAV Urban Consulting did prepare a draft Comprehensive Plan Update, which has been reviewed and modified by the Commission; and

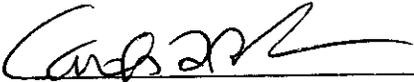
WHEREAS, on June 11, 2009 the Commission held a public hearing on the Comprehensive Plan Update as is required by law:

NOW, THEREFORE, BE IT RESOLVED BY THE CITY PLAN COMMISSION OF HAZELWOOD, MISSOURI, THAT THE COMPREHENSIVE PLAN UPDATE FOR THE CITY OF HAZELWOOD, DATED June 11, 2009, AND CONTAINING DESCRIPTIVE MATTER AND MAPS RELATING TO AN ANALYSIS OF DEMOGRAPHIC, ECONOMIC AND HOUSING CONDITIONS; AN INVENTORY OF EXISTING LAND USE, ZONING AND OTHER DEVELOPMENT FACTORS; A REVIEW OF COMMUNITY ENGAGEMENT AND THE PLANNING PROCESS; A LAND USE AND STREET PLAN; AN URBAN DESIGN ELEMENT; AN ECONOMIC DEVELOPMENT ELEMENT; A HOUSING/NEIGHBORHOODS ELEMENT; A TRANSPORTATION AND INFRASTRUCTURE ELEMENT; AND A COMMUNITY FACILITIES AND SERVICES ELEMENT IS HEREBY ADOPTED AS THE OFFICIAL COMPREHENSIVE PLAN FOR THE CITY OF HAZELWOOD.

Adopted this 11 day of June, 2009.


Chairman

ATTEST:


Secretary

**ACKNOWLEDGEMENTS
CITY OF HAZELWOOD, MISSOURI**

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1. INTRODUCTION

Comprehensive Planning in Hazelwood

The City of Hazelwood has a history of comprehensive planning that recognizes the community's desire to analyze the range of issues that affect the community and guide the City's orderly growth and development. Following completion of comprehensive plans in 1971 and again in 1983, the City most recently adopted its Comprehensive Plan in February 1998. The City has supplemented its comprehensive plans with other studies and plans addressing issues of concern, such as the 1996 *Parks and Recreation Needs Analysis and Master Action Plan* and other reports and studies related to individual projects or properties of interest.

A number of changes have taken place within and around Hazelwood since the Comprehensive Plan's adoption in 1998. Several large commercial development projects, the St. Louis Mills Mall and Hazelwood Commerce Center, have been completed or are underway. Closure of Ford Motor Company's Hazelwood manufacturing plant in 2006 and redevelopment of the property has presented a serious economic development challenge and an opportunity for the City as the local economy changes. Several important tools and programs, including an economic development sales tax, residential occupancy permitting, and a bond-funded street rehabilitation program have been implemented by the City since 1998.

It is appropriate to periodically re-evaluate the City's planning goals, objectives and policies to ensure that they are consistent with the current and future needs of the community. This document presents an update to the 1998 Comprehensive Plan. The updated Comprehensive Plan includes:

- a review of demographic and housing trends,
- an updated inventory of existing land uses,
- updated information on other factors influencing future development, and
- a summary of the community engagement activities (including a series of planning workshops and a Web-based survey) conducted as part of the plan update process.

These and other factors outlined in this Comprehensive Plan Update provide the basis for a new set of goals, objectives, policies and recommended actions. The Comprehensive Plan Land Use and Street Plan, sub-area plans and other exhibits included in the Plan reflect the updated goals and policies concerning the future of Hazelwood. The intent is that this updated Comprehensive Plan will serve as a guide to decision-making for City staff and appointed and elected officials of the City of Hazelwood.

Purpose of Planning and Zoning

In very general terms, the comprehensive plan sets the framework for guiding future development (e.g., the type, density and location of various land uses) and the infrastructure needed to serve to serve that development. The plan is a "policy" document that recommends the future physical make-up of a community. It is normally "comprehensive" in scope, whereby land use, highways and streets, parks and open space, etc. are integrated into a unified scheme.

Unlike the comprehensive plan, which is a "policy" document, zoning is the "legal" tool that a municipality uses to regulate the development and use of land. The City is afforded this regulatory authority under Chapter 89 of the Revised Statutes of Missouri (R.S.Mo.). Specifically, a zoning ordinance regulates items relating to the use of land, height and size of buildings, size of lots, size of yards (building setbacks), size and construction of parking lots, etc. It establishes definitions, standards, and procedures for a municipality to review and approve specific land developments. **Figure 1** summarizes the distinctions between planning and zoning.

Zoning regulations should be based on a comprehensive plan for the community, and it is a statutory requirement in Missouri. Similarly, case law reveals that land development control regulations cannot be arbitrary and capricious. For these reasons, it is imperative that a community carefully consider its development policies and adopt a comprehensive plan that reflects these policies. If done properly, the plan will provide a strong foundation for the city's zoning authority.

In considering planning policy and zoning regulation, it should be considered that reasonable but relatively stringent control is important to encouraging private development. When development regulations, guided by an overarching long range comprehensive plan are in place, individuals or businesses may invest in commercial or residential property with confidence about the future of the City's land use pattern and more particularly the immediate surroundings.

Note that the comprehensive plan and zoning ordinance, although related, are often confused as being one and the same. **Figure 1** on the following page provides a summary of the differences between these two urban development tools. The comprehensive plan is also distinct from an annual operating budget and a capital improvement program, both of which are implementation tools that should be based on or consistent with the comprehensive plan.

Figure 1
Summary of Planning and Zoning

COMPREHENSIVE PLAN

1. Serves as a guide for decisions concerning the community’s physical development.
2. Takes a comprehensive approach to a wide range of community development issues (e.g., land use, major streets, parks & open space, etc.)
3. Designed to reflect community development goals and objectives.
4. Recommends location and intensity of land uses, major street improvements, parks and open space, etc.
5. Provides a rational basis for administering the zoning ordinance and other development regulations.

The plan is a “POLICY” document

ZONING ORDINANCE

1. Is the legal tool for achieving community development goals & objectives established through the planning process.
2. Regulates specific items relative to land development:
 - a. use of land (e.g, residential, industrial, etc.)
 - b. height and size of buildings
 - c. size of lots
 - d. yards and other open space
 - e. buffers between incompatible land uses
 - f. parking
3. Establishes definitions, standards and procedures for reviewing and approving land development.

*The zoning ordinance is a
“LEGAL” document*

Planning Area

The City of Hazelwood's current comprehensive plan was adopted in 1998 following 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. These were the last of significant annexations that expanded the municipal boundaries to its current approximate size of 17 square miles.

The planning area for this Comprehensive Plan Update encompasses the City of Hazelwood's current corporate boundaries. Characteristics of adjacent territory (e.g. land uses and transportation facilities outside but near the Hazelwood city limits) are taken into consideration, but all quantitative calculations included in the planning area analysis are based on the corporate limits of the City of Hazelwood.

The current municipal boundaries of Hazelwood are shown on **Exhibit A – Area Map**. There is now very little unincorporated area adjacent to Hazelwood's corporate boundaries, which means that the City has very limited opportunity for further growth by annexation. The fact that nearly all its boundaries are shared with another municipality also underscores the need for continued cooperative relationships with neighboring cities, especially in respect to transportation enhancements and public services.

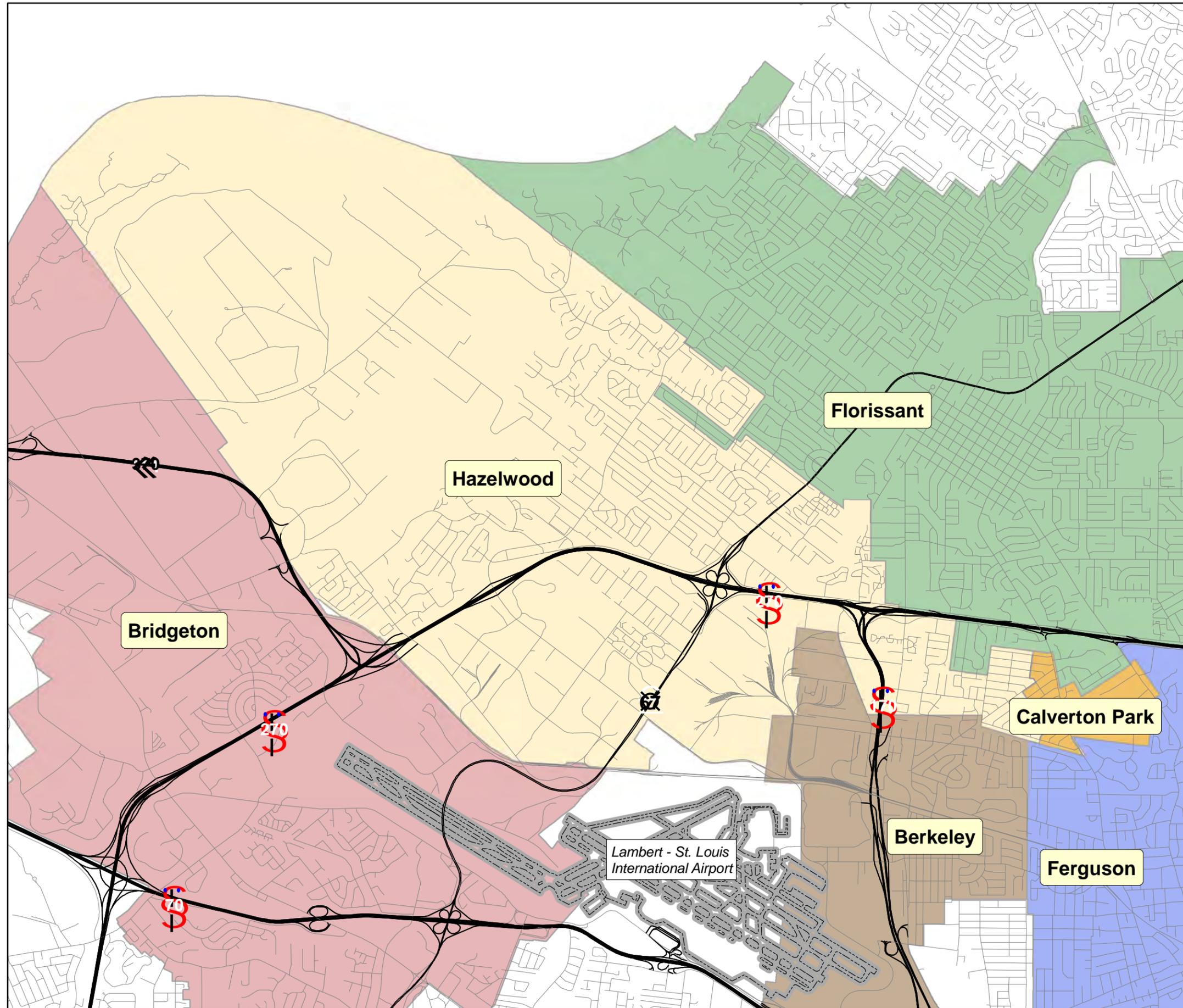
It should also be noted that the Missouri River, the geographic boundary of the northwest edge of the City of Hazelwood, also marks the boundary between St. Louis County and St. Charles County. This position at the far northwest edge of St. Louis County can present either a locational advantage or a competitive challenge for Hazelwood, depending on the specific scenario.

Exhibit A Area Map

2009 Comprehensive Plan Update
City of Hazelwood

Legend

-  Hazelwood
-  Berkeley
-  Bridgeton
-  Calverton Park
-  Ferguson
-  Florissant



Municipal Boundary Based on St. Louis County Data
City of Hazelwood Parcel Boundary Based on St. Louis County Data

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2. DEMOGRAPHIC, ECONOMIC AND HOUSING CONDITIONS

Population

The population of the City of Hazelwood grew considerably between the 1990 and 2000 Census due to a series of annexations that included existing housing units. The 1990 population was 15,324 and the 2000 population was 26,206, a 71% population increase. **Figure 1** provides further historical context to Hazelwood's population trends.

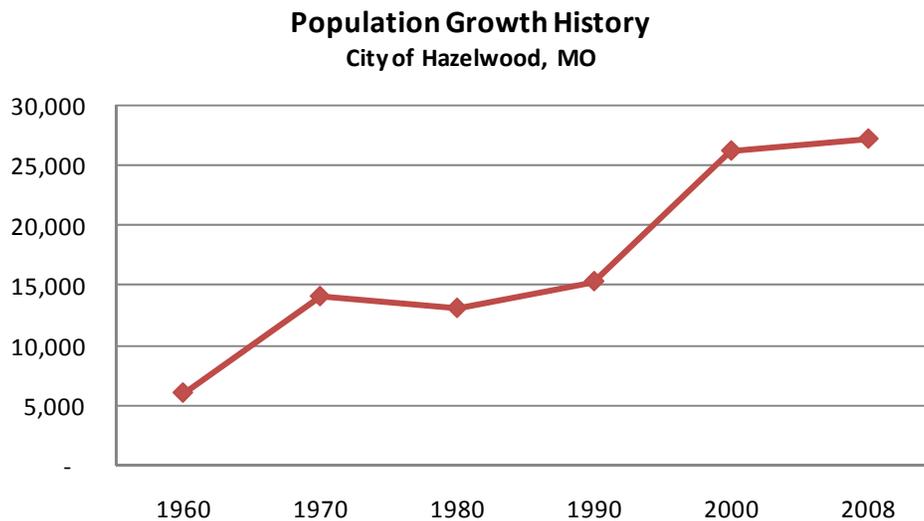


Figure 2. US Decennial Census (2008 PGAV estimate).

The current (2008) population of Hazelwood is estimated¹ by PGAV to be approximately 27,200, an increase of 1,000 residents since 2000. Consistent with national trends, the St. Louis region is experiencing a downturn in residential construction. As a result, the population of the City of Hazelwood for the next decennial census (2010) should remain relatively constant at approximately 27,200, or decline slightly due to a larger trend toward smaller household sizes.

The City of Hazelwood has grown at a lower rate than the remainder of St. Louis County since 2000. The City of Hazelwood has a growth index² of 4.18, slightly below St. Louis County's growth index of 5.03. Even if the market for new housing rebounds in the coming years, the limited supply of land available for new development in Hazelwood and the Land Use Plan's conservative approach to redevelopment and residential density, it is unlikely that the City's population would grow to more than 29,000 by the year 2020.

¹ Estimates based on building permit data.

² As measured by the number of residential unit building permits per 1,000 existing residential units.

Age

Figure 2 illustrates the distribution of age for residents of the City. The median age of the population of the City was 35.6 in 2000, slightly younger than St. Louis County’s median age of 37.5. The age distribution of the City in general mirrors that of St. Louis County, however Hazelwood had a slightly higher proportion of its population in the prime “working age” range (24-55 years of age) and a smaller proportion in the 55+ age range.

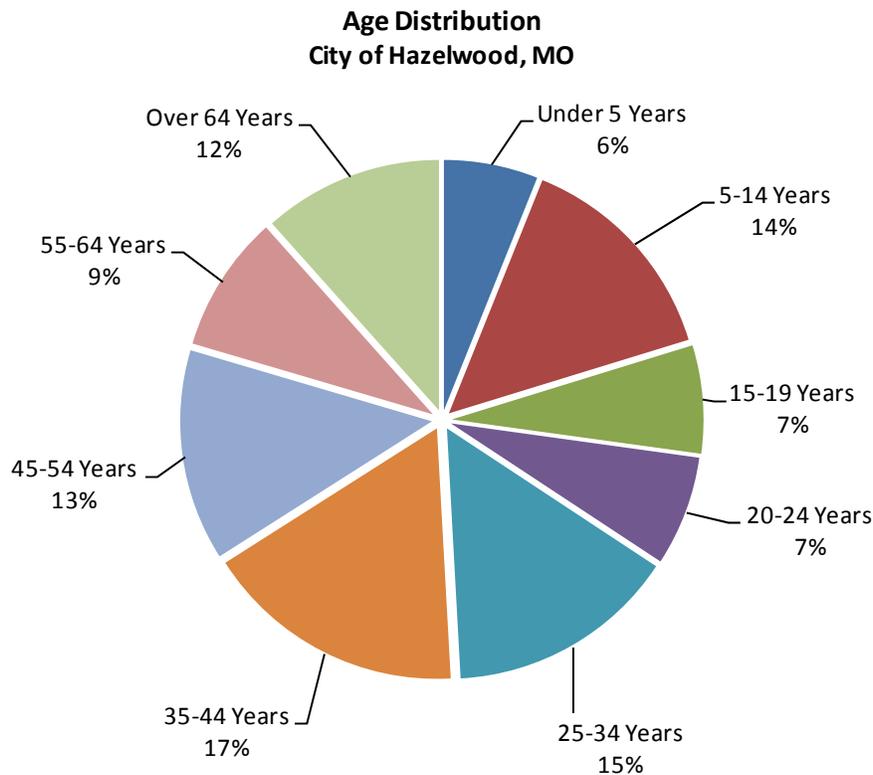


Figure 3, US Decennial Census, 2000.

Race and Ethnicity

Table 1 below provides a comparison between the City of Hazelwood’s racial and ethnic makeup and that of the St. Louis Metropolitan Statistical Area³ (MSA). According to the 2000 Census, the race and ethnicity of Hazelwood residents mirrors the St. Louis MSA.

³ The St. Louis, MO-IL Metropolitan Statistical Area, as defined by the U.S. Census Bureau consists of the City of St. Louis and the Missouri counties of Franklin, Jefferson, Lincoln, St. Louis, St. Charles, St. Francois, Warren and Washington and the Illinois counties of Madison, St. Clair, Clinton, Monroe, Jersey, Bond, Calhoun and Macoupin.

Table 1
Race and Ethnicity

Race and Ethnicity	City of Hazelwood		St. Louis Metropolitan Statistical Area (MSA)	
	2000 Census		2000 Census	
	Number	Percent	Number	Percent
White Alone	21,027	80.2%	2,128,712	78.9%
Black Alone	4,203	16.0%	479,002	17.7%
American Indian Alone	48	0.2%	6,256	0.2%
Asian Alone	312	1.2%	37,297	1.4%
Pacific Islander Alone	17	0.1%	695	0.0%
Some Other Race Alone	137	0.5%	13,666	0.5%
Two or More Races	462	1.8%	33,059	1.2%
Total	26,206	100.0%	2,698,687	99.9%
Hispanic Origin (Any Race)	419	1.6%	40,437	1.5%

Source: US Decennial Census, 2000.

Household Composition

Figure 3 displays the distribution of household types in the City of Hazelwood. The household composition of the City differs considerably from St. Louis County and the State of Missouri. The City has in excess of 6% more single-person households than either the County or the State. Correspondingly, the percentages of married couples and families with children are also lower. It is unlikely that this composition will change significantly in the 2010 Census as people in young single-person households have children, marry, or both. In the case of Hazelwood, the household composition is influenced by housing stock (i.e. multi-family apartments).

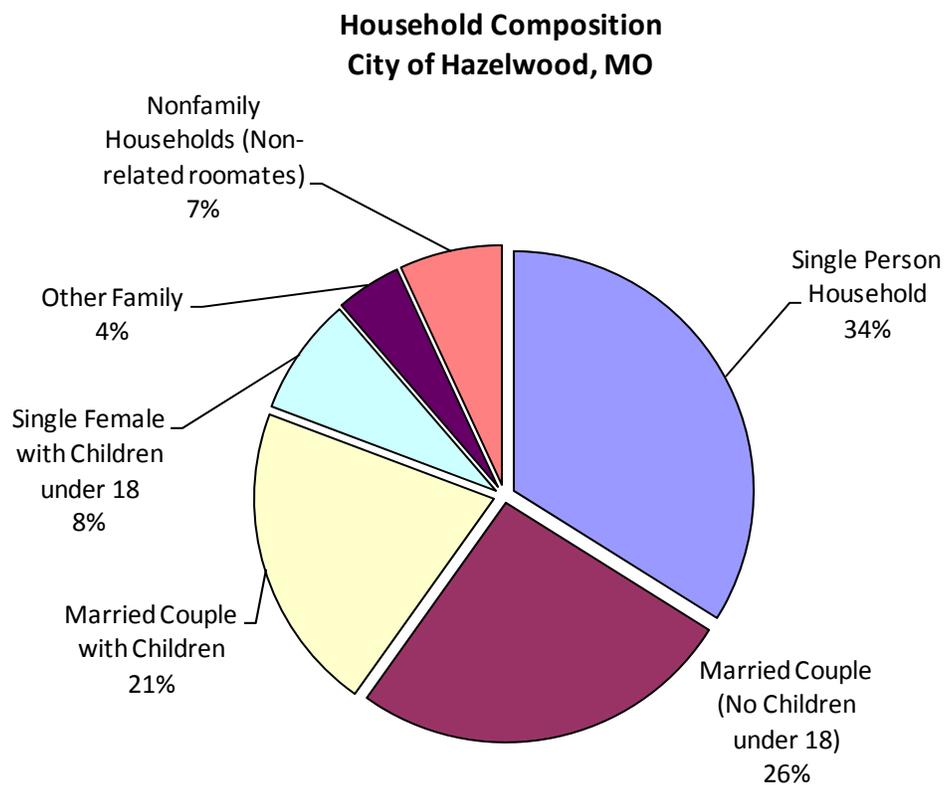


Figure 4, US Decennial Census, 2000.

Economic and Housing Characteristics

Table 2 on the following page displays relevant economic and housing characteristics for the City in comparison to St. Louis County and the State. The City had a significantly lower median and per capita income than St. Louis County, although the number of individuals below poverty is lower in Hazelwood. Hazelwood had comparable high school graduation rates to St. Louis County, although the City had 13% fewer residents with college degrees.

According to 2007 U.S. Census Bureau estimates, there are 11,636 housing units in the City of Hazelwood, and 94.5% of units were occupied. Among occupied housing units, approximately 65% were owner-occupied and 35% were renter-occupied.

Table 2
Economic and Housing Data

	City of Hazelwood	St. Louis County	State of Missouri
Income			
1999 Median Household Income	45,110	50,532	\$34,934
1999 Per Capita Income	22,311	27,595	\$19,936
Individuals Below Poverty Level	6.3%	6.9%	11.7%
Education			
High School Graduate	87.4%	88.0%	81.3%
Associate's Degree	6.8%	5.8%	5.1%
Bachelor's Degree or Higher	22.5%	35.4%	21.6%
	17,206	677,027	
Housing			
Median Home Value (2000)	\$82,700	\$116,600	\$89,900
Median Home Value	\$118,159	\$172,848	--
Median Contract Rent (2000)	\$511	\$505	\$384
Median Year Structure Built	1968	1966	1970
Units Occupied	95.6%	95.4%	89.9%
Units Owner Occupied	65.0%	74.1%	70.3%
Single Family Structures	66.4%	78.2%	71.5%
Multi-Family Structures	32.7%	21.5%	16.2%
Mobile Home Structures	0.9%	0.3%	8.2%

Source: US Decennial Census, 2000. Housing data are US Census Bureau estimates for 2007 unless noted as 2000.

The median home value in Hazelwood was markedly lower than St. Louis County, although the age of housing stock is within the same range. The affordability of owner-occupied homes in Hazelwood has been cited as one of the community's competitive advantages. Home values in Hazelwood increased considerably between 2000 and 2007. According to the data presented in Table 2, the value of owner-occupied homes in Hazelwood increased approximately 43% during this period, compared with a 48 % rate of growth for the County as a whole.

Slightly higher rents were reported for Hazelwood than for either St. Louis County or the State. There is a relatively high proportion (32.7%) of housing units in multi-family structures in Hazelwood compared to the County (21.5%) and, correspondingly, a lower percentage of housing units are owner-occupied (see **Figures 4** and **Figure 5** for graphic depictions). In Hazelwood, 21.5% of the 382 residential units built between 2000 and 2007 were in multi-family structures, as opposed to 15.2% in St. Louis County.

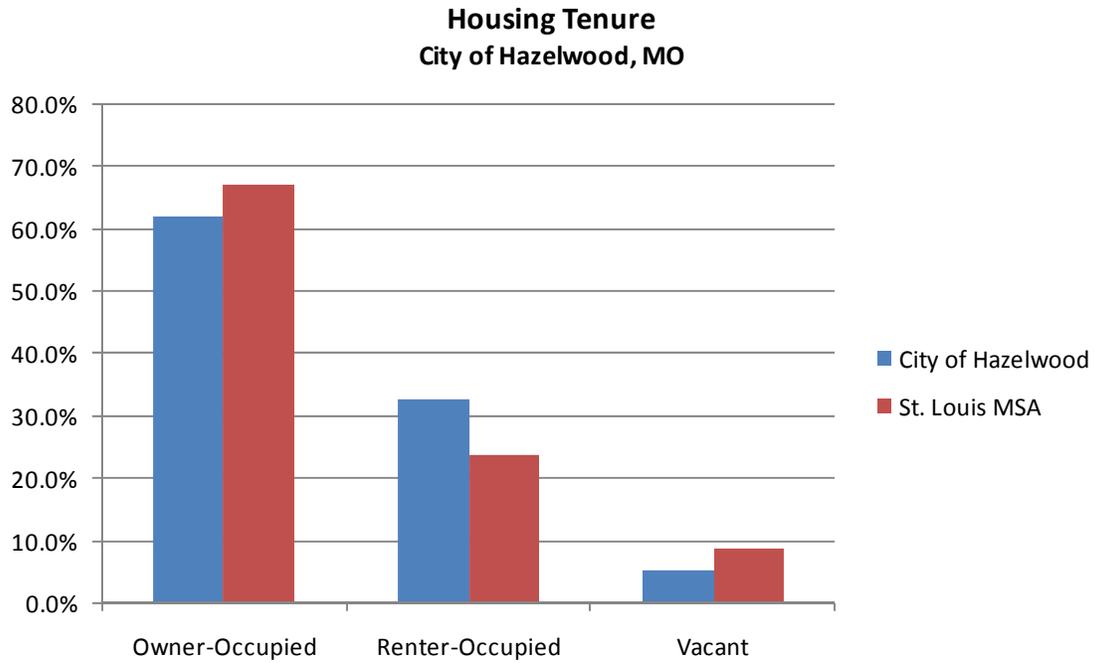


Figure 5, US Decennial Census, 2000

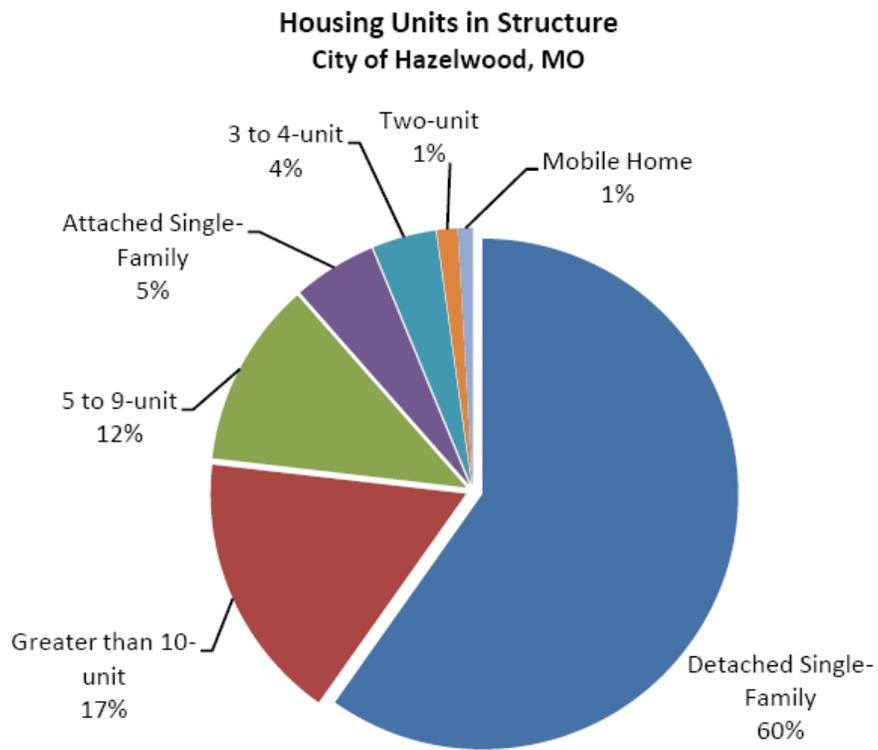


Figure 6, US Decennial Census, 2000

The age of housing units is particularly relevant to a community in the comprehensive planning process and is worth highlighting. In earlier decades, the housing stock of the City of Hazelwood was considered relatively new, as in many growing suburban areas. However, as of 2008, half of all homes in Hazelwood are more than 40 years old. More than three-quarters of housing units (77%) were built before 1980. Figure 4 illustrates the age distribution of Hazelwood’s housing stock.

**Housing Units by Date of Construction
City of Hazelwood, MO**

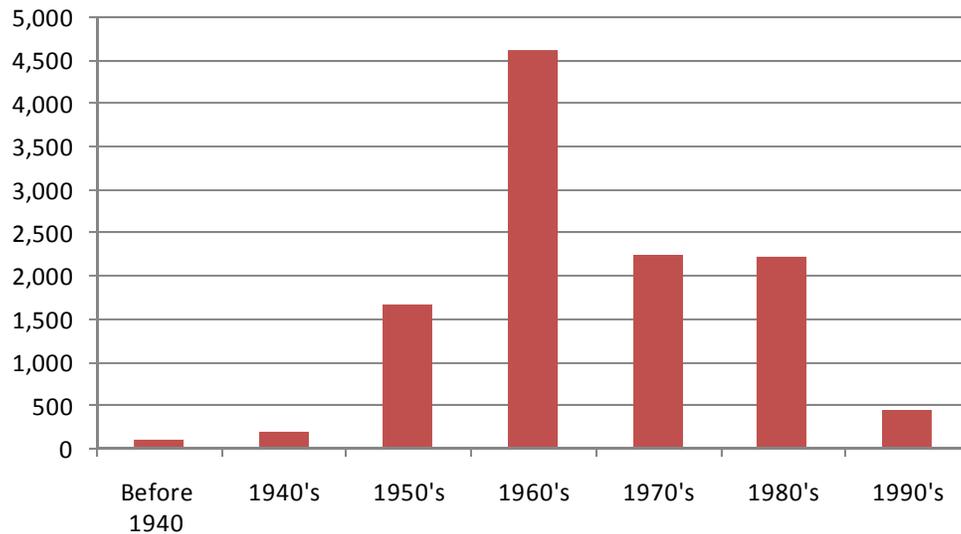


Figure7, US Census Bureau (2007 Estimate)

3. EXISTING LAND USE, EXISTING ZONING, AND OTHER FACTORS INFLUENCING DEVELOPMENT

Existing Land Use

Current land use patterns, to a large extent, set the stage for planning future development. In order for the comprehensive plan to be realistic and effective, careful consideration should be given to the existing, developed, uses of land. Existing development patterns should also be considered in determining the suitability of undeveloped land for particular uses.

An updated land use survey was completed for the planning area in the summer of 2007 and verified in spring 2009. This land use inventory is presented quantitatively in **Table 3** and graphically on **Exhibit B – Existing Land Use**. This inventory was completed by analyzing aerial photography and selective field verification. This is the first detailed land use inventory that has been completed for the City of Hazelwood since City staff implemented an internal geographic information system (GIS). A land use inventory is useful for summarizing current conditions and valuable for understanding changes in land use over time.

Table 3
Existing Land Use
City of Hazelwood, MO

Use Category	Acres	Percentage of Total Area	Percentage of Developed Area
Single Family	2,003	22.7%	35.6%
Duplex/Townhome	13	0.1%	0.2%
Mobile Home Park	5	0.1%	0.1%
Multi-Family	324	3.7%	5.8%
Subtotal, Residential Uses	2,345	26.6%	41.7%
Commercial	741	8.4%	13.2%
Industrial	1,239	14.1%	22.0%
Public / Semi-Public	249	2.8%	4.4%
Parks / Recreation	781	8.9%	13.9%
Common Ground	266	3.0%	4.7%
Total Developed Area	5,621	63.8%	100.0%
Agricultural	2,418	27.4%	
Vacant	771	8.8%	
Total Area of Parcels	8,809	100%	
Approximate area of public right-of-way ^{1,2}	1,942	(3 square miles)	
TOTAL LAND AREA, CITY OF HAZELWOOD²	10,752	(16.8 square miles)	

¹ Includes water area but excludes private streets and railroads.

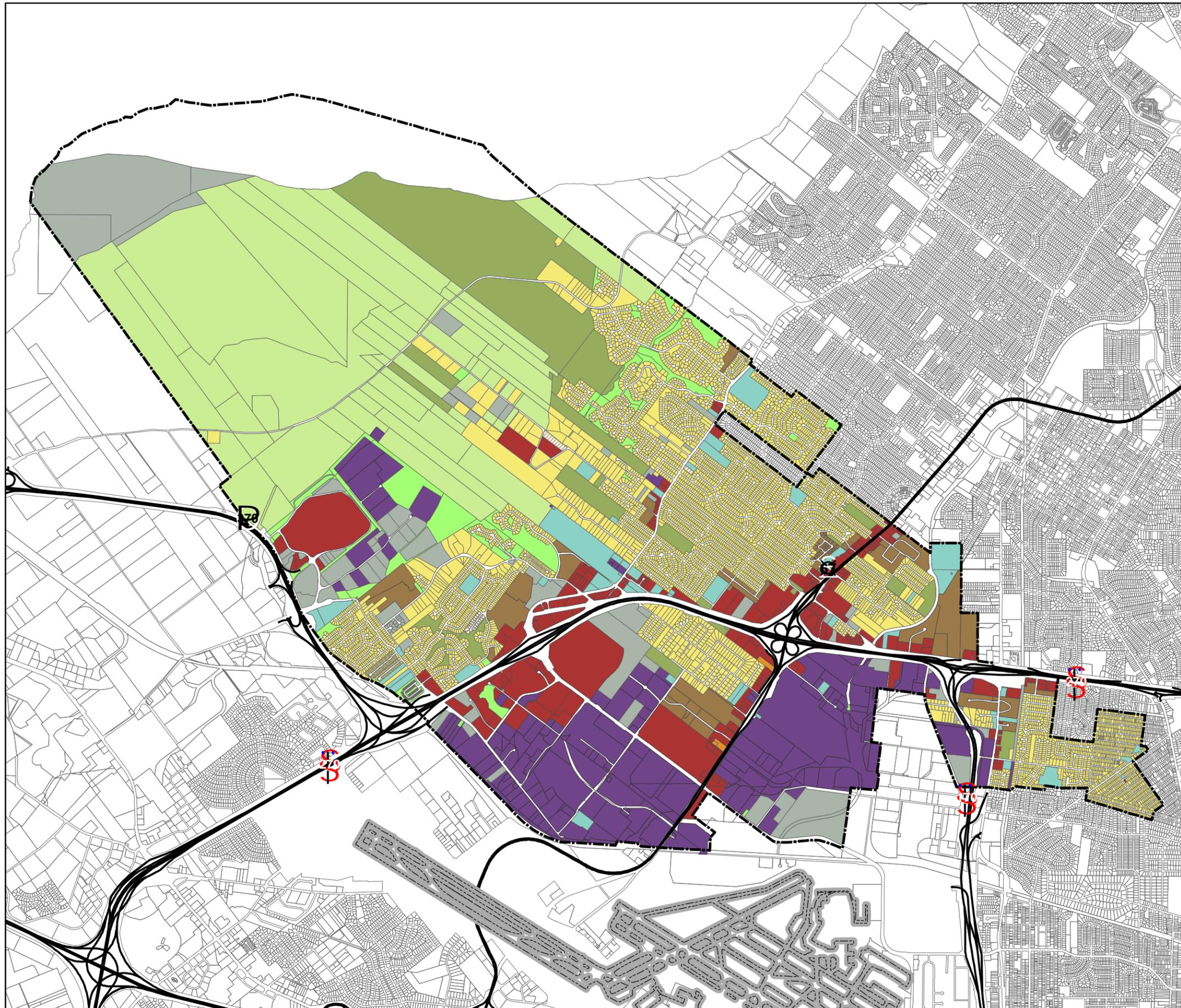
² Source: US Census Bureau

Exhibit B Existing Land Use Map

2009 Comprehensive Plan Update
City of Hazelwood

Legend

-  City of Hazelwood City Limits
-  Single Family Residential
-  Townhome / Two-Family Residential
-  Mobile Home Park
-  Multi-Family Residential
-  Commercial
-  Industrial / Warehouse
-  Public / Semi-Public
-  Parks / Recreation
-  Common Ground
-  Agriculture / Conservation
-  Vacant / Undeveloped Land



Municipal Boundary Based on St. Louis County Data
City of Hazelwood Parcel Boundary Based on St. Louis County Data

APRIL 2009



The land use inventory revealed that approximately 36.6% of the land within the City limits of Hazelwood (excluding public rights-of-way) is undeveloped. Most of this undeveloped acreage consists of actively farmed land (more than 2,400 acres) situated between the Missouri River and Howdershell Road. Another 769 acres (8.8%) of the City's total land area is classified as vacant.

Of the developed land, approximately 27% is occupied by residential uses. Single family homes occupy most of this residential land, which is evidenced by the predominance of the yellow color pattern on the existing land use map. Other land uses comprise the balance of the developed area, with industrial uses consuming 12.2% of land and parks/recreation uses making up approximately 9% of Hazelwood land area.

Existing Zoning

Exhibit C – Existing Zoning depicts the City of Hazelwood zoning classification for each parcel. The City's zoning ordinance establishes 19 total districts, which includes 5 planned development districts and zoning overlays. Although not all of these districts are actually on the zoning map, land could be rezoned to any of the districts in the ordinance. In terms of land area covered, the R-5, R-4 and NU zoning districts and the industrial districts are the predominant zoning classifications.

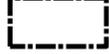
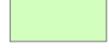
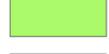
Table 4, Zoning District Summary

Zoning District		Lot Size/Intensity	Notes
NU	Non-Urban	3 acres/dwelling	Intended for very low-density residential, agricultural uses.
R-1	Single-Family Dwelling	1 acre	Currently only used along Woodcrest.
R-2	Single-Family Dwelling	20,000 sq. ft.	Currently used only in Airshire/Utz area.
R-3	Single-Family Dwelling	15,000 sq. ft.	Not currently used on zoning map.
R-4	Single-Family Dwelling	10,000 sq. ft.	Net density (excluding right-of-way): 4.4 units/acre
R-5	Single-Family Dwelling	7,500 sq. ft.	Net density (excluding right-of-way): 5.8 units/acre
R-6	Multiple-Family Dwelling	5,000 sq. ft./unit	Net density (excluding right-of-way): 8.7 units/acre
C-1	Neighborhood Commercial	30% max bldg. coverage	Not currently used on zoning map.
C-2	General Commercial	30' setback, 45' max ht.	Covers most existing commercial areas.
C-3	Highway Commercial	30' setback, 45' max ht.	Commercial uses of a higher intensity and larger scale.
I-1	Light Industrial	30' setback, 100' max ht.	Intended for a range of industrial and commercial uses.
I-2	Heavy Industrial	30' setback, 100' max ht.	Widest range of industrial uses.
P	Public		Community, public facilities, parks, recreation, open space.
Planned Districts			
PDR	Planned Dist., Residential	10 ac. min. area	Planned Districts may be attached to a parcel of land through the process of rezoning and amendment of the Zoning Map, which requires review & approval of a final site plan. The intent is to provide flexibility in development and encourage unified and harmonious improvement of land and buildings under a single development plan.
PDC	Planned Dist., Commercial	5 ac. min. area	
PDI	Planned Dist., Industrial	20 ac. min. area	
PDM	Planned Dist., Mixed Use	50 ac. min. area	
PDA	Planned Dist., Airport	50 ac. min. area	
Zoning District Overlays			
HD	Historic District		Overlay districts add restrictions or requirements that apply in addition to those that apply to the underlying zoning.
FW, FF	Floodway, Flood Fringe		

Exhibit C Existing Zoning Map

2009 Comprehensive Plan Update
City of Hazelwood

Legend

-  City of Hazelwood City Limits
-  C-2 General Commercial District
-  C-3 Highway Commercial District
-  CP City Property
-  I-1 Light Industrial District
-  I-2 Heavy Industrial District
-  NU Non-Urban District
-  Park
-  PDM Planned District Mixed-Use
-  PDR Planned District Residential
-  R-1 Single-Family Dwelling District
-  R-2 Single-Family Dwelling District
-  R-4 Single-Family Dwelling District
-  R-5 Single-Family Dwelling District
-  R-6 Multiple-Family Dwelling District

Municipal Boundary Based on St. Louis County Data
City of Hazelwood Parcel Boundary Based on St. Louis County Data

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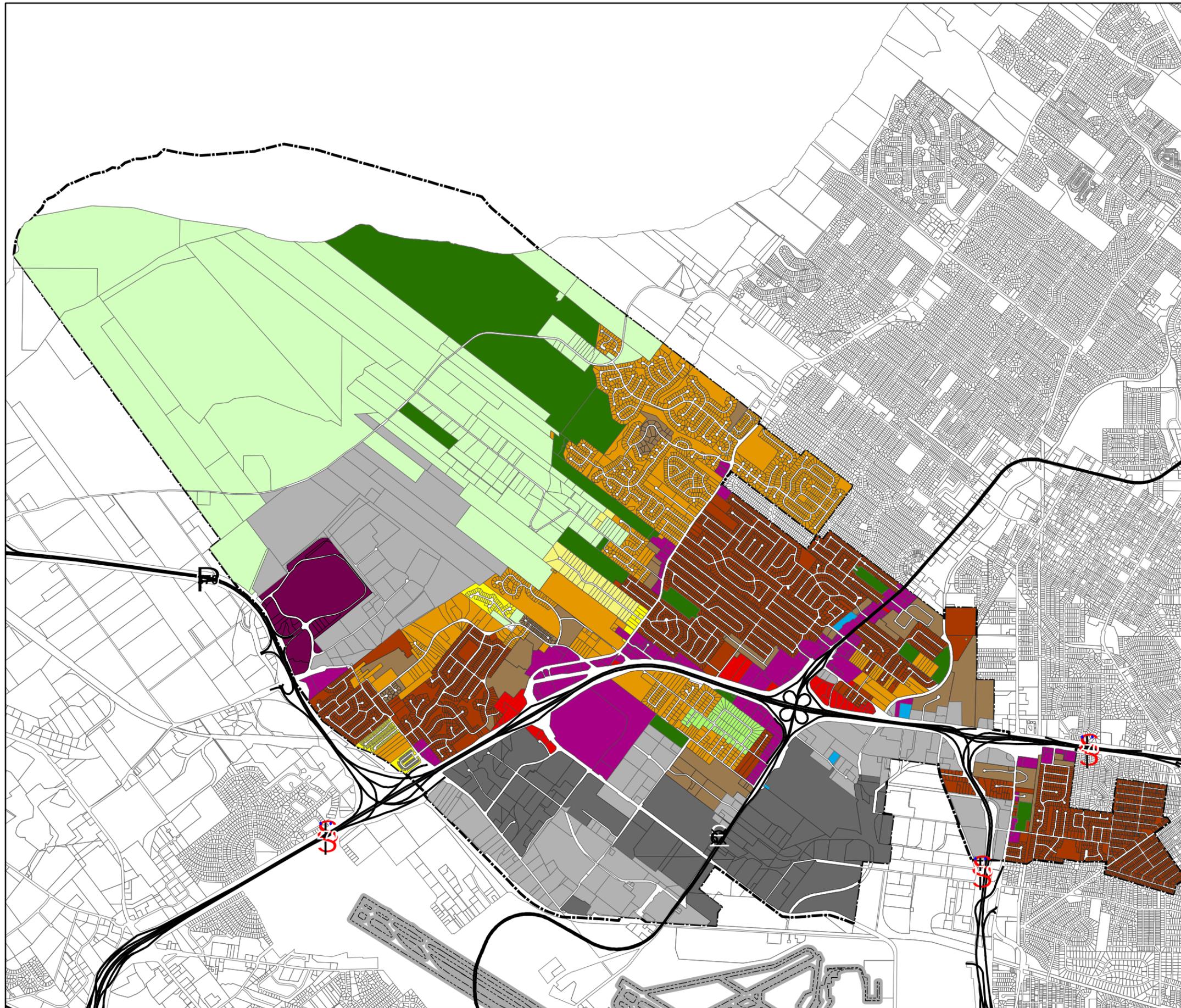


Exhibit D—Zoning of Undeveloped Land displays the zoning color-codes for only those parcels of land in the City limits that are considered undeveloped land. Since this maps displays the zoning for parcels with the land use classification “vacant” or “agriculture” (as determined by land use survey described above), most of Hazelwood’s undeveloped land is zoned NU, Non-Urban. Lots in Park 370 and The Mills developments that have not yet been improved are zoned I-1 and PDM, respectively.

In general, the bulk of Hazelwood’s undeveloped land is west of Howdershell or 270, although there are small pockets of vacant land scattered elsewhere in the City. In most cases, those vacant parcels are subject to some development restriction or challenge (floodplain, limited street access, topography, etc.).

The “zoning of undeveloped land” map serves as a “default” land use plan for the City. Since the zoning district determines the maximum intensity at which a parcel can be developed, the zoning of undeveloped land map allows the City to envision the total build-out of the community, assuming no zoning changes. Considering that most of the undeveloped land in Hazelwood is zoned NU, Non-Urban (much of which is subject to floodplain restrictions), build-out of undeveloped land as it is currently zoned would not result in dramatic changes to the City, including its transportation network.

With the exception of floodplain restricted areas (some of which *are* developable with the use of dirt fill), it is fair to conclude that Hazelwood is primarily “built out”. As has been discussed throughout the public engagement process for the 2009 Comp Plan Update, redevelopment (including the former Ford plant area) now occupies a higher priority for the community than development of new “greenfield” sites.

Development Factors Analysis

While existing land use and current zoning are key elements in developing a future land use plan, there are other features and factors that influence development in a community. **Exhibit E – Development Factors Map** displays factors that are likely to influence development in Hazelwood (the map is split into east and west areas). The factors displayed on the Plate 5 include:

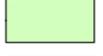
- floodplain boundaries, both 100-year and 500-year
- designated wetlands
- steep slopes
- public facilities, including parks, schools, and community centers
- key development locations such as Hazelwood Commerce Center and St. Louis Mills

Exhibit D Zoning Of Undeveloped Land (East)

2009 Comprehensive Plan Update
City of Hazelwood

Legend

-  City of Hazelwood City Limits

-  C-2 General Commercial District
-  C-3 Highway Commercial District
-  CP City Property
-  I-1 Light Industrial District
-  I-2 Heavy Industrial District
-  NU Non-Urban District
-  Parks
-  PDM Planned District, Mixed-Use
-  PDR Planned District, Residential
-  R-1 Single-Family Dwelling District
-  R-2 Single-Family Dwelling District
-  R-4 Single-Family Dwelling District
-  R-5 Single-Family Dwelling District
-  R-6 Multiple-Family Dwelling District

Municipal Boundary Based on St. Louis County Data
City of Hazelwood Parcel Boundary Based on St. Louis County Data

APRIL 2009

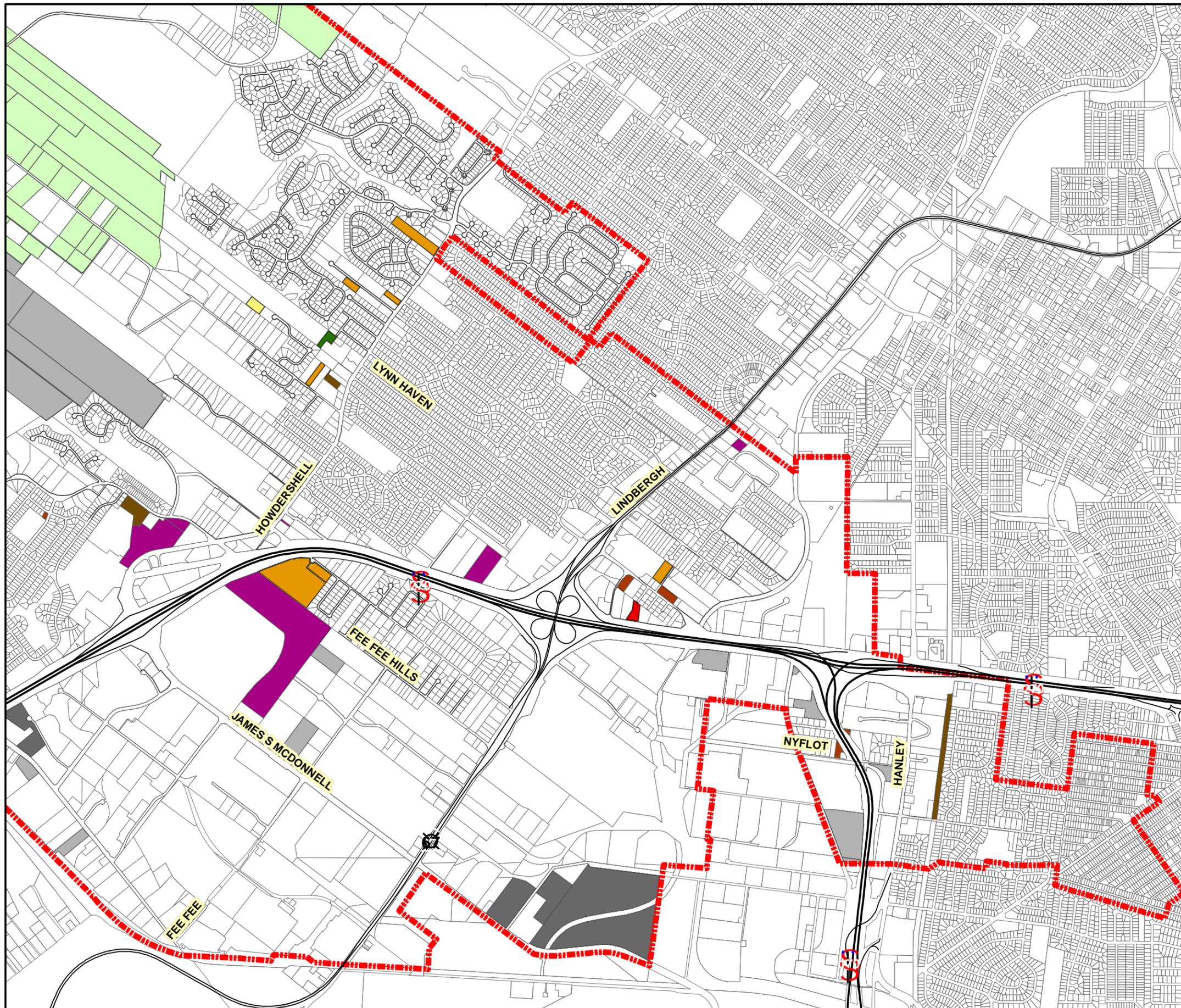


Exhibit D Zoning Of Undeveloped Land (West)

2009 Comprehensive Plan Update
City of Hazelwood

Legend

-  City of Hazelwood City Limits

-  C-2 General Commercial District
-  C-3 Highway Commercial District
-  CP City Property
-  I-1 Light Industrial District
-  I-2 Heavy Industrial District
-  NU Non-Urban District
-  Parks
-  PDM Planned District, Mixed-Use
-  PDR Planned District, Residential
-  R-1 Single-Family Dwelling District
-  R-2 Single-Family Dwelling District
-  R-4 Single-Family Dwelling District
-  R-5 Single-Family Dwelling District
-  R-6 Multiple-Family Dwelling District

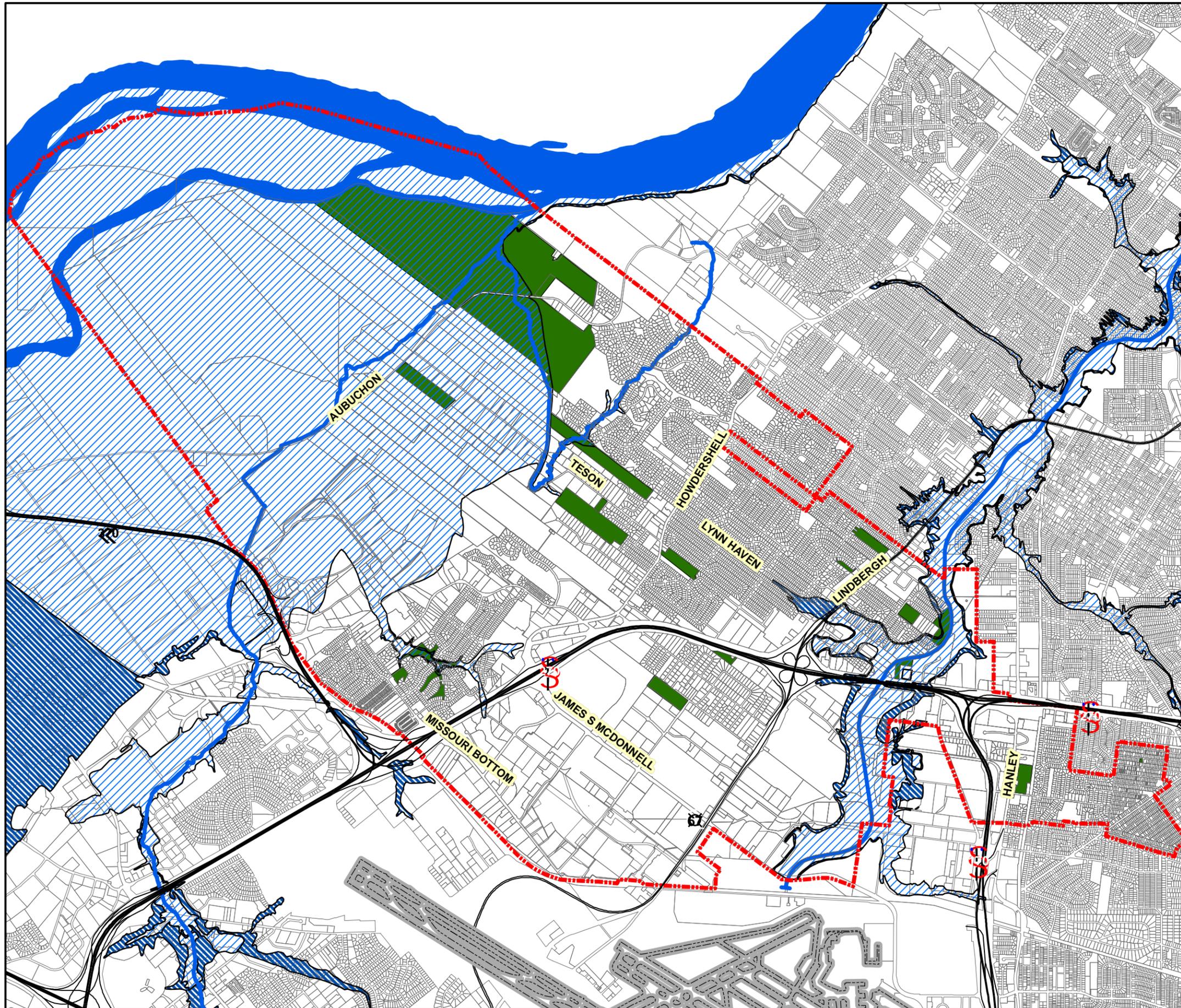
Municipal Boundary Based on St. Louis County Data
City of Hazelwood Parcel Boundary Based on St. Louis County Data

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Exhibit E Development Factors Map

2009 Comprehensive Plan Update
City of Hazelwood



Legend

- Hazelwood City Limits
- Rivers
- FEMA 100-Year Flood Plain
- FEMA 500-Year Flood Plain
- Parks

Municipal Boundary Based on St. Louis County Data
City of Hazelwood Parcel Boundary Based on St. Louis County Data

APRIL 2009



These factors are important in determining the most appropriate uses of undeveloped land and targeted redevelopment locations.

Another set of factors that should guide the City's land use and development decision-making are related to economic development and City revenue sources. **Exhibit F – Economic Development Districts** indicates areas subject to special economic development tools like Community Improvement Districts (CID's), Transportation Development Districts (TDD's), Tax Increment Finance (TIF) and tax abatement.

Also shown on Exhibit F are boundaries that pertain to distribution of the one percent local sales tax under rules established for St. Louis County's 91 municipalities.

The following excerpt from the St. Louis County Web site related to the distribution of sales tax revenue explains the distribution system for the one percent sales tax:

Some cities, designated "point-of-sale" or "A" cities, retain most of the sales tax revenues collected from businesses within their boundaries. These are cities that had local sales taxes before the countywide levy was enacted. Other cities, designated "pool" or "B" cities, share revenues with others in the pool on a per capita basis. Unincorporated St. Louis County is part of the pool. Legislation passed in 1993 provides for some sharing of revenues by point-of-sale cities: a sliding scale is used to calculate amounts contributed to the pool by point-of-sale cities. Finally, areas annexed by point-of-sale cities after 1995 remain in the sales tax pool. As a result, some cities have both point-of-sale and pool portions and are thus designated "A/B" cities.

Hazelwood is considered an "A/B" city. The one percent sales tax collected on retail sales that take place in portions of the City of Hazelwood that were annexed *after* 1995 ("B City") are shared with the countywide pool. Areas of Hazelwood that were annexed *before* 1995 are referred to as the "A City" portion, and the one percent sales tax collected there is retained by the City. It is useful to see these boundaries mapped, since sales tax distribution is an important economic development factor.

Fire district boundaries also present a tax revenue issue. State law mandates that the City contract with the Florissant Valley and Robertson Fire Protection Districts in areas annexed in 1995. Due to this mandate, the City is required to pay the districts an amount equal to the property taxes they were receiving from property annexed into the City but within their districts. The City is also responsible for any property tax increases approved by a vote of the residents in the fire district. This issue influences future land use choice within these fire district jurisdictions.

Exhibit F Economic Development Districts

2009 Comprehensive Plan Update
City of Hazelwood

Legend

Fire Districts

-  Florissant Valley Fire Protection District
-  Hazelwood Fire Department
-  Robertson Fire District

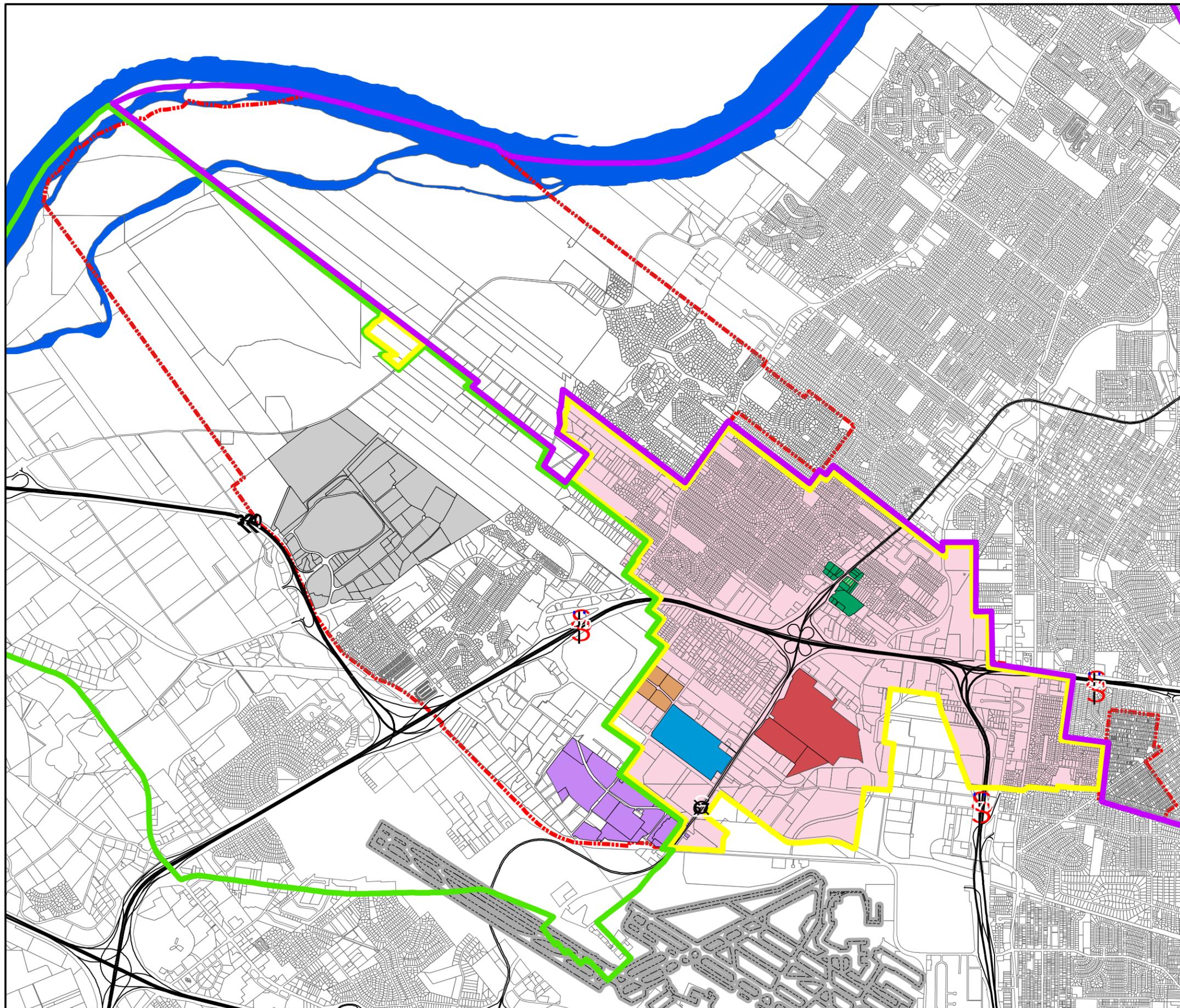
Economic Development Districts

-  Aviator Business Center 353 District
-  St. Louis Mills & Park 370 TDD/CID/TIF
-  Hazelwood Logistics Center CID/TIF
-  IBM Chapter 100 District
-  Lambert Pointe NID
-  Elm Grove Economic District TIF
-  Walgreens TDD Area

-  Hazelwood City Limits
-  Hazelwood "A" City

Municipal Boundary Based on St. Louis County Data
City of Hazelwood Parcel Boundary Based on St. Louis County Data

APRIL 2009



4. COMMUNITY ENGAGEMENT AND THE PLANNING PROCESS

Since its incorporation in 1949, the City of Hazelwood has commissioned a number of plans, including Comprehensive Plans adopted in 1971, 1983, and 1998. At the outset of the 2009 Plan update process, the City emphasized the need for public input in updating its Comprehensive Plan. The intent was to conduct a planning process that would provide more public input and opportunity for community involvement than past plans.

The City Council established a Comprehensive Plan Update steering committee to guide the plan update process. The Committee includes representatives from several City boards and commissions, including the Plan Commission and Industry Development Authority, and a Hazelwood School District representative. The steering committee is a cross-section of the community, with representatives from various wards. The steering committee has met at various times throughout the planning process, including a review of future land use recommendations for key locations in the City.

The consultant conducted staff and elected official interviews separately from the public input workshops and steering committee meetings. These interviews were critical in establishing topics for discussion at public workshops and in the Web survey. A summary of city staff interviews is included with this report as **Attachment 1** in the **Appendix**.

Planning Workshops

Three “planning workshops” were conducted to provide public input and participation in the comprehensive planning process. The date and format for each of the three workshops is listed below, and summaries of each of the workshops are included in the **Appendix** as **Attachments 2A, 2B** and **2C**, respectively.

- *Workshop #1.* Conducted on August 8, 2007, 7:30 P.M. at Civic Center East. The workshop participants (between 30 and 35 total) were randomly assigned to tables, and after a preliminary presentation, held small-group discussions to review the goal and objective statements included in the 1998 Comprehensive Plan. A spokesperson from each table reported to the entire room a summary of each table’s discussion, which was noted by the consultant. Participants also handed in review sheets with comments on the 1998 goals and objectives.
- *Workshop #2.* Conducted on October 10, 2007, 7:00 P.M. at Civic Center East. A “small group” discussion format, similar to that used for Workshop #1 was used. Participants (between 20 and 25) used a questionnaire prepared by the consultant as a discussion guide. Full-group discussion on the questionnaire topics concluded the workshop.

- *Workshop #3.* Conducted on February 12, 2008, 7:00 P.M. at Civic Center East. Based on input from the first two workshops, existing conditions data and city official interviews, the consultant prepared a draft statement of Comp Plan goals and action statements. The goals and action statements were provided to the participants on a hand-out that allowed for individual written comment. Each goals and action statement was discussed in large-group format. Participants suggested amendments to statements and entirely new goals or recommended actions, which were subsequently added after review by the steering committee. Notices of workshop #3 were provided to all mailing addresses in Hazelwood, and between 40 and 45 participants attended.

Web-Based Community Survey

After the first two workshops were complete, and at the suggestion of the steering committee, the City initiated a Web-based survey that would allow participants to provide input on the plan without attending a workshop or other event. The intent was generally to provide a convenient way for stakeholders to have a voice in the plan, and specifically to broaden participation to younger age groups or others who might be unlikely to attend a two-hour workshop or other public meeting but would like to provide input on Hazelwood's future goals.

The City used a survey platform called Zoomerang that was linked from the City's web site. Notice of the survey was provided to all mailing addresses in Hazelwood. The survey included some "open-ended" questions that prompted participants to enter detailed responses, but most of the survey's 19 questions were multiple-choice, "rank" or "rate" questions.

There were a total of 155 surveys completed⁴, and the respondents included a good sample from the "19 to 34" and "35 to 44" age categories (17% and 22% of respondents, respectively). A full report of the responses is included in the **Appendix** as **Attachment 3**. In general, the web-based responses were fairly consistent with the consensus of the public workshops. Noteworthy findings and analysis from the Web survey are listed below:

- The top reason why respondents live in Hazelwood were "convenient location" (64%), "housing choice/value" (49%), and "job/employment" (33%). These answers ranked ahead of other choices that included "good schools" (19%) and "community character" (11%). The results of this question indicate that community promotion or "marketing" efforts for potential residents should center on the convenient location and value of housing in Hazelwood relative to the other St. Louis metro communities and the proximity of such employment hubs as Lambert Airport and corporate campuses such as IBM and Coviadian.

⁴ There were more than 250 "page views" or partially completed surveys. Summaries and analysis in this report are based only on completed surveys.

- The majority of respondents indicated that growth in Hazelwood in the past five years has been either “Just about right” (32%) or “not fast enough” (30%). A large majority (76%) said growth and development has either been “somewhat positive” (55%) or “very positive” (21%). A majority (52%) also selected “more growth” as the preferred growth strategy for Hazelwood.
- In response to the question that asked for a ranking of factors to consider in evaluating development proposals, respondents rated “impact on traffic”, “capacity to generate tax revenue”, and “specific design features of the proposed development” as most important.
- Most city services in Hazelwood received “good” or “very good” rankings, including police, fire and parks and recreation. Code enforcement has the lowest proportion of good/very good ratings. Among community characteristics, “shopping/retail choices” (43%), “entertainment options” (49%) and “arts/cultural opportunities” (56%) were rated as “poor” or “very poor”.
- A majority (57%) of respondents feel there are “too many” multi-unit rental (apartment) housing units. Among the types of housing listed in the survey, the category most chosen (38%) as “not enough” supply was for “luxury single family housing”. For five out of the six housing categories the majority response was “right amount for need”.
- In ranking transportation-related improvements, the respondents most frequently chose “reconstruction of I-270/Lindbergh interchange” and “maintenance or resurfacing of existing streets”. Addition of bicycle lanes and improved transit service were given less importance.
- In ranking issues in order of importance to the future of Hazelwood, the response given the most #1 rankings was “maintenance of homes and quality of neighborhoods”. Other responses given high importance rankings were “vacant or underutilized commercial buildings” and “quality of City services”.
- The three issues most frequently selected as “very important” were “quality of education/schools” (80%), “quality of city services” (55%), and “availability of goods/services (40%).
- Respondents considered police department and parks facilities most important for City investment. Community arts/cultural center and city hall were given least priority. Respondents also had the opportunity for open-ended responses to this question, and among the desired “other civic facilities” were a dog park, skating rink and various other detailed suggestions.

- The questions related to Hazelwood becoming a more desirable or less desirable place to live gave respondents the opportunity for open-ended responses. There were more negative than positive responses (74% felt that Hazelwood is becoming a less desirable place to live), and according to the full responses there seems to be common concerns about the quality of the public schools, residential property maintenance and vacant buildings. Several responses specifically cite *perceptions* of declining schools and rising crime. These issues should also be viewed in a historical context. In past decades, housing stock in Hazelwood was newer, and competing housing options (especially west of Hazelwood in St. Charles County) were not yet as prevalent in the housing market.
- The survey provided useful cross-tabulations by age groups and length of residency. These cross-tabs isolate survey responses, for instance, from those respondents under 45 years of age or those who have lived in Hazelwood more than 20 years. This allows for detailed analysis to gauge the attitudes of newcomers to the community. As an example, a cross-tab by age revealed that respondents over 65 years old considered housing availability/value in Hazelwood as a “very important” issue more often than any other age group. It is also worth noting that the youngest (19-34) and oldest (65 and older) age categories were most likely to indicate that Hazelwood is becoming a more desirable place to live (44% and 43%, respectively).

Planning Area Analysis Report

Based on all the foregoing analysis of existing conditions and community engagement, a set of Comprehensive Plan goals and action statements were prepared. These goals are divided into six topic areas covered in Chapters 5 through 10 of the Comprehensive Plan:

- Land use
- Urban design
- Economic development
- Housing and neighborhoods
- Transportation and infrastructure
- Community facilities and services

The goals and action statements, as well as existing conditions data presented in Chapters 2 and 3, and a summary of the workshop and survey results in Chapter 4, were included in a *Planning Area Analysis* report prepared by the consultant. This report was reviewed by the Comprehensive Plan Steering Committee and forwarded to other City Boards and Commissions for review and comment. Comments on the Planning Area Analysis report, including the goals, objectives and actions, influenced the final draft of the 2009 Comprehensive Plan Update for the City of Hazelwood.

Final community engagement steps included a public open house meeting to present the Preliminary Land Use Plan and respond to questions raised by the public. A public hearing on the pre-final Comprehensive Plan before the Planning & Zoning Commission also preceded the final adoption of the 2009 Update to the Comprehensive Plan.

5. LAND USE AND STREET PLAN

Introduction

The Land Use and Street Plan for the City of Hazelwood establishes a land use pattern that fosters development and redevelopment of land in a manner sensitive to the functional relationships among various types of development. The proposed roadway improvements are intended to support the land use and redevelopment patterns set forth in **Exhibit G, Land Use and Street Plan**.

In general, this Plan has been influenced by existing land use patterns, current zoning classifications, the availability and capacity of supporting infrastructure, the presence and availability of community amenities, site accessibility via the existing street and highway network and other characteristics discussed in the development factors analysis. The Plan is also influenced by the Goals and Objectives developed during the community engagement portions of the planning process. And, finally, it should be noted that regional development and transportation patterns beyond the boundaries of Hazelwood influence the land use and development patterns in the Land Use and Street Plan.

Land Use Plan

The Land Use and Street Plan for the City of Hazelwood is illustrated on Exhibit G. It should be understood that the Plan, as presented, incorporates most of the existing land uses that were identified during the initial land use survey of the City's planning area. In fact, the most significant changes proposed are associated with land that is currently underdeveloped and land within two areas identified for redevelopment in sub-area plans. The land use plan incorporates both existing and proposed arterial and collector streets that are configured to support areas of future development and redevelopment.

It should be emphasized that the future Land Use and Street Plan for the City of Hazelwood, Exhibit G, is not a proposed zoning map; rather it is a guide to assist the City in determining the appropriate type, location and intensity of development. City decisions on rezoning applications and other development considerations may be based in part on this map, but those decisions must also take into consideration surrounding development patterns and changes in conditions over time. Provisions of the text of this plan which recommend a maximum development intensity will be approved through the existing application process and, if necessary, through rezoning. In the event of a conflict between the provisions of the text of this land use plan and the map depicting the Land Use and Street Plan, the provisions of the text shall prevail.

As was noted in Chapter 3, there are approximately 3,180 acres of undeveloped land within the City limits of Hazelwood. However, 75% of undeveloped land is currently used for agriculture, and much of this is at or below the 100-year floodplain elevation. Excluding

this Missouri Bottoms area, Hazelwood can generally be considered “built-out”. Aside from a 170-acre area between Hazelwood and Lambert-St. Louis International Airport, there are no opportunities for the City to annex unincorporated area. The City should pursue annexation of this remaining “South Industrial Area”, which would be a logical extension of the City of Hazelwood service area.

The limitations on new growth opportunities raise the importance of redevelopment and infill in Hazelwood, which are expected to be the City’s key opportunities for development in the coming decade. Key redevelopment opportunities are discussed in more detail in the Sub-Area Plan for the Byassee-Lindbergh Developer Area.

For the most part, the Land Use Plan is consistent with existing land uses. Notable exceptions are found primarily within the Sub-Area Planning boundaries and in a few scattered sites where residential uses are expected to eventually transition to commercial or industrial development. Table 5 below provides a quantitative breakdown of the amount of proposed land use by land use category.

Table 5
Proposed Land Use
 City of Hazelwood, MO

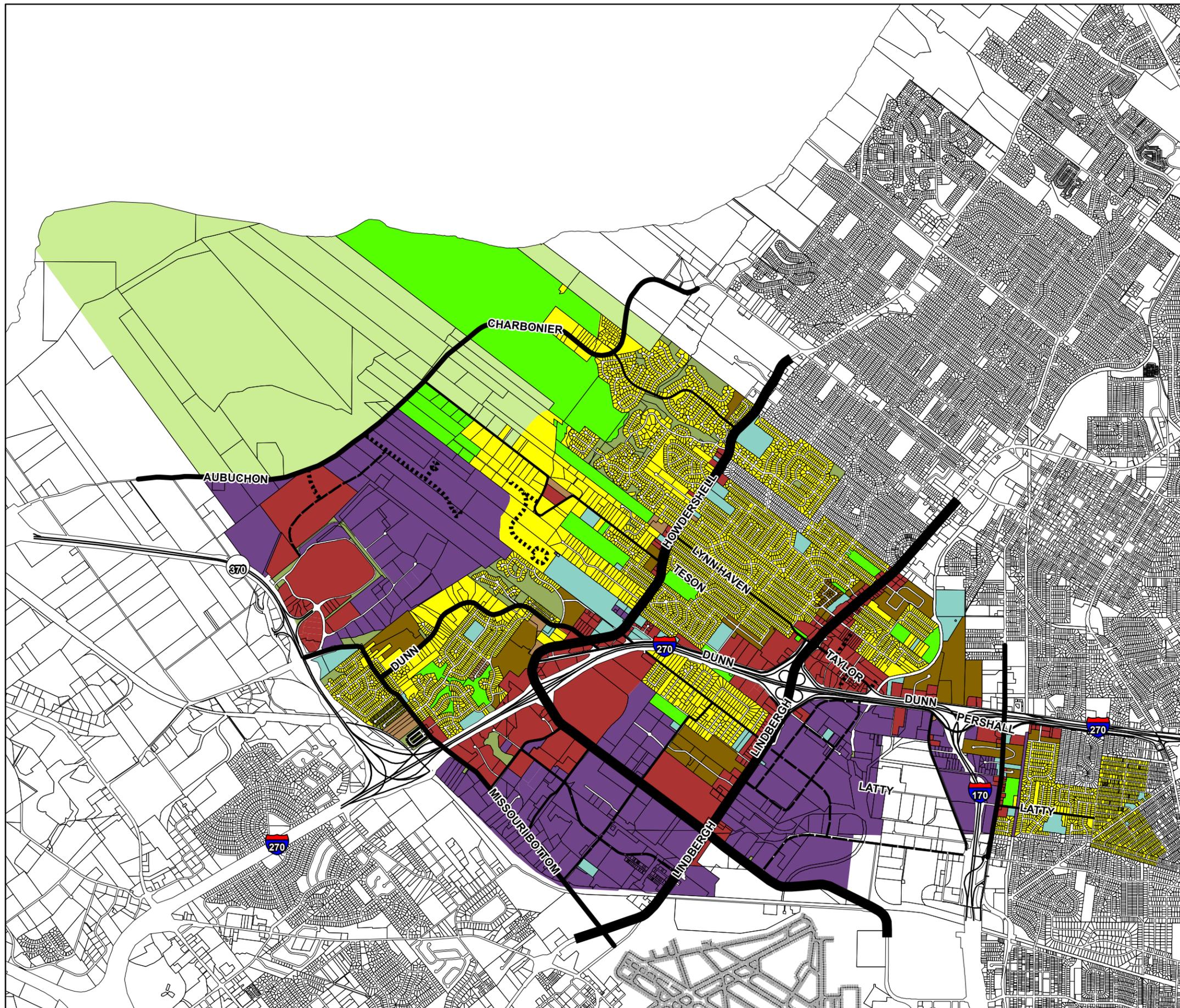
Use Category	Acres	Percentage of Total Area	Percentage of Developed Area
Low Density Residential	2,059	23.4%	30.7%
Medium Density Residential	62	0.7%	0.9%
High Density Residential	324	3.7%	4.8%
Subtotal, Residential Uses	2,446	27.7%	36.5%
Commercial/Office	856	9.7%	12.8%
Industrial	2,083	23.6%	31.1%
Public / Semi-Public	236	2.7%	3.5%
Parks / Recreation	817	9.3%	12.2%
Common Ground	266	3.0%	4.0%
Total Developed Area	6,704	76.1%	100%
Agricultural / Conservation	2,110	23.9%	
Total Proposed Area¹	8,814	100%	

¹ Area of parcels only. Some land area may be dedicated as public right-of-way or vacated to accommodate future development.

This data can be compared to Table 3 on page 3-1 that provides the breakdown of existing land uses. It should be noted that Commercial/Office and Industrial are the land use categories proposed for largest increases in acreage.

Exhibit G Land Use & Street Plan

2008 Comprehensive Plan Update
City of Hazelwood



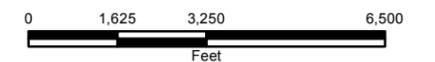
Legend

- Low Density Residential
- Medium Density Residential
- High Density Residential
- Commercial / Office
- Industrial
- Parks & Recreation
- Common Ground
- Agricultural / Conservation
- Public / Semi-Public

- | Existing | Proposed | |
|----------|----------|------------------------|
| | | Major Arterial Streets |
| | | Minor Arterial Streets |
| | | Collector Streets |
| | | Local Streets |

Municipal Boundary Based on St. Louis County Data
City of Hazelwood Parcel Boundary Based on St. Louis County Data

September 2019



Narrative description and recommendations corresponding to the various land use categories shown on the Land Use Plan are preceded by land use goals and objectives that were developed with broad community input (as described in Chapter 4, Community Engagement and the Planning Process). Only goals/objectives related to land use are presented in this section; goals/objectives related to other topics (Urban Design, Economic Development, etc.) are presented in the following chapters of this document.

GOALS, OBJECTIVES AND STRATEGIES

GOAL 1: Exercise sound land use planning practices to ensure that development and redevelopment is consistent with community goals and protects the desirability of the community.

Objectives/Actions:

- 1.1 Prepare an annual planning and development report that lists rezoning, special use and subdivision requests, the outcome of these requests and statistics on building permits and development trends.
- 1.2 Annually review the comprehensive plan as a source in development of the City's annual budget, capital improvement program and departmental work programs.
- 1.3 Annually review progress toward achieving the objectives and actions recommended in the Comprehensive Plan.

In order to be more proactive in its approach to city planning, the Plan Commission, with assistance from City staff, should annually review the Comprehensive Plan to monitor the City's progress on the Plan's recommendations. As a result of the annual review, the Plan Commission may recommend that the City Council or City staff make certain Plan recommendations a short-term priority.

In the course of this review, the Plan Commission may also determine that it needs to study specific issues or geographic areas of interest, which could lead to amendment of the Comprehensive Plan. This approach is aimed at making planning an ongoing process and making the Comprehensive Plan a "living" document that will remain relevant as issues arise and the community evolves.

- 1.4. Review the City's land use regulations and review processes, including the zoning ordinance and subdivision codes, to ensure they reflect the policies of the comprehensive plan and are consistent with contemporary planning practice and legal requirements.

GOAL 2: Balance the need for economic development and tax base expansion with preservation of environmental resources and protection of residential neighborhoods.

Objectives/Actions:

- 2.1 Focus economic development efforts in developed areas served by existing utilities and street network.
- 2.2 Consider the fiscal impact of proposed land uses or annexations to ensure that the proposed development will generate sufficient revenue to offset service demands and be consistent with community-wide economic development strategy.
- 2.3 New development of land should be preceded by careful evaluation of the land's natural features and designed in a way to preserve natural areas and provide attractive greenspace.
- 2.4 As property owners submit proposals for levee-protected development in the Missouri Bottoms, the City should evaluate development scenarios by considering: (i) cost-benefit analysis to assess the ability to generate City tax revenue; (ii) analysis of the project's impact on the existing transportation network and traffic patterns; and (iii) consideration of the City's overall Comprehensive Plan goals and policies. This analysis should consider the on-going infrastructure maintenance needs of a levee and assess long-term public safety hazards.
- 2.5 When adjacent to residential neighborhoods, commercial expansion or redevelopment projects shall incorporate extensive landscape buffers and attractive screening.

GOAL 3: Ensure that infrastructure and public services are adequate to support future land uses.

Objectives/Actions:

- 3.1 Carefully evaluate major proposals for changes in land use or development to consider the impact on infrastructure, especially traffic impact.
- 3.2 Cooperate with other governmental entities and utility providers to address needs for reinvestment, upgrades and maintenance or operational improvements to Hazelwood's infrastructure.

LAND USE PLAN AND POLICIES

The following summarizes the Land Use Plan proposals by land use category:

Low-Density Residential (Yellow)

This land use category identifies areas appropriate for detached single-family residential structures. This land use category corresponds with the City's NU (Non-Urban), R-1, R-2, R-3, and R-4 zoning districts, which permit single-family dwellings and set minimum lot sizes ranging from 3 acres in NU to 10,000 sq. ft. in R-4.

The low-density residential category covers primarily existing neighborhoods. Opportunities for new development of low-density residential lots are limited to infill subdivisions on relatively smaller undeveloped parcels west of Howdershell Road. These sites include two currently vacant tracts on Dunn Road currently zoned R-4.

It should be noted that several larger residential parcels are scattered throughout the community, especially west of Howdershell and I-270. Over time, these properties may become attractive for re-subdivision and development of small in-fill single-family residential subdivisions. Though such development raises residential density, they are also an opportunity to introduce new housing stock to the community and should be encouraged so long as it complies with density consistent with this low-residential category (approximately 4 units per acre).

Also included in the low-density residential land use category are existing residential neighborhoods with smaller lots (less than 10,000 sq. ft.). These areas are recommended for continued use primarily for detached single-family homes. Further discussion and recommendations for maintaining quality neighborhoods are included in Chapter 8, Housing and Neighborhoods.

Medium-Density Residential (Tan)

This land use category represents two-family dwellings (duplexes), attached single-family dwellings and detached single-family dwellings on small lots (less than 10,000 sq. ft.). Recent developments in Hazelwood that fit this description include the Manors at Hurstborough and Heritage Heights, townhome developments off Missouri Bottom Road.

Within the City, there are relatively few remaining opportunities for medium density residential infill development. One site recommended for medium density residential is an undeveloped property on Howdershell near the I-270 interchange. Some types of senior housing (independent living developments of attached or detached homes on small lots and common area maintenance) fit within the medium density residential land use category. As part of the community engagement process for the Comp Plan update, housing for seniors was identified as one of the most desired residential uses in Hazelwood.

In general, it would be advantageous to the City for new requests for medium-density residential development to be reviewed as part of a Planned Development-Residential request rather than rezoning to R-5 or R-6. The City should consider reducing the minimum area for PDR from 10 acres to 3 or 5 acres to allow Planned Development proposals on smaller tracts.

High-Density Residential (Brown)

The high-density residential category corresponds to the City's R-6 Multi-Family Dwelling zoning district. The Land Use Plan does not designate any vacant parcels for development as high-density residential. However, there may be opportunities for logical expansion of existing multi-family development that would be in keeping with the intent of this Plan. Proposals for new or expanded high density residential development should be evaluated by the City on a case-by-case basis as they come before the City. Considerations should include the density and character of surrounding areas and the impact of a proposed development on traffic.

Commercial / Office (Red)

The commercial / office category provides for various commercial land uses including retail, consumer service, and professional services activities. The Land Use Plan does not distinguish between the types of commercial development (e.g. office, retail, neighborhood commercial). As future commercial development proposals arise within areas currently zoned for commercial use, the applicable commercial zoning regulations will dictate the type and intensity of use.

The City has three regular commercial zoning districts to accommodate commercial development, and increasingly the City has used Planned Development districts to approve new commercial development (e.g. The Mills and surrounding out-lots). The C-1, Neighborhood Commercial zoning district is not currently used on the zoning map. For those areas where rezoning is requested adjacent to residential areas, the C-1 district should be encouraged.

Many of the areas designated on the Land Use Plan for commercial use are currently used for commercial uses. However, there are several areas where a change in use to commercial is recommended. These include the following:

- Properties currently used for single-family residential along Hanley Road are recommended for commercial use.
- The two remaining groupings of residential lots along Lindbergh are recommended for commercial use.

- To a more limited degree than the above corridors, some residential lots along Howdershell are recommended for commercial use. The majority of the single-family lots along Howdershell are recommended to remain for residential use.
- Two mobile home parks on Lindbergh are recommended for conversion to commercial uses.
- Residential lots north and south of Taylor Road are recommended for commercial use as part of larger redevelopment including the former K-Mart building and adjacent land to the south and east.

Among those properties recommended for commercial use that are vacant or are currently zoned for commercial uses, several properties are notable as development opportunities, including:

- Several lots adjacent to The Mills are still available for development as part of the PDM (Planned Development-Mixed) district.
- Approximately 60 acres adjacent to the Mallinkrodt office campus remain vacant. While the owner may not currently desire to sell or develop this property, this commercial zoned land should be acknowledged as a future potential development opportunity.

Industrial (Lavender)

Industrial uses have traditionally been Hazelwood's economic base. Despite the loss of the Ford manufacturing plant, light industrial and warehouse distribution will continue to consume a large amount of land and generate much economic activity in Hazelwood. In terms of comprehensive land use planning, the term "industrial" includes assembly, manufacturing, warehousing, research and development, wholesaling, and limited retail activity.

Redevelopment of the Ford plant is underway and is discussed in further detail relative to the Byassee-Lindbergh Sub-Area plan. Buildings in Hazelwood Commerce Center, the warehouse/distribution complex developed on the former Robertson area, have been completed and will continue to provide additional floor area for light industrial uses. Properties west and north of Park 370 are designated for industrial use, reflecting the recent rezoning of property commonly known as "Schroeder Farm". This area provides "greenfield" industrial development opportunities in Hazelwood to complement in-fill industrial and warehouse development.

The Land Use Plan's industrial classification corresponds to both I-1 Light Industrial and I-2 Heavy Industrial. New requests for the Heavy Industrial zoning district should be discouraged, and in general, the City should encourage use of the PDM Planned Development-Manufacturing process to review and approve new requests for industrial development.

Parks and Recreation (Dark Green)

The City of Hazelwood currently has a considerable amount of parkland and recreation facilities. City parks and recreation facilities include a new expanded outdoor aquatics center at White Birch Park, two community/recreation centers, ball fields and several neighborhood parks distributed throughout Hazelwood. St. Stanislaus Conservation Area provides additional passive recreation opportunities.

Aside from expansion of the Sports Complex on Aubuchon Road, the Land Use Plan does not propose development of new parks or recreation facilities. It is the recommendation of this Plan that the City's park and recreation program focus on enhancements to existing parks and expanding pedestrian/bicycle opportunities. Further discussion is included in Chapter 10, Community Facilities and Services

Common Ground (Light Green)

This land use category represents land held in common ownership within certain residential developments. These parcels typically are to remain in an undeveloped state in perpetuity. The Land Use Plan shows existing designated common ground but does not propose additional common ground that might be established as part of new residential developments.

Agriculture / Conservation (Pale Green)

The Land Use and Street Plan recommends that some land continue to be used for agriculture (crop production) or remain in its undeveloped state. This land is located in the far western portion of the Planning Area in the Missouri Bottoms area. These parcels designated Agriculture/Conservation are currently zoned NU Non-Urban, within the 100-year flood plain and are not currently served by public sanitary sewers or other utilities.

Public / Semi-Public Areas (Blue)

Public and semi-public land uses include schools, churches, libraries, government buildings and other civic or public facilities. The Land Use Plan exhibit does not propose new public/semi-public land uses. Many properties with public/semi-public land uses could accommodate expansion of existing facilities. Development of new public or semi-public land uses within the City may be necessary in the future, but no attempt is made to locate such uses on the Land Use Plan. In many instances, such uses would be permitted or conditionally permitted in a wide range of City zoning districts.

STREET PLAN

Goals, objectives and actions related to transportation are included in Chapter 9 Transportation and Infrastructure, but the Land Use and Street Plan incorporates proposed street and highway improvements.

The Land Use and Street Plan combines the transportation network plans with the land use recommendations described above to present an integrated development plan for the City of Hazelwood. Except for existing “local” streets, the existing and proposed street network is illustrated with solid (existing) and dashed (proposed) lines in varying degrees of thickness – the thickest lines being the “primary” arterial streets such as Lindbergh and Howdershell.

Notwithstanding concerns about traffic volume and circulation problems associated with Lindbergh Boulevard and I-270, Hazelwood’s transportation network is largely sufficient for serving its existing developed areas. Collector streets proposed as part of the Hazelwood Commerce Center and Byassee-Lindbergh Development Area will improve circulation and facilitate redevelopment.

Additional local streets will be necessary as part of development extending west and north of Park 370, east of Aubuchon Road. A conceptual layout of these streets is also shown on the Land Use and Street Plan.

As is discussed in Chapter 9, the primary emphasis related to the street network in Hazelwood is maintenance and enhancement. Recommendations related to improved access management, bicycle and pedestrian facilities, streetscape improvements and continued street resurfacing are provided in Chapter 9.

SUB-AREA PLANNING

There are two distinct areas that warrant more in-depth attention as part of the Comprehensive Plan Update. Goals and strategies for development and redevelopment are outlined in the following subsections.

Byassee-Lindbergh Development Area

The closure of Ford Motor Company’s Hazelwood plant in spring 2006 was a serious loss to the regional economy, and the disposition of the approximately 155-acre Ford property on Lindbergh just south of I-270 became a major concern for the City. In 2007, the City commissioned a strategic plan for a 281-acre area including the Ford site in anticipation that Ford would be making decisions about sale of the property by the end of the year.

The *Byassee-Lindbergh Strategic Plan* recommended certain immediate redevelopment actions (such as solicitation of a developer and initiation of redevelopment incentives), but it is important to recognize that it also makes longer-term recommendations that should continue to guide decision-making in this sub-area. The plan contains detailed assessment of land use, building conditions, the regional real estate market, and numerous factors affecting redevelopment (e.g. environmental issues and transportation infrastructure). This information provided the basis for a redevelopment strategy that included drawings presenting two alternative redevelopment configurations. These alternative concept drawings were a vital resource in the City's solicitation of a redeveloper.

Sale of the Ford property has been completed and a developer has begun redevelopment of the plant as "Aviator Business Park", which will result in demolition of the plant and development of warehouse/distribution facilities. While there are some variations, the developer's plan is generally consistent with the goals and strategies presented in the *Byassee-Lindbergh Strategic Plan*. **Exhibit H-1** illustrates the conceptual development plan for a portion of the Byassee-Lindbergh Area.

This development plan is based on the determination that the primary redevelopment opportunity for the Study Area is to functionally serve as a business park with significant distribution, warehouse, and industrial users. The plan depicts large-scale distribution and warehouse buildings on the eastern portion of the sub-area, with opportunities for local serving retail and restaurants and possibly an office building along Lindbergh Boulevard to help scale the development and provide activity at the entrance to the business park.

The plan contained short-term redevelopment actions, some of which were rapidly implemented in late 2007 and 2008. However, there are a number of important development considerations and strategies in the plan that apply to properties beyond the former Ford site and to the sub-area as a whole. These strategies and recommendations are incorporated by reference into this Comprehensive Plan Update. Listed below are transportation and infrastructure recommendations for this sub-area:

- Reconfigure the two signalized intersections along Lindbergh Boulevard (Utz Lane and Fee Fee Hills Drive) to improve access to the Study Area from the west. Intersection design improvements and other improvements to Lindbergh are being considered as part of an ongoing Lindbergh Corridor study.
- Relocate Pershall Road to allow for stacking at the Lindbergh Boulevard/Utz intersection, with the additional benefit of increasing developable acreage to support retail/office/restaurant/hotel.
- Extend Byassee to Frost via bridge.

Exhibit H-1 Byassee - Lindbergh Redevelopment

2009 Comprehensive Plan Update
City of Hazelwood

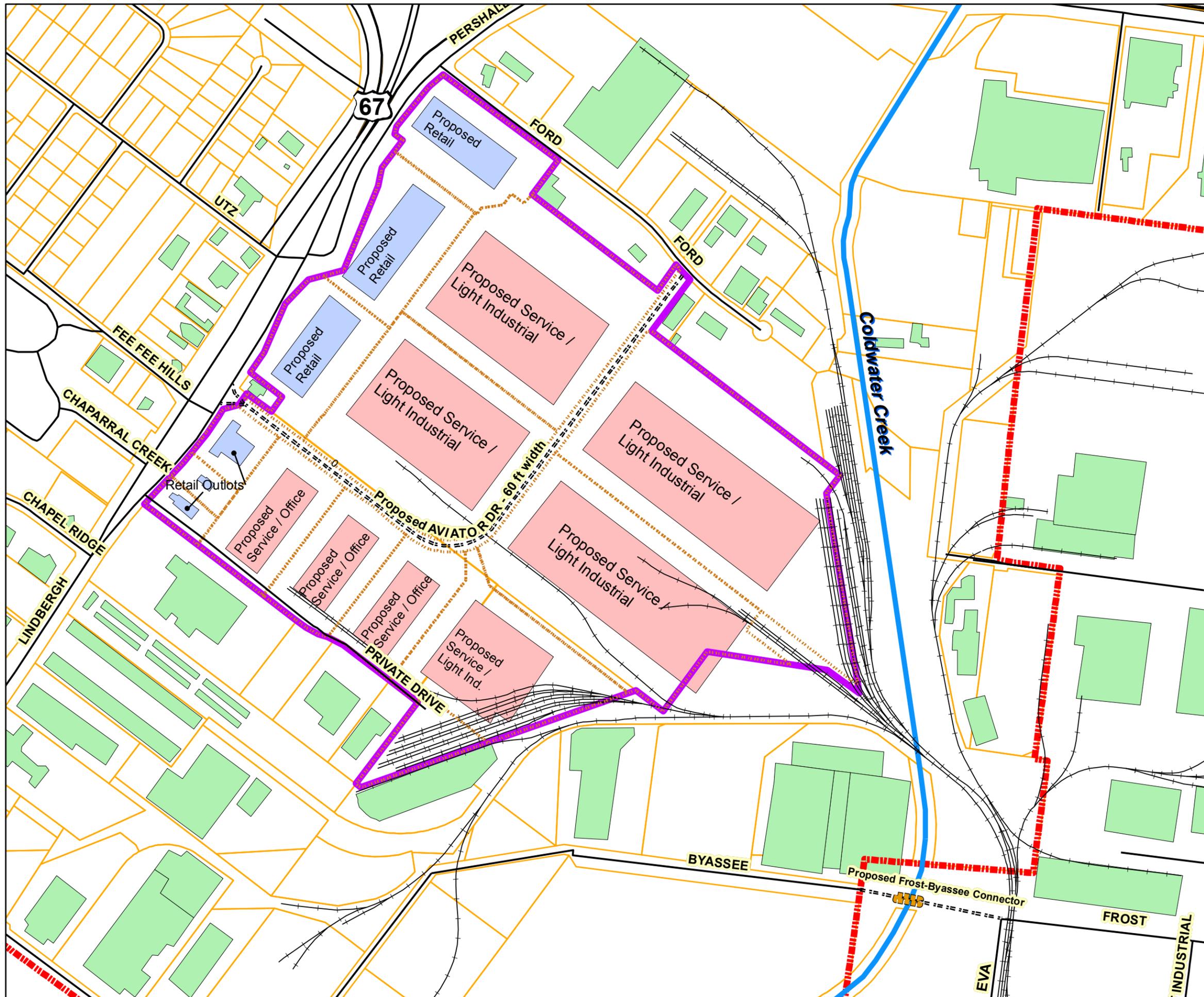
Legend

-  Existing Streets
-  Proposed Streets
-  Proposed Bridge
-  Existing Lot Lines
-  Proposed Lot Lines
-  Existing Buildings
-  Proposed Retail Buildings
-  Proposed Service / Industrial Buildings
-  Existing Norfolk Southern Rail Lines

-  Former Ford Property
-  City Limits

Municipal Boundary Based on St. Louis County Data
City of Hazelwood Parcel Boundary Based on St. Louis County Data

APRIL 2009



- Construct an internal circulation road connecting Lindbergh Boulevard to Byassee.
- Establish an internal grid to provide maximum flexibility in traffic circulation movements.

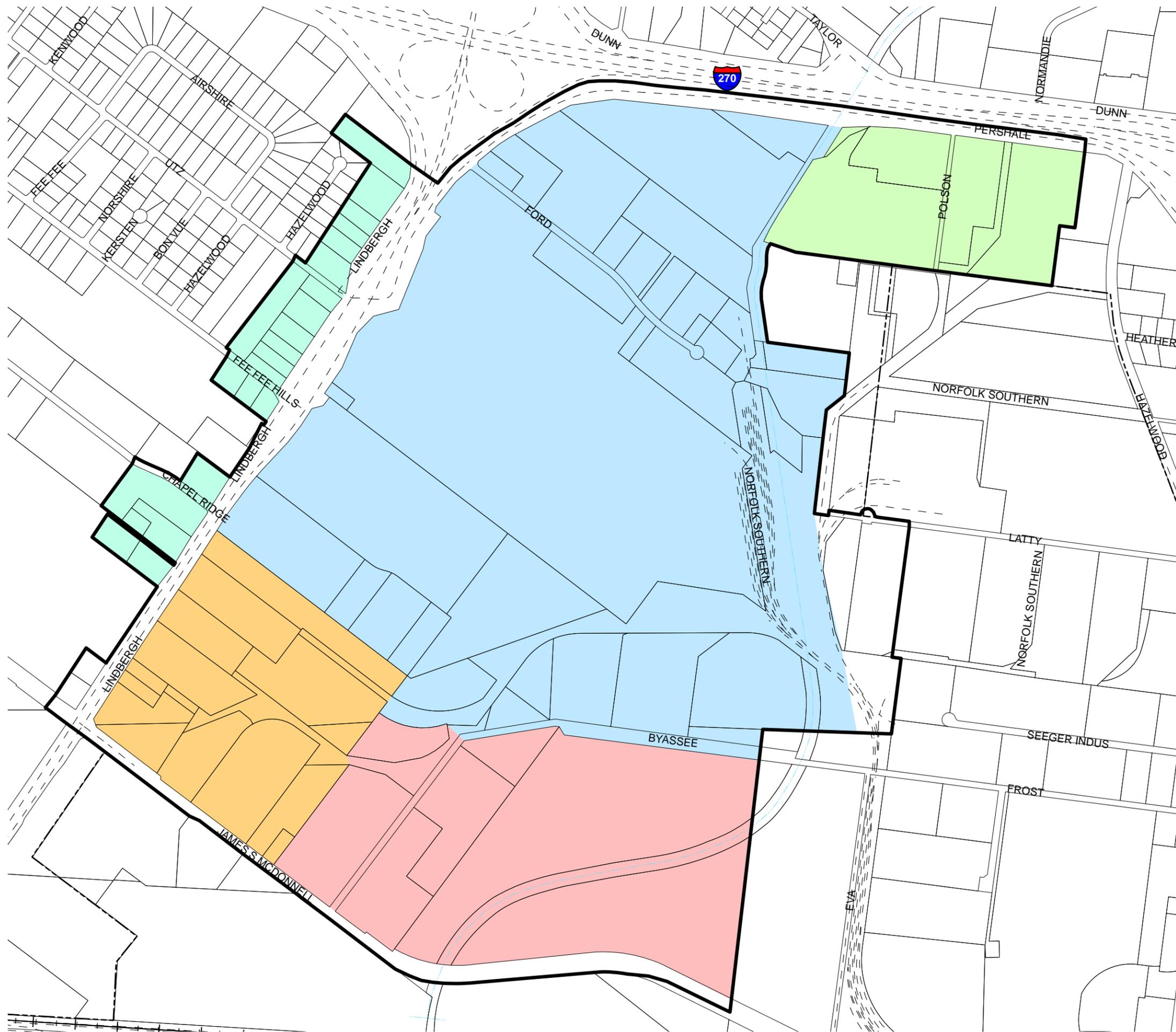
Other potential redevelopment considerations presented in Concept Plan Alternative A include the reconfiguration of rail spurs to provide multi-modal access and the location of “regional” stormwater detention basins for stormwater control.

The size and nature of the sub-area require that redevelopment and improvement of the sub-area will be a long-term process depending on market factors and availability of transportation funding. **Exhibit H-2** presents a **Project Phases Map** that provides prioritization and a relative time frame for redevelopment within the sub-area.

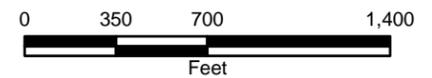
Exhibit H-2
Project Phases Map
Byassee-Lindbergh Development Area
2009 Comprehensive Plan Update
City of Hazelwood

Legend

-  Study Area Boundary
-  Phase 1
-  Phase 2
-  Phase 3
-  Phase 4
-  Phase 5



JANUARY 2009



Aubuchon Road/Missouri Bottoms Sub-Area

The vast majority of Hazelwood's undeveloped land is found at the northwest portion of the community at lower elevations considered part of the Missouri River Bottoms. Sometimes referred to as "Missouri Bottoms", much of this part of the community is within the 100-year floodplain. Because this sub-area is the only large remaining undeveloped area in Hazelwood, there have been market pressures to pursue development here, despite the disadvantages of limited infrastructure and flood risks. The development of The St. Louis Mills mall and Park 370, both of which were successfully developed using earth fill to raise the elevation of the building sites, have generated interest in development of surrounding properties.

Much of the land that remains undeveloped in the sub-area lies below the base flood elevation (the 100-year flood plain). Under Federal Emergency Management Agency (FEMA) and City flood plain regulations, development below this designated elevation is only permitted if developers use earth fill to raise building elevations above the base flood elevation and receive a "Letter of Map Revision" (LOMR). The possibility of enhancing the existing agricultural levee between the Missouri River and Aubuchon Road has also been discussed at various times in recent decades. If improved as a "500-year" levee, the levee could open as much as 950 acres for additional development.

Other factors in this area that influence land use recommendations and the outlook for future development are listed below:

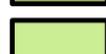
- The existing condition of Aubuchon Road (including frequent flooding caused by poor stormwater drainage).
- Lack of internal circulation roadways.
- Lack of sanitary sewer and water utilities.
- A shared boundary with City of Bridgeton, and the likelihood that a future development project might cover territory in both jurisdictions.
- The need for construction of large detention lakes and development of other stormwater control facilities.

In general, the conditions of the area outlined above are such that the City's comprehensive plan land use map continues to designate land north/west of Aubuchon Road for Agricultural/Conservation land use. **Exhibit I, Aubuchon Road/Missouri Bottoms Sub-Area** illustrates the land use and development recommendations for the sub-area.

Exhibit I Sub-Area Plan Aubuchon Road / Missouri Bottoms

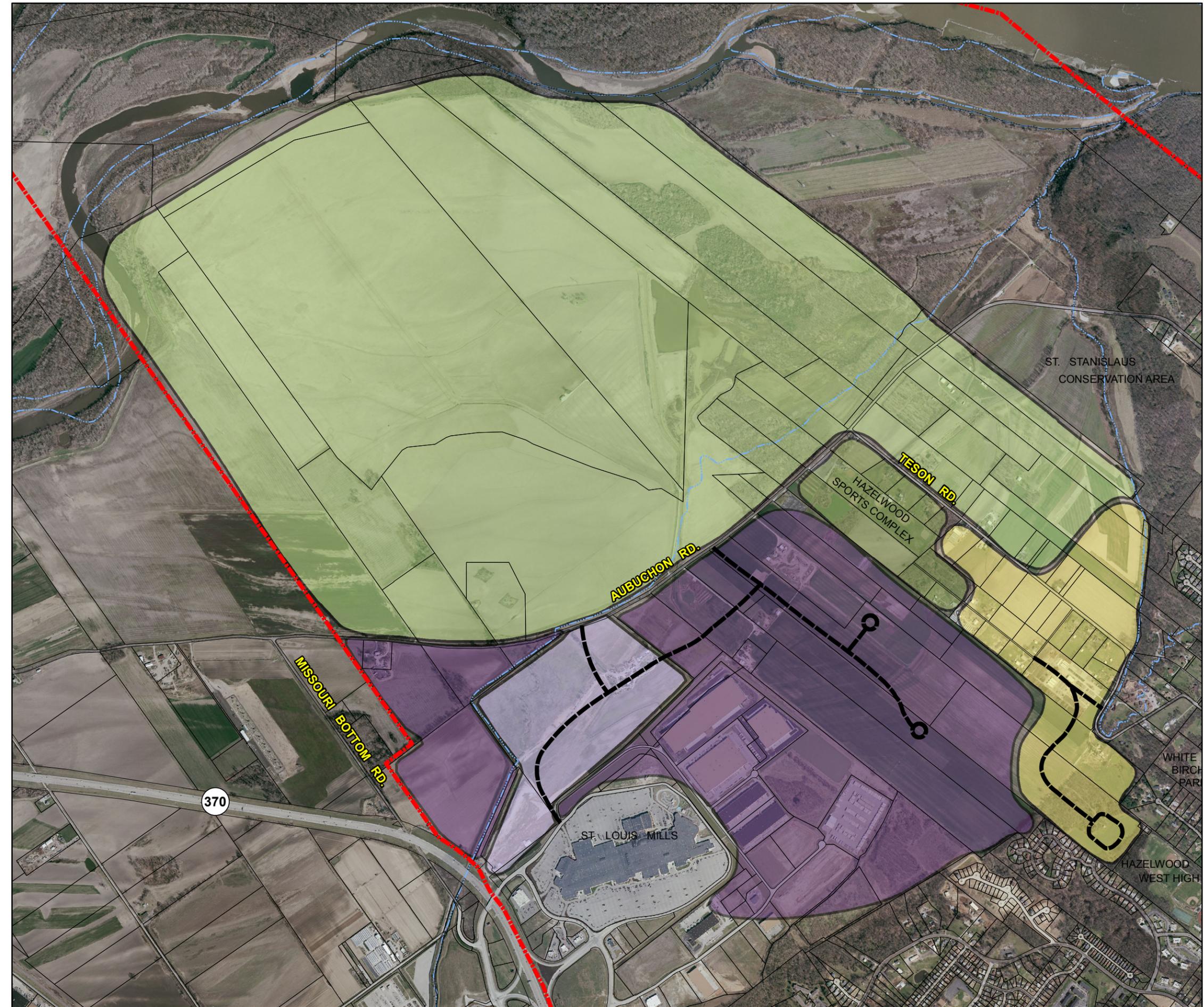
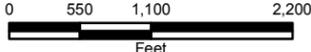
2009 Comprehensive Plan Update
City of Hazelwood

Legend

-  City of Hazelwood City Limits
-  Commercial / Office
-  Single-Family Residential
-  Industrial / Business Park
-  Park / Recreation
-  Agricultural / Conservation

Municipal Boundary Based on St. Louis County Data
City of Hazelwood Parcel Boundary Based on St. Louis County Data

SEPTEMBER 2019



During the course of updating the comp plan, rezoning of approximately 215 acres from NU, Non-Urban to I-1, Light Industrial was approved by the City Council. This rezoning influenced the preparation of this Sub-Area plan, which is generally consistent with conceptual plans provided with the rezoning application. Other recommendations for the sub-area that correspond with the Sub-Area plan:

- Development of light industrial use on undeveloped land north and east of Park 370 should be developed in such way to incorporate water features that serve as an amenity, potentially even being incorporated with the Sports Complex. Similarly, an off-street trail that would link the Sports Complex with the Hazelwood West High School property should also be considered.
- Expand the sports facility over time to allow construction of additional playing fields and facilities. The City should consider acquiring adjacent parcels as they come on the market.
- Improvement to Aubuchon Road is needed not just to allow future development but to serve existing land uses in the area and provide adequate circulation. Raising the elevation of the road or enlarging drainage culverts to prevent flooding closures should be a short-term priority. Resurfacing and widening of the entire stretch of the roadway is a longer-term goal.
- Given the long timeline that may be necessary for improvement of Aubuchon Road, any new development in the sub-area must include a layout of circulator roads that would allow an access point other than relying solely on Aubuchon.
- Developer-funded upgrades to utilities (water and sanitary sewer) will be required to serve proposed development north of Park 370. These extensions should be designed in such a way that they can be later extended to serve adjacent parcels and a larger area.
- Portions of the sub-area in the 100-year floodplain are generally poorly suited for residential development. However, some of the existing residential lots along Teson Road are designated as Low Density Residential, as is an area on the north side of Teson that may be appropriate for residential development if appropriate fill and utility preparations are provided. South of Teson, an area above the base flood elevation is recommended for Low Density Residential.
- Improvements to Teson Road (west of White Birch Park entrance) are needed. While the road does not necessary need to be widened to serve as a major arterial, the road surface could be widened to improve safety or include a striped bicycle lane.

While this sub-area plan designates land west of Aubuchon Road for Agricultural/Conservation use, it is recognized that the City should consider a longer-range scenario in which the existing agricultural levee would be upgraded, facilitating more intensive development within the sub-area. The following provides a policy framework under which the City could consider such a development scenario.

1. If the owners or a prospective developer of land in this sub-area wishes to pursue levee upgrades to facilitate land development, the prospective developer(s) should provide to the City and the Missouri Bottoms Levee District a formal statement of intent to initiate a privately-funded preliminary engineering study to investigate the feasibility of a levee upgrade. This would allow the City of Hazelwood to have input on the issues investigated by such a study (e.g. how pump stations and interior drainage would be handled), which may be used as the basis for future amendments to the Comprehensive Plan and zoning map.
2. Findings and analysis of a feasibility study should be provided to the City for consideration. If the findings of the study warrant, the City could initiate a formal amendment to the City's Comprehensive Plan. The Comprehensive Plan amendment document should include (i) cost-benefit analysis to assess the ability of the development scenario to generate City tax revenue; (ii) analysis of the potential development scenario's impact on the existing transportation network and traffic patterns; and (iii) consideration of the City's overall Comprehensive Plan goals and policies. This amendment should also provide analysis of on-going infrastructure maintenance needs of a levee and assess long-term public safety hazards. Such an amendment should be considered by the Planning Commission and City Council following adequate public input.
3. After a Comprehensive Plan amendment that recommends levee enhancement and development of the levee-protected area is approved, the City could consider rezoning of the land from NU to a planned development zoning district. By using a planned development district instead of a standard district such as C-2 or I-1, the City would have an opportunity for a closer review of actual development plans that could be made "binding" through the rezoning process.
4. The above procedural steps are intended to lay out a process by which the City should evaluate a privately-funded development proposal. Any scenario in which the City would provide financial assistance or other incentives to promote levee improvements would require closer coordination with the City in initial feasibility planning (point number one, above). It is anticipated that any studies to evaluate the eligibility or feasibility of City financial participation in levee upgrades or other infrastructure improvements would be funded by the private developer.

5. It should be recognized by all parties that the process of designing and certifying levee upgrades to support development would be lengthy, likely spanning multiple years.

As with the City's 1998 Comprehensive Plan, this Plan Update recognizes that levee-protected development may be pursued in the future but is not currently recommended by the Plan since there are enough alternative areas for development and the full costs and impact of such development are unknown at this point. In the future, as market conditions and other factors change, it may be appropriate for the City to amend the Comprehensive Plan as it relates to this sub-area and support for levee-protected development.

6. URBAN DESIGN

Introduction

Urban Design refers to the overall visual impression and experience created by a given area. While closely related to land use and transportation, the urban design element of the comprehensive plan sets out a specific set of goals and recommendations related to the design and appearance of buildings, private properties and public spaces in the City of Hazelwood.

As new retail, residential and mixed-use projects with interesting architectural styles are developed (or redeveloped) in the St. Louis metropolitan area and around the nation, communities have become more interested in creating a distinctive or unifying design theme for commercial districts and an attractive community overall. In this sense, a community's appearance affects its ability to compete for economic development.

Improving the appearance of existing commercial districts and making new buildings more aesthetically pleasing are commonly cited goals for cities. However, there is a cost associated with making these improvements. Local governments also recognize that heavy restrictions on building appearance or a cumbersome design review process can impede economic development.

This component of the Plan emphasizes the importance of public spaces in influencing impressions of the City. It also recognizes that the City's capability to dictate the design and appearance of private buildings is and should be limited. It is within these general parameters that urban design objectives and recommendations are laid out below. Where appropriate, additional narrative or illustration is provided as part of the various plan recommendations.

Each point in the urban design element is based on the goals and objectives that were identified during planning workshops and other community engagement sessions held for the purpose of updating Hazelwood's Comprehensive Plan. Also note that points related to urban design are provided in other sections of the Plan, including land use, transportation and economic development.

Goals/Objectives

GOAL 1: Beautify the overall visual experience in Hazelwood, which will promote economic development and community pride.

Objectives/Actions:

- 1.1 Improve the appearance of gateways to Hazelwood with consistently themed “welcome” signage and landscaping at points of entry to the City along highways or major streets. When possible, consolidate and de-clutter existing traffic signage.



Three different styles of gateway signage. From left to right, these signs are located at Dunn Road, Aubuchon Road and Howdershell Road.

Currently there are at least three different styles of gateway signage. The City should adopt a standard welcome sign theme (consistent fonts, colors, logo, and phrasing) that could be reproduced in various sizes or materials. Larger signs with landscape areas are warranted at entrance points on major arterials, with smaller signs of a consistent design located on less-traveled routes.

- 1.2 Implement a “mini-park” program that would provide landscaping either on public right-of-way or private property (with owner contribution) to improve the appearance of high-visibility locations in the community.

In some cases, mini-park or landscape areas would be on excess right of way at intersections or along street or highway right-of-way. The City should also consider a program that would create City-maintained landscape areas that overlap onto private properties at key locations. This would allow create consistently designed and maintained landscape areas at a few high-visibility locations, which is

beneficial to the public and the private property owner, who would contribute to maintenance costs.

- 1.3 Select a “custom” design theme for Hazelwood street signs (distinct font, color & logo) that would build the “Hazelwood brand”.



A “logo” street sign at left, in contrast to a standard street sign. Using this or similar unified style of sign throughout Hazelwood would add a distinguishing decorative element.

As part of the streetscape project on Lindbergh Boulevard, several logo street sign were installed. The Elm Grove Lane sign or a similar style of decorative street sign could be adopted as the City’s new standard, which could then be installed City-wide. Such a decorative street sign program could be phased in, allowing signs for side streets to be replaced over time after the initial installation of new signs on arterials and collector streets.

- 1.4 Establish design standards for new commercial buildings that would recommend or require certain building materials (brick or masonry, for example) and provide model design types.

The City may also apply restrictions to non-desirable materials. For instance, the City should consider amending the zoning ordinance to prohibit use of corrugated metal siding on building facades in all zoning districts except the industrial zoning districts and the NU, Non-urban, zoning district.

- 1.5 Develop an incentive program to promote renovation of commercial buildings (façade improvements, awnings, signage, lighting, etc.) that would improve their appearance.

Implementing a “design improvement program” offering low-interest loans or matching grants to fund a portion of the expense of renovation of commercial facades at high-visibility locations provides a “carrot” approach in contrast to a “stick” in the form of zoning or building code restrictions.

The City should also recognize that in those cases where financial incentives are requested, (e.g. tax abatement or tax increment financing) the City should use this leverage to require a higher standard for design and appearance. Redevelopment agreements should include the opportunity for the City to review design plans for aesthetics and require certain upgrades in building materials or landscape improvements.

- 1.6 Promote environmental sustainability in design of new buildings and in renovation of existing buildings to encourage energy efficiency and preservation of natural resources.

Communities are increasingly “raising the bar” by increasing standards for such factors as energy efficiency in building codes and stormwater quality standards in land development regulations. The City should investigate “cutting edge” code changes being considered in other communities that address environmental sustainability. By investigating the leaders in such code requirements, the City will be prepared to gradually phase in new provisions in its building codes or zoning ordinance. The City should also recommend “best practices” to developers and builders, even if they are not yet required by code.

7. ECONOMIC DEVELOPMENT

Introduction

Hazelwood has experienced both successes and setbacks in terms of economic development in the years since the City's comprehensive plan was last updated in 1998. Development of the St. Louis Mills mall and surrounding businesses provided Hazelwood with a regional retail destination and has helped diversify the City's tax base. Development of Hazelwood Commerce Center addressed many of the 1998 Plan's recommendations related to the Robertson neighborhood.



The largest recent economic challenge came with closure of the Ford plant at the southeast quadrant of the I-270 and Lindbergh interchange. With the incentive of property tax abatement, demolition and redevelopment of the site is now underway. However, the larger area surrounding the plant is in need of much new investment. On a smaller scale, the former K-Mart shopping center is underutilized, and several other older commercial buildings are in need of reinvestment.

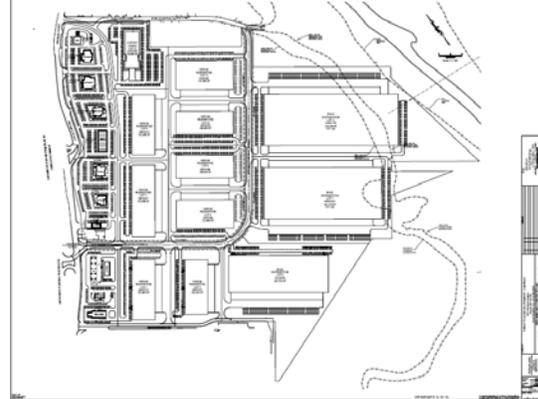


Recent major economic development projects include Hazelwood Commerce Center (top) and development surrounding the St. Louis Mills Mall, including Cabella's.

The economic development element of the Comprehensive Plan is intended to provide a coordinated strategy aimed at building the City's tax base, expanding job opportunities, helping existing businesses grow, and generally creating a positive environment for business investment in Hazelwood. A sign of the City's commitment to achieving these goals is the recent initiation of an economic development sales tax. Using this and other funding, dedicated staff resources and relationships with public and private sector development-related organizations, the City is poised to promote continued long-term economic growth in Hazelwood.

Much of the discussion that took place during the community engagement phase of the plan update process was devoted to economic development. One of the clearest points of consensus at the workshops was related to the City's need to focus on redevelopment of the Ford site and the former K-Mart shopping center. Advancing economic development objectives is

clearly a priority for the community, especially as it relates to reinvestment in existing commercial areas.



The former Ford assembly plant (left) is slated for redevelopment, as shown in the preliminary concept plan for "Aviator Business Park".

The goals and objectives presented below are based on goals and objectives developed during planning workshops and other community engagement efforts in updating Hazelwood's Comprehensive Plan. As with other components of the plan, economic development strategy overlaps with other elements of the plan, including land use and transportation/infrastructure. For local governments, many "quality of life" issues like community facilities, urban design and housing/neighborhoods are also very relevant to the economic development goals and policies.

Goals/Objectives

GOAL 1: Expand Hazelwood's economic base (i.e. its commercial and industrial building stock, employment opportunities, and tax-generating commercial activities) by facilitating reinvestment in existing assets and encouraging new investment in the City.

Objectives/Actions:

1.1 Make the redevelopment of existing vacant or underutilized commercial properties the City's top economic development priority. Examples include:

- Former Ford Complex and other vacant industrial buildings
- Former K-Mart and adjoining commercial buildings on Taylor Road
- Shopping center at the southwest corner of Hanley & I-270 (underutilized, in need of aesthetic improvements)
- North corners of Lindbergh & McDonnell intersection (incompatible land use at the northwest corner and underutilized retail at the northeast corner present an unattractive gateway)

- Other facilities with high employment numbers or high visibility commercial locations



The former K-Mart shopping center (left) and the strip center at the southwest corner of Hanley and I-270 (above) are examples of underutilized retail properties in need of revitalization.

1.2 Ensure that the Brown Campus area, a key economic asset for Hazelwood, is subject to private reinvestment and aesthetic improvements as it ages.

1.3 Develop a formal policy on incentive tools, identifying the City's priorities and requirements (e.g. creating job opportunities, filling vacant space, inducing quality retail development) for potential use of economic development assistance tools such as tax abatement and other incentives.



While important to maintain flexibility in administering the various incentives available to municipalities, it can also be useful to adopt a clear and concise policy to establish guidelines and priorities for the use of tax abatement, tax increment financing and other financial tools. Such a policy would outline the general criteria for granting incentives and the method of reviewing proposals for their use.

1.4 Using this economic development element and other relevant components of the Comprehensive Plan as a guide, prepare a long-term plan for use of economic development sales tax revenue.

1.5 Monitor the real estate market to develop a solid understanding of sales trends, market values, and the availability of leasable space or commercial buildings and land for sale.

- 1.6 Develop a strategy for property acquisition (either by the City or through a separate entity) to take advantage of the opportunity presented when certain properties become available.

The City or an independent redevelopment corporation should consider assembly of parcels to create parcels for redevelopment. This strategy may also be used to facilitate changes in land use for certain non-commercial properties on Lindbergh, Howdershell or other commercial corridors and prepare properly-buffered commercial development sites or opportunities for expansion of commercial properties.

- 1.7 Build relationships with and be responsive to issues raised by business owners and managers, commercial property owners, real estate brokers and developers, bankers and others with economic interests in Hazelwood.

GOAL 2: Maintain, enhance or expand public infrastructure, public facilities and City services to meet the needs of the community's economic base in a changing economy.

Objectives/Actions:

- 2.1 Recognizing the connection between public infrastructure and private investment, develop and annually adjust a long-term capital improvement program (5 to 10-year horizon) that incorporates spending from various revenue sources (including the City's new economic development sales tax).
- 2.2 Aside from capital improvements, use revenue from the economic development sales tax to implement other economic development strategies recommended in this comprehensive plan update.

The state statute that authorizes Missouri municipalities to levy an additional economic development sales tax provides certain broad restrictions on its use. The City must annually authorize expenditure of the economic development sales tax through its operating budget, but the City Council should also establish a general long-term plan for the use of this revenue. The principal uses of the economic sales tax revenue should be:

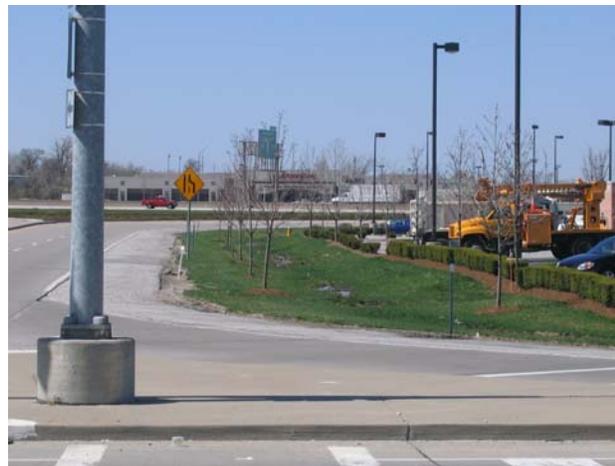
- Infrastructure (especially within redevelopment areas such as the Byassee-Lindbergh Development Area), including matching funds for federal or state grant opportunities.
 - Property acquisition and re-sale for private development.
 - A fund for providing low-interest loans or grants for physical improvement of commercial or industrial properties and business expansion projects.
 - Streetscape, landscape and welcome signage to improve the appearance of commercial areas.
- 2.3 Develop new programs to offer financial incentives (e.g. low interest loan or matching grant) to assist existing businesses with expansion or to make exterior property improvements.
- 2.4 Enhance the level of city services to businesses, including automated, web-based licensing and quick response to inquiries or service concerns.

- 2.5 Make concerted efforts to solicit and encourage feedback from businesses on a regular basis.

GOAL 3: Increase awareness of Hazelwood’s economic assets and develop an identity of the city as a versatile business hub with regional destinations, surrounded by attractive neighborhoods and amenities.

Objectives/Actions:

- 3.1 In business recruitment and other promotional materials, focus the message on 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.
- 3.2 As one of the most visible commercial locations in Hazelwood, enhance the area surrounding The Mills to promote further “destination-quality” development (including themed streetscape, signage, and aesthetic improvements).



Examples of signage and streetscaping that should be expanded to enhance the area surrounding The Mills.

- 3.3 Stabilize and improve the quality of hotels by preventing deterioration, promoting reinvestment and fostering cooperation between owners and the City. Consider partnership between owners, franchisers, and the county convention and visitors bureau to address the role of hospitality (hotels, restaurants, & destination retail) in the City’s economic development strategy. Consider providing technical or financial assistance for reinvestment.

- 3.4 Develop a process for targeted promotion of available sites by:
- developing a comprehensive database of major sites;
 - maximizing Web-based utilities; and
 - actively prospecting and building relationships with real estate professionals and contacts within targeted industries.
- 3.5 Develop a business retention/expansion program aimed at these objectives:
- Build a knowledge base to effectively recruit businesses to Hazelwood (identify complementary industries, vendor/customer relationships, etc.);
 - Generally enhance the City's image as a desirable community;
 - Build awareness of City services and recreational amenities; and
 - Consider a two-pronged retention approach for large and small-business sectors.
- 3.6 Improve coordination with chambers of commerce, other regional economic development agencies and the region's colleges and universities.

By increasing participation in the chambers of commerce that serve the area and reaching out to small business development centers in the region, the City can begin to build the image of Hazelwood as an ideal location for small businesses and entrepreneurs. This message should be backed by responding promptly to any inquiries about potential business locations or City assistance.

- 3.7 To the extent that the City's image is linked to that of the school district, participate in cooperative marketing and "brand-building" with the school district so that efforts will be coordinated and the message consistent.

The quality of public schools is an important driver of housing value, especially in a competitive suburban housing market. School quality is important for families with school-age children, but it also gives all potential residents an indicator of the long-term stability and desirability of an area. A *perception* of declining performance was cited during the community engagement process of the Comprehensive Plan update, and the City of Hazelwood should partner with the Hazelwood School District (which covers the majority of the City's residential areas) to communicate the many positive attributes of the district.

- 3.8 Develop a database of key real estate developers and agents active in the area, representatives of major property owners, etc. that might serve as an informal advisory board on economic development.

8. HOUSING AND NEIGHBORHOODS

Introduction

Hazelwood, like all cities, is a collection of neighborhoods. While Hazelwood may be perceived as having a homogenous housing stock (detached single-family houses built in the 1960's), there is actually a wide range of housing styles and prices. The proportion of housing units in multi-family structures is somewhat higher than for St. Louis County as a whole. Homes farther east in Hazelwood tend to be smaller and older than housing west of Howdershell. New housing construction in the last decade has included both detached single-family homes and medium-density townhome developments.

In the web-based survey conducted as part of the community engagement process for the Comprehensive Plan, 49% of respondents selected "housing choice/value" as the reason why they live in Hazelwood, second only to "convenient location" (64%). The value of homes in Hazelwood, along with the proximity to quality jobs is clearly one of the City's competitive advantages. This advantage should be protected through strong code enforcement, promoting reinvestment in existing neighborhoods and encouraging quality new residential development in appropriate locations.

When asked to rank issues most important to the future of Hazelwood, "maintenance of homes and quality of neighborhoods" was the most frequently chosen top issue. Given that nearly 78% of the housing stock in Hazelwood was built before 1980, this is a valid concern. Since the adoption of the 1998 Comprehensive Plan, the City has made considerable strides through adoption of a housing inspection and occupancy



Examples of the variety of housing stock in Hazelwood, including a new townhome development (center).

permit program. The number of staff dedicated to code enforcement has gradually been increased.

Code enforcement will continue to be a significant challenge for the City. Because of their age, size and style, homes in the “Burke City” area in particular represent a continuing challenge for code enforcement staff. The maintenance of some apartment complexes and hotel properties are expected to be a growing concern in the coming years. Improvements and innovations to the code inspection and enforcement process are needed. Additional staff resources, including a zoning inspector, would help advance objectives related to housing and neighborhoods. Educating the public about the importance of housing maintenance and code enforcement will also improve the effectiveness of the City’s housing-related services.

Goals/Objectives

GOAL 1: Provide a range of housing options and maintain the quality of Hazelwood’s neighborhoods.

Objectives/Actions:

- 1.1 Aggressively pursue enforcement of property maintenance codes and housing codes as part of the City’s ongoing inspection program.
- 1.2 Educate the public about the code enforcement process through newsletter articles, the City Web site and discussion with neighborhood associations or other community groups. The property maintenance and building code enforcement program should include cooperative efforts that recognize the unique needs of seniors and others with limited incomes. Consider holding periodic workshops on specific home-maintenance issues (e.g. siding, windows/doors, etc.).
- 1.3 Continuously evaluate housing data available through the inspection program, housing sales data, building permit data and other sources. Consider quarterly or annual reports to City Council that would summarize both new residential permitting data and code enforcement/inspection efforts.

Data on renter vs. owner occupancy of homes, vacancies, foreclosure, and sale prices can be important indicators of the stability and strength of neighborhoods and the community as a whole. Comparing such da-



ta to county-wide or regional statistics will also allow the City to evaluate how Hazelwood is competing with other communities.

- 1.4 Facilitate formation of new neighborhood associations and support continued operation of homeowners and condominium associations.
- 1.5 Make a public relations effort to promote reinvestment in established residential neighborhoods. Coordinate community tours of residential neighborhoods and community amenities for real estate agents from across the metro area to promote Hazelwood as a community of choice.

Real estate agents are especially influential in shaping the perceptions of potential homeowners. Conducting agent tours to highlight community amenities, established neighborhoods and new housing developments can be an effective way to influence perceptions about Hazelwood and attract potential residents. Maintaining a contact list of real estate brokerages would also be useful for ongoing distribution of community information.

Reinvestment in established residential neighborhoods could be promoted by featuring exemplary remodeling or expansions to older homes in Hazelwood. The City could also draw examples from the *First Suburbs Coalition Idea Book*, which presents remodeling and expansion concepts specifically geared toward smaller post-World War II housing built in the 1950's and 60's. The *Idea Book* was published by the Kansas City-based Mid-America Regional Council in 2005 and is intended to promote modernizing housing stock in communities like Hazelwood.

- 1.6 Establish partnership between City staff and owners/managers of apartment complexes to promote continuous reinvestment.
- 1.7 Coordinate code enforcement, planning and law enforcement in expanded community policing efforts.



Brochure for low-interest loan program encouraging home remodeling in "first suburbs" of Kansas City.

GOAL 2: Promote home ownership, which strengthens neighborhoods and builds a long-term asset for homeowners.

Objectives/Actions:

- 2.1 Continuously monitor the proportion of single-family homes that are renter-occupied and track the geographic locations of conversions from owner-occupied to renter-occupied as a trend indicator.
- 2.2 Encourage home ownership by partnering with organizations that assist first-time homebuyers and investigate establishment of an “employer-assisted housing” program wherein area employers would provide assistance to employees purchasing homes near their place of employment.

Hazelwood is fortunate to be home to (or in close proximity to) major regional employers like Covidien, IBM, Boeing, Lambert-St. Louis International Airport and many others. One of the City’s competitive advantages is its convenient location to employers. By encouraging nearby employers to establish programs to help their employees purchase homes in Hazelwood, the City would increase the marketability of its housing units. The City could consider establishing a program to assist its own employees purchase homes in the City limits. The City of University City has a program that provides up to \$4,000 to City employees toward purchase of a home in the City limits.

9. TRANSPORTATION AND INFRASTRUCTURE

Introduction

Hazelwood's convenient access to the regional highway network is one of the City's most valuable assets. Interstate 270, Interstate 170, Lindbergh Boulevard (US 67) and Missouri Highway 370 all directly connect Hazelwood to the larger St. Louis region and beyond. The junction of major interstate highways with state and county highways has traditionally made Hazelwood an attractive location for industrial uses and major employers like Boeing, Mallinckrodt/Covidien, and IBM. The City's proximity to Lambert-St. Louis International Airport and access to freight-hauling railroads are also important transportation assets for Hazelwood. The City's residential neighborhoods benefit from proximity to employment centers in or nearby Hazelwood.

In the years since completion of Hazelwood's 1998 Comprehensive Plan, a few transportation projects in the area have been completed. These include widening of I-270 to four lanes in each direction. Streetscape enhancements, including decorative lighting, street trees and landscaping were added along 1.7 miles of the Lindbergh corridor north of Taylor Road. Another major project that has affected development in Hazelwood is construction of the Highway 370 interchange for St. Louis Mills. This interchange serves the Mills Mall and surrounding retail development as well as Park 370 and land recently rezoned for light industrial use north and east of Park 370. Vehicle traffic in the Mills/Park 370 area of the City has grown in recent years, and additional improvements will be necessary to support future development (especially new local streets to serve future development—see the sub-area plan in Chapter 5). For most arterial routes in Hazelwood, traffic volumes have grown in recent years by relatively small margins.

The analysis of existing conditions and the community engagement process revealed several longstanding congestion-related problems on Lindbergh, from the I-270 interchange north into Florissant. Interchange reconstruction or other changes to the design or capacity of state or county routes will be long-term projects requiring extensive preliminary analysis and design; state and/or county funding commitments; and potentially, City matching funds or cooperation with neighboring municipalities. Presently, the St. Louis County Department of Highways and Traffic reports there are no improvement projects programmed for County-maintained arterial routes, other than resurfacing of Howdershell, which is classified by the County as a maintenance project. The County is studying the local flooding problem on Aubuchon/Charbonier Road and is seeking federal funds to replace culverts and make related improvements that eliminate the closure of the road during heavy rain events.

Conversely, construction of new streets will be limited to City-maintained access roads for new industrial or commercial development north of Park 370 and neighborhood streets to serve small in-fill residential development. The City of Hazelwood will be responsible for enforcing street design standards established by City ordinance and taking long-term maintenance responsibilities for new local streets.

An implementation matrix listing all Comprehensive Plan recommendations in a table format is included as **Attachment 4** in the **Appendix** to the Comprehensive Plan Update. A second “capital improvement” table (**Attachment 5**) is also attached to highlight proposed transportation improvements and other recommended initiatives that will require advance budgetary planning. A number of these items will require federal, state or county funding in addition to City resources. The intent of these tables is to integrate the City’s comprehensive plan recommendation in annual budget considerations. It will be useful for City Staff and the City Council to review the list of projects recommended by the Comp Plan as part of the annual budget process, even though certain projects will not be funded until future years. This type of ongoing capital improvement planning will be helpful in planning the future use of revenue from the City’s Economic Development Sales Tax.

Given the “built-out” nature of the majority of Hazelwood, transportation and infrastructure project recommendations will focus on maintenance, enhancement of existing street corridors, and improvement of traffic operations (e.g. signal timing, pedestrian crossings, etc.). The need for beautification and improvement to existing street corridors and maintenance issues were raised as part of the community engagement process.

In the fall of 2004 Hazelwood voters approved a bond referendum (“Proposition S”) to fund approximately \$15 million of street reconstruction and repair. These “bond issue” projects have included widening, curb and gutter installation, stormwater drainage improvements and other work to improve existing streets and sidewalks. As infrastructure continues to age, City staff will need to continuously plan for reinvestment of this nature.

“Infrastructure” includes more than just streets and highways. Water, sanitary sewer, storm sewers and private utilities like natural gas, electricity, and telephone form the basis for physical development of land. In Hazelwood, these utility services are provided by external providers, so City responsibilities are limited to ensuring that redevelopment or new development can be adequately served by existing lines or by upgrades. The City should also proactively advocate for replacement or upgrades needed to improve utilities services in Hazelwood.

Goals, objectives and actions related to transportation are presented below, but the Land Use and Major Street Plan (Chapter 5) illustrates the location and alignment of proposed street and highway improvements.

Goals/Objectives

GOAL 1: Maintain and enhance the network of highways, streets and paths to allow safe and efficient travel for automobiles.

Objectives/Actions:

- 1.1 Focus on enhancement of corridors with lighting upgrades, decorative traffic signals, sidewalk improvements, landscaping and aesthetic improvements of rights-of-way.
- 1.2 Coordinate closely with MODOT and St. Louis County Highway department and advocate for enhancement of highways, streets and intersections under the jurisdiction of these entities.

While it is beneficial that the state or county fund ongoing maintenance of these routes, state or county jurisdiction can also make it more difficult for the City to initiate or influence highway improvements or enhancement. The City should identify areas in need of maintenance or improvements (including issues such as signal timing, need for curb cut consolidation, etc.) and work with County Highway Department or MODOT staff to resolve problems.

- 1.3 Plan for local street maintenance comprehensively and continuously, incorporating new sidewalks and other enhancement. Make evaluation of pedestrian/bicycle safety part of the design process for all new street and bridge plans.
- 1.4 Continue efforts to study improvements to I-270/Lindbergh interchange and Lindbergh corridor to mitigate congestion and improve appearance.

The design of the I-270 interchange makes access to property on both the east and west side of Lindbergh inconvenient. The City should continue to study design options that would provide efficient traffic movement and improve accessibility to important commercial properties in the area. Aesthetic improvements such as landscape planting areas and decorative barrier fencing around the interchange would improve the image of the immediate area and Hazelwood as a whole.

Decorative streetscape elements (decorative lighting, landscaping, etc.) should be designed and installed along Lindbergh south of the interchange to the south edge of the City limits. These elements should be consistent with the Lindbergh streetscape north of the interchange. This streetscape project will improve the appearance of this corridor, which is a key gateway to Hazelwood, and visually connect the southern section of Lindbergh Boulevard.

The Byassee-Lindbergh Development Area is at the southeast quadrant of the I-270/Lindbergh interchange. The sub-area plan for this area (as described in Chapter 5 and based on a previously prepared strategic plan) calls for several major improvements that should be noted in this Transportation component of the Comprehensive Plan. The major infrastructure projects recommended for this sub-area are as follows:

- Reconstruction of the two signalized intersections on Lindbergh between I-270 and McDonnell Boulevard to improve access to the Byassee-Lindbergh area east of Lindbergh. The reconfigured intersection at Utz should be the primary entrance point to this area.
- Re-route Pershall Road and construct internal circulation to efficiently serve this redevelopment area.
- Extend Byassee to Frost via bridge.

- 1.5 Consider a corridor enhancement program along Hanley Road that would involve cooperation with adjoining municipalities.

Hanley Road has been identified as a corridor in need of streetscape improvements. Enhancement of this arterial route with decorative lighting, streets trees, welcome signage and gateway monuments, consolidation of curb cuts and related improvements would make this corridor more attractive for reinvestment and make the street safer for motorists and pedestrians. The portion of Hanley within the City limits is the 0.7 miles between I-270 on the north and Gwin Drive to the south. It may be beneficial for such a streetscape project to be extended another 0.5 miles or more to the south into the City of Berkeley.

The City should also plan for design and installation of streetscape improvements (decorative lighting, banners, landscape improvements, etc.) along Howdershell Road. These improvements could be constructed in the following three phases:

- Howdershell between Knollwood and Hazelwood West High School (0.8 mi.)
- Howdershell between Hazelwood West High School and Lamplight Lane (.65 mi.)
- Howdershell between Lamplight and city limits (0.8 mi.)

- 1.6 Evaluate operational aspects (e.g. signal timing) of problematic intersection or corridors, giving particular attention to traffic signals on Lindbergh. The time allowed for pedestrian crossing should be evaluated and increased if warranted.

Congestion on Lindbergh is identified as a top transportation problem in Hazelwood. The City should work with St. Louis County and/or MODOT to improve intersections in a way that balances efficient motorist travel with pedestrian safety and comfort.

- 1.7 Improve Aubuchon/Charbonier Road and Teson Road to better serve as major collector streets.

Flooding on Aubuchon/Charbonier Road causes the road to be closed several times a year. This section of roadway is part of the County Arterial System, and the County Highway Department reports that this flooding is the result of drainage culverts under the road being too small. The County plans to evaluate options for culvert replacement and seek funding for culvert replacement. Such a project would be beneficial, but widening of the road would still be needed. The City should advocate for more extensive improvement, which would improve circulation and make property in the area more attractive for development. Recent rezoning of properties on Aubuchon for light industrial use increases the need for such improvement.

As a connection point between Aubuchon Road and Howdershell, Teson Road should be a priority for future improvement. Based on current traffic counts and proposed development patterns proposed for the surrounding area, it will not be necessary to widen Teson to more than two lanes. However, resurfacing, addition of wider shoulders, addition of sections of sidewalk, and/or addition of a striped bicycle lane should all be considered for this roadway.

- 1.8 Consider construction of new neighborhood streets in support of new development.

Typically, such local streets will be constructed as part of private development projects then dedicated to the City.

GOAL 2: Improve the safety and desirability of pedestrian and bicycle travel in Hazelwood and increase options for public transit.

Objectives/Actions:

- 2.1 Systematically evaluate and map sections of “missing” sidewalk and sidewalks in need of widening or repair. Using this evaluation, plan a schedule of sidewalk construction and improvements as part of the Capital Improvement Program.
- 2.2 Support Metrolink expansion that would provide service to Hazelwood or surrounding area.
- 2.3 Support expansion of transit options.

Transit options will become more important as Hazelwood's population ages and fuel prices rise. The City should advocate for additional service options in the Hazelwood area and

participate in Bi-State Development Agency's planning process for MetroBus, MetroLink and other regional transit services.

- 2.4 Develop a comprehensive trail system for bicycle and pedestrian connections, emphasizing parks, natural areas, schools and neighborhoods.

Trails have become an important recreational amenity that improves the desirability of residential areas. They also provide a transportation alternative for pedestrians and cyclists seeking safer routes. The City should continue to seek grant funds for design and construction of trails, especially those that connect schools, parks, shopping areas and other community facilities.

- 2.5 Support a "safe routes to schools" program that would evaluate the safety of street crossings, condition of sidewalks and minimize potential hazards.

10. COMMUNITY FACILITIES AND SERVICES

Introduction

Providing effective public services and functional, attractive facilities are the fundamental responsibilities of municipal government and key determinants of any community's quality of life. Judging from the workshops and survey conducted as part of the Comprehensive Plan amendment process, public services (police protection, street maintenance, fire protection, code enforcement, and parks/recreation) in Hazelwood generally receive high marks from citizens. Given the Hazelwood's relatively slight population increase in recent years and the probability that population growth will continue to be slow, the basic strategy proposed by this element of the Comprehensive Plan is to enhance and maintain existing public facilities rather than construct new facilities.

City Hall houses both administrative personnel and the police department. Both categories of employees have grown since the complex was built in 1984, and the City has begun to study space needs for future renovation or expansion. Continued study will determine the need for expansion, but it is clear that remodeling and improvements to the City Hall complex will be needed in the coming decade. The historic Knobbe House at Brookes Park has recently been rehabilitated to house the City's economic development and geographic information systems (GIS) staff.

Fire Station No. 1 on Lindbergh Boulevard is more than 40 years old and now considered undersized. However, the replacement of the Ford manufacturing plant with predominantly sprinkler-protected warehouse distribution buildings diminishes the need to replace this facility. If replacement of this facility is considered in the coming decades, a location farther east (as was suggested in the 1998 Comprehensive Plan) would be ideal to serve the



Knobbe House in Brookes Park



Fire Station No. 1 on Lindbergh Blvd.



"White Birch Bay", aquatic center in White Birch Park, completed in 2008.

higher-density residential neighborhoods in the eastern portion of Hazelwood.

Parks and recreation facilities are important as both neighborhood anchors and “destinations” that serve the wider community. In addition to its 16 parks and a sports complex, Hazelwood has two recreation centers offering a wide range of activities. The recently completed aquatic center in White Birch Park is an excellent community attraction. Hazelwood’s park facilities serve the community well and no additional parks or major facilities (other than additional trail connections) are proposed by this plan. Rather, continued reinvestment is encouraged in form of:

- Enhancement of existing playgrounds with new equipment;
- Additional tree planting and landscape maintenance;
- Expansion of the Sports Complex; and
- Construction of trail connectors (with grant funding assistance)



Truman Park Trail (connects to St. Stanislaus Conservation Area)



Civic Center East on Dunn Rd.

As noted above, public services are generally considered to be good in Hazelwood. Several areas, especially related to community engagement and customer service, can always be improved and are called out in the objectives and recommended actions listed below. The expansion of internet access in the last decade has provided the City with opportunities to improve customer service and provide more convenient access to information. Continued improvements are recommended in the way of permit/license automation, e-mail notifications, and other uses of other electronic media to serve and inform the public.

Internally, the City will use technology such as geographic information systems (GIS) to improve the efficiency and effectiveness of its services and programs. Continued emphasis on staff training and development will allow the City to maintain high levels of service and offer innovative solutions. Potential demographic shifts (e.g. an aging population, smaller households) and other changes may require that City services evolve to meet the needs of the community in the future.

The City's economic development, planning and code enforcement staff will be especially important in the implementation of the City's Comprehensive Plan. Longer-range capital improvement and capital maintenance planning will be beneficial to ensure a comprehensive, coordinated approach to budgeting for and executing projects. This could be especially helpful given the anticipated retirement of key administrative staff who would lead implementation of projects.

Goals/Objectives

GOAL 1: Maintain a high standard of public service and attractive, functional public facilities to ensure the best possible quality of life and community image.

Objectives/Actions:

- 1.1 Focus on comprehensive maintenance and enhancement of existing facilities rather than development of new facilities. Consider security upgrades for City facilities, especially City Hall.
- 1.2 Expand trails and provide better pedestrian and bicycle connections from neighborhoods to city parks, schools and shopping.

Hazelwood's park system includes paved off-street multi-purpose paths that encourage recreational walking, jogging, and bicycling. The City should continue to expand this trail system to provide additional bicycle and pedestrian connections. The recently constructed trail at Truman Park, which connects the park to the St. Stanislaus Conservation Area, is an example of this expansion. Another potential project might be construction of trail connections between the Sports Complex, Hazelwood West High School and White Birch Park. Additional connections between White Birch Park and Truman Park and between St. Stanislaus Conservation Area and the Sports Complex would create a 4-5 mile loop. Other shorter potential trail connections identified in the City's 1996 *Parks and Recreation Needs Analysis and Master Action Plan* (such as a path between St. Cin Park and Civic Center East along Coldwater Creek) should also be considered for addition in future City capital improvement plans.

- 1.3 Expand the process of developing a Capital Improvement Program (CIP) to coordinate long-term goals by incorporating "future" or "unfunded" projects and recognize the need for maintenance of capital stock in the CIP.

The City maintains a "capital improvement fund" (Fund #180), and a single-year "capital improvement fund budget" is included in the annual budget. With an expanded capital improvement planning process, the City would prepare a multi-year budget (5 years is a common time horizon) that would list all capital projects, including those to be paid for from the Economic Development Fund or

through other Funds. A multi-year CIP would allow the City to plan for implementation of certain projects even though funding is not yet available. The multi-year CIP could be updated annually and incorporated in the annual budget.

- 1.4 Improve community engagement and participation in local government.
- 1.5 Improve the functionality of the City's Web site and establish an e-mail notification system that allows subscribers to get updates on City-related or community information. Consider adding streaming video or audio broadcast of City Council or other City meetings through the Web site.
- 1.6 Cooperate and coordinate with St. Louis County government, adjacent municipalities and the school districts that serve the City of Hazelwood.
- 1.7 Strengthen the City's Youth Advisory Board and implement other initiatives to involve young people in the community and become informed, engaged citizens.
- 1.8 In response to an aging demographic, study options for improving senior citizen programs and community facilities such as "senior centers" and encourage development of new senior-oriented residential uses (assisted or independent living).
- 1.9 Consider a long-term or continuous program of surveying citizens, perhaps by using Web-based surveys, as a way to gauge changes in satisfaction with City services and solicit constructive feedback from the community.

As a way to measure governmental performance, many cities have initiated citizen survey programs. By conducting surveys in successive years, cities can determine whether they are making progress or need to shift their attention to areas of growing dissatisfaction. Properly executed random-sample surveying is one of the few ways to engage the vast majority of citizens who do not attend meetings or otherwise express opinions to city officials. Using standard surveys such as the International City/County Management Association's "National Citizen Survey" allows cities to compare results with other communities or national norms.

- 1.10 Improve effectiveness of all city boards/commissions with training and recruitment of new members. Provide ongoing training for boards/commissions, especially for the Plan Commission, which requires keeping abreast of changes in development practices and trends.
- 1.11 Establish a policy and fund to ensure replacement of trees that are removed in parks or on city properties.
- 1.12 Expand opportunities for individuals and groups to volunteer time and resources.

- 1.13 Expanding on the concept of a “citizen’s police academy”, provide a series of classes that allow citizens to learn all aspects of municipal government and services, which will result in a corps of knowledgeable, engaged residents and future community leaders.

Offering a series of workshops or classes to teach the general public about the functions of local government and the non-profit sector has become popular in the form of “leadership academies”. These classes, which are often led by a partnership of civic groups or a chamber of commerce, help generate interest in local government among potential community leaders. Short of a fully developed program along these lines, the City could hold occasional workshops on topics such as “code enforcement” or “emergency response planning” to educate the public and answer common questions.

- 1.14 Expand Hazelwood’s disaster preparation efforts using Community Emergency Response Team (CERT) and City resources in the police, fire and other City departments.

APPENDIX

ATTACHMENT 1

SUMMARY OF INTERVIEWS WITH CITY STAFF

Summary of Interviews with City Staff

Staff Interviewed:

1. Pat McSheehy –Code Administrator
2. Jim Mattheis – Fire Chief
3. Carl Wolf – Police Chief
4. Tom Manning – Director of Public Works
5. Doug Littlefield – Parks/Rec
6. Ed Carlstrom – City Manager

Noted Comments by Topic Area

Existing Housing / Neighborhoods

- “Burke City” area annexed in 1996 is problem area – rental property esp.
- New residential occupancy inspection ordinances, now “pretty strict” (improvement since last plan)
- Gradual increases in code enforcement staff, but still not enough code enforcement, especially property maintenance. Need for zoning inspector
- Changes in larger N. County area – mad rush to St. Charles Co. – is threat to H’wood building stock
- More residential home construction in last 5 years than in previous 10-15.
- Hotel/motels as serious problem – crime, property maintenance codes, disreputable ownership/management, poor community image.
- Evaluate housing code – strengthen enforcement
- Improve police-code enforcement cooperation with shared database; improve code enforcement process (warnings, citations, etc.)
- Evaluate maintenance of signage (old billboards, etc.)
- Small housing rehab grant (forgivable loan) program administered through County [way to expand or have more impact?]

Redevelopment and Economic Development

- Challenge – redevelopment along Lindbergh -still some residential properties there
- Redevelopment priorities: Burke City (obsolete housing style); retail in city “core”; Ford site (not just warehouse – encourage mixed use, possibly even incorporating residential uses)
- Plan should push for higher development standard than “tilt-up” (saturated w. that type of development); more better-quality commercial/retail; higher-end apartment and condos.
- Wants to see moratorium on development of hotels with less than 300 rooms and multi-family development. Need stronger property maintenance codes/enforcement. Aging apt complexes are a threat.
- Former K-mart site should be a top priority – including potential redevelopment of residential property adjoining (consider gradual property acquisition from willing sellers – slowly acquire as available)
- Look at larger long-term redevelopment possibilities for the Burke City area. Housing type generally obsolete (v. small) & unlikely to see stable values over time. Some homes in the area Ford area critical for economic development; different development concepts being considered;

private ownership of property may limit City impact on specific type of development, however city needs to be looking at wider development surrounding Ford, consider transportation needs etc.

- Redevelopment of former K-Mart site is a priority; consider mixed-use, neotraditional or other development concepts there.
- Consider City land acquisition strategy for potential development/redevelopment sites.
- are being improved, but area could easily deteriorate and become predominantly rental. Consider clearance & replatting for new SF lots or MF housing.

Public Facilities & Services

- Station 1 on Lindbergh is undersized for today's equipment. New building to centralize has been discussed, but Station 2 has recent addition.
- Most of Hazelwood's new development is in the fire districts (Robertson & Florissant)
- Long-term jurisdictional issue w. fire districts, property tax revenue, annexation, etc.; situation affects land use in areas under fire district jurisdiction.
- Neighborhood policing has been in practice approx 10 years - successful
- Perceptions about crime in apartment complexes
- Two years into street maintenance bond program, a major capital maintenance project (NO petitions to Council for sidewalk infill, etc)
- Need for additional land for sports complex
- '96 parks & rec master plan hasn't been used in recent years (5 yrs); more focused on maintenance issues
- Has had success getting & using grant funds for some upgrades at parks
- "Connector trail" completed between park & St. Stanislaus Conservation Area completed. First of three phase trail plan. There are property acquisition issues for implementation of larger Missouri River greenway plan
- Priorities related to parks/rec: (1) facilities –civic centers- renovation (2) renovation of park grounds (3) additional "sprayround" at existing park (4) expansion/addition to sports complex (5) trails/connectivity. In general, focus improvement, maintenance of existing facilities, not building new ones.

Land Use & New Development

- Consider larger development scenarios for bottom lands; consider land-banking strategies (acquisition of property slowly as they come on market).
- Examine the mechanics of the property enforcing codes (remedies in court) – strengthen & "make example" of violators if necessary
- Tax structure must be taken into account in recommending future land uses (consider sales tax revenue and property tax revenue that would be generated as a result of being "A"-city or "B"-city areas).
- Potential annexation of remaining unincorporated area adjacent to city boundaries
- Owners of some properties in bottom area appear to be interested in development & construction of new, enhanced levy. More discussion needs to take place.

ATTACHMENT 2

SUMMARY OF WORKSHOP RESULTS

Summary of Workshop Results
City of Hazelwood 2008 Comprehensive Plan Update
Conducted August 8, 2007 at Civic Center East

The purpose of the planning workshop was to provide all residents, business and/or property owners, institutions, City officials and other community stakeholders the opportunity to participate in the planning process for updating the Comprehensive Plan.

The workshop was facilitated by Jeremy Hayes and Brad Lybrook, urban planners with PGAV Urban Consulting. The workshop began at 7:30 P.M. with a brief introduction and review of the evening's agenda.

As workshop participants entered the room they were randomly assigned to tables. There were 31 participants working in groups of 5 to 8 people each. Participants worked together in teams to review the planning goals and objectives included in the City's 1998 Comprehensive Plan. These goals and objects were printed in a worksheet provided to each participant. For each of the goals and objectives from the 1998 Plan, the teams were asked if they agreed with them as written, disagreed, or wished to modify, eliminate or add a completely new statement.

The purpose for the review was to test the validity of the 1998 goals and objectives and to revise them where appropriate for inclusion in the new Plan update.

Toward the conclusion of the workshop, someone from each table presented the team's recommendations. Below is a summary of the reports provided by the spokesperson at each table:

TABLE 1

- More thought should be given to wildlife and agriculture in Bottom lands
- Redevelopment of Ford plant should be a top priority
- Enhance Brooks Park to make it a destination

TABLE 3

- Concern over intensity of development and disagreement about it

TABLE 4

- Redevelopment should be approved by voters
- Lindbergh ramps should be made more accessible
- Emphasize middle-income residential development
- Discourage eminent domain

TABLE 5

- Levee district development should involve residents of Bottoms
- Improve interchange and access to Taylor Road area
- Need for more commercial (retail) development

TABLE 7

- Disagree about building levee in Bottoms
- Would like supermarket
- Encourage middle-income, not upper-income, development

A total of 17 forms were collected at the end of the workshop. It is worth noting that while there are a few controversial topics on which there was disagreement, there is a good deal of consensus on many issues addressed by the 1998 Comp Plan. These “consensus issues” will be refined at future public meetings and will likely be included, possibly in a modified form in the 2008 Plan Update. Below is a list of some of these “consensus issues”, followed by a second list of issues raised at the workshop that seem to be sensitive subjects that need considerable evaluation.

Consensus issues

- Need for high-quality design and appearance of buildings and streets
- Continued need for redevelopment within existing commercial areas
- Redevelopment of Ford plant is a high priority
- Improvements to traffic circulation and more transit options are needed
- Existing housing stock should be maintained and code enforcement emphasized
- Job and revenue-generating commercial uses are necessary and should be encouraged
- Need for senior housing
- Maintain / improve parks & other public facilities

Issues subject to controversy

- Development of agricultural and/or floodplain in Bottoms
- Use of TIF & eminent domain to support development
- There were several individuals who took issue with the goal to provide upper-income single-family housing; they felt middle-income housing is more important

Neither of these lists is intended to be an exhaustive inventory of planning goals. They do serve as an indication that on the broader issues related to the future of the Hazelwood community there is much more agreement than disagreement. It is also worth noting that exercises like the August 8 workshop rarely include a perfect cross-section of City residents or represent the opinions of the wider community.

The discussion of goals and objectives will be continued at the October workshop and will be considered as various elements of the 2008 Plan are prepared.

Summary of Workshop Results
City of Hazelwood 2008 Comprehensive Plan Update
Conducted October 10, 2007 at Civic Center East

The second planning workshop for the 2008 Comprehensive Plan Update was held at 7:00 PM on October 10, 2007 as part of the community engagement process. The purpose of the planning workshop was to provide residents, business and/or property owners, institutions, City officials and other community stakeholders the opportunity to participate in the planning process for updating the Comprehensive Plan by providing their perspective on community development issues in Hazelwood.

The workshop was facilitated by Jeremy Hayes and Mike Weber, urban planners with PGAV Urban Consulting. The workshop began at 7:00 P.M. with a brief presentation and review of the evening's agenda. The presentation defined and explained the purpose of comprehensive planning, provided an overview of demographic data PGAV has collected, and included a summary of the City's existing land uses.

As with the first workshop, small group discussion was the main activity of the workshop. As participants entered the room they were randomly assigned to tables of four to five individuals. Twenty-one people signed in as participants at the workshop. At each table, the group discussed and completed a questionnaire provided by the consultant.

The questionnaire consisted of eight items on topics that included public services, redevelopment priorities, transportation improvements, criteria for new land development, design standards, housing needs, and the general concerns of the community. Summarized below are the questions and the most common responses:

1. Highest ranking areas of concern for the future of Hazelwood

- Economic development and job creation
- Vacant or underutilized commercial buildings
- Maintenance of homes and quality of neighborhoods
- Quality of City services
- Traffic congestion and circulation (including bike/pedestrian travel)

Other concerns that were ranked among the top five were preservation of open space and encroachment of commercial development into residential neighborhoods.

2. There seemed to be consensus that Hazelwood is becoming more desirable due to stability of housing stock and neighborhoods, convenient access to jobs, and quality city services. However, participants pointed out that the growth in property values in Hazelwood has not been as strong as in

other areas of metro St. Louis, and factors like vacant commercial buildings and aging housing stock threaten the city's desirability.

3. The former Ford plant, the former K-Mart and the Lindbergh corridor in general were clearly the most popular redevelopment priorities.

4. Housing types most frequently indicated as needed in Hazelwood:

- Age-restricted senior housing
- Detached single-family housing in a middle price range
- Higher-priced single-family housing

Townhomes and other medium-density housing was also mentioned by some a housing type needed in Hazelwood. Senior housing was clearly the most popular response to this question.

5. In general, participants felt that city services in Hazelwood are good. Improvements to services for seniors and youth were recommended and code enforcement was listed as a city service in need of improvement.

6. The most commonly listed factors for the City to consider in reviewing development proposals for undeveloped land:

- The proposed development's capacity to generate tax revenue
- The proposed development's impact on traffic and the capacity of infrastructure
- Specific design features of the proposed development
- The proposed developments' proximity to existing residential neighborhoods

7. The highest-ranking transportation improvements:

- Reconstruction of I-270/Lindbergh interchange
- Improved transit service (express bus, limited-service transit, additional routes, etc.)
- Construction of off-street bicycle and pedestrian paths
- Aubuchon Road widening/reconstruction
- Maintenance or resurfacing of existing streets

8. Responses were split between (a) more stringent standards for design should apply for all types of new development and (b) maintaining existing zoning standards for control over appearance of new development.

On many points, the conclusions of the second workshop are similar to the first—there are clear areas of consensus when it comes to the broader goals for the future of the Hazelwood community: continued stability for residential neighborhoods; continued strengthening of code enforcement and housing inspection programs; encourage economic development while protecting residential neighborhoods; promote senior housing and other needed, high-quality residential development; aggressive

redevelopment strategies for the highest priority locations; development of long-term transportation improvement strategies to accommodate future development; and careful review of requests for new development to ensure projects are in best interest of the overall community and aligned with Hazelwood's long-range plans.

Summary of Workshop 3 Results
City of Hazelwood 2008 Comprehensive Plan Update
Conducted February 12, 2008 at Civic Center East

The third planning workshop for the 2008 Comprehensive Plan Update was held at 7:00 PM on February 12, 2008 as part of the community engagement process. The purpose of the planning workshop was to provide residents, business and/or property owners, institutions, City officials and other community stakeholders the opportunity to participate in the planning process for updating the Comprehensive Plan by providing their perspective on community development issues in Hazelwood.

The workshop was facilitated by Jeremy Hayes of PGAV Urban Consulting. The workshop began at 7:00 P.M. with a brief presentation and review of the evening's agenda. The presentation defined and explained the purpose of comprehensive planning and provided an overview of demographic and other "existing conditions" data PGAV had collected to date. This presentation also included a summary of the responses to the Web-based survey of the Hazelwood community that had been received to date.

Unlike the first two workshops, the discussion at Workshop #3 was conducted in one group. The main task of the workshop was to review a set of draft goals and action statements that the consultant had prepared based on existing conditions data, city staff interviews and the two previous public workshops. These draft statements were provided in a hand-out and discussed line-by-line among the full group. The goal/action statements were grouped into the following six categories:

- Land use management
- Urban design
- Economic development
- Housing and neighborhoods
- Transportation and infrastructure
- Community facilities and services

The participants provided detailed and constructive feedback to the consultant. The group suggested re-working certain statements, removing others and recommended specific additional statements. A partial listing of the changes suggested by participants at the workshop:

- The addition of a statement related to the long-term infrastructure maintenance needs and public safety hazards that would be part of any levee-protected development scenario.
- Statements related to existing "signage clutter" and building a unified theme in street signs.
- Promotion of environmental sustainability in new construction and renovation.
- Incorporating education and community engagement in code enforcement.
- Discussion about real estate agents perceptions of Hazelwood led to the addition of an action statement related to improving agent knowledge of Hazelwood's advantages as a community.
- Recommendations related to bicycle/pedestrian improvements (street crossings, sidewalks,

etc.)

- Improvements to the City's Web site.
- Evaluate the need for senior centers or other senior services in response to an aging community.
- Expand Hazelwood's disaster preparation efforts using the CERT program.

All these changes were noted in a revised set of goals/actions that were reviewed by the Comp Plan Update Steering Committee at their meeting that followed the Workshop.

ATTACHMENT 3

WEB-BASED SURVEY REPORT

Comprehensive Plan Results Overview



Date: 4/2/2008 1:40 PM PST
Responses: Completes
Filter: No filter applied

1. Where do you currently live?

Hazelwood - within City limits		130	84%
Hazelwood vicinity - outside City limits		9	6%
Other, please specify		16	10%
Total		155	100%

2. How long have you lived in Hazelwood/Hazelwood area?

Less than 5 years		26	18%
6 to 10 years		15	10%
11 to 20 years		39	27%
Over 20 years		64	44%
Total		144	100%

3. What is your age?

18 or under		0	0%
19 to 34		26	17%
35 to 44		34	22%
45 to 64		76	49%
65 and older		19	12%
Total		155	100%

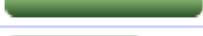
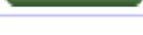
4. Why do you live in Hazelwood? (check all that apply)

Born/raised in Hazelwood		21	15%
Family/Friends here		43	31%
Job/employment		46	33%
		90	64%
Convenient location			
Housing choice/value		68	49%
Good schools		27	19%
Civic facilities/amenities		22	16%
Community character		15	11%
Growth potential		10	7%
Other, please specify		14	10%

5. Where do you currently work?

in Hazelwood		49	32%
in St. Louis County, outside of Hazelwood		62	40%
in St. Charles County		3	2%
Not working/retired		26	17%
Other, please specify		15	10%
		Total	155
			100%

6. In the past 5 years, growth in Hazelwood has been...

Too much, too fast		12	8%
Fast, but good for the community		17	11%
Just about right		49	32%
Not fast enough		46	30%
I'm not sure		31	20%
		Total	155
			100%

7. What kind of effect has growth and development had on the overall quality of life in Hazelwood?

Very positive		31	21%
Somewhat positive		80	55%
Somewhat negative		24	16%
Very negative		11	8%
Total		146	100%

8. Please indicate your preferred growth strategy for Hazelwood in the next five years:

Zero growth		5	3%
Less growth than at present		18	12%
About the same growth as present		48	32%
More growth		78	52%
Total		149	100%

9.

Development restrictions like zoning are intended to balance the rights of property owners with the impact that development will have on surrounding properties and the community overall. In considering development proposals, the City considers certain factors. Rank the importance of these factors in considering proposals for development. (1 = most important, 7 = least important)

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	1	2	3	4	5	6	7
The proposed development's impact on traffic and capacity of infrastructure	21 26%	13 16%	21 26%	12 15%	6 7%	3 4%	5 6%
The proposed development's capacity to generate tax revenue	19 23%	10 12%	13 16%	13 16%	12 14%	7 8%	9 11%
The proximity of the location to existing residential neighborhoods	12 13%	12 13%	14 16%	13 14%	17 19%	14 16%	8 9%
Whether the proposed development will provide job opportunities	7 8%	15 17%	18 20%	17 19%	12 13%	7 8%	14 16%
The community's need for the proposed development	15 14%	19 18%	20 19%	17 16%	15 14%	11 11%	7 7%
Natural features of the property, including timber, crop production or flood risk	15 14%	19 18%	11 10%	11 10%	12 11%	18 17%	20 19%
Specific design features of the proposed development (quality of construction, density, etc.)	32 22%	30 21%	16 11%	18 12%	10 7%	19 13%	21 14%

10. Rate the following community characteristics for Hazelwood:

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very Poor	Poor	Average	Good	Very Good
Community Pride	6 4%	24 15%	76 49%	40 26%	9 6%
Overall appearance of the City	5 3%	35 23%	71 46%	39 25%	5 3%
Education/schools	15 10%	33 21%	51 33%	49 32%	7 5%
Employment opportunities	9 6%	43 28%	74 48%	22 14%	7 5%
Shopping/retail choices	23 15%	43 28%	45 29%	34 22%	9 6%
Food/dining options	18 12%	49 32%	61 40%	21 14%	4 3%
Entertainment options	21 14%	54 35%	59 38%	17 11%	3 2%
Parks/recreational facilities	2 1%	13 8%	45 29%	71 46%	24 15%
Arts/Cultural opportunities	22 14%	65 42%	54 35%	13 8%	1 1%

11. Please rate the following City services for Hazelwood.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very Poor	Poor	Average	Good	Very Good
Police	5 3%	10 6%	22 14%	65 42%	52 34%
Fire	4 3%	2 1%	28 18%	69 45%	50 33%
Ambulance/EMS	3 2%	2 1%	33 22%	67 44%	48 31%
Street and City Maintenance	7 5%	16 10%	52 34%	55 36%	24 16%
Parks & Recreation	0 0%	9 6%	41 27%	71 46%	33 21%
Code Enforcement	13 9%	22 15%	58 39%	41 27%	16 11%
City Hall	5 3%	14 9%	72 48%	46 30%	14 9%

12. Please rate the availability of the following housing types in Hazelwood:

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Not enough	Right amount for need	Too many
Entry-level single family housing	12 8%	95 62%	45 30%
Mid-level single family housing	26 17%	118 79%	6 4%
Luxury single family housing	56 37%	83 55%	11 7%
Multi-unit owner occupied (condos, villas)	13 9%	95 63%	42 28%
Multi-unit rental (apartments)	4 3%	60 40%	85 57%
Single unit rental	4 3%	82 55%	63 42%

13. Rank the importance of the following transportation-related improvements. (1 = most important, 8 = least important)

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	1	2	3	4	5	6	7	8
Improved transit service (express bus, limited-service transit, additional routes, etc.)	13 14%	4 4%	13 14%	8 9%	14 15%	10 11%	7 7%	25 27%
Maintenance or resurfacing of existing streets	20 22%	17 18%	17 18%	9 10%	10 11%	11 12%	4 4%	4 4%
Widening or additional turn lanes at key intersections	10 10%	19 19%	13 13%	15 15%	15 15%	7 7%	15 15%	4 4%
Aubuchon Road widening/reconstruction	8 7%	13 12%	18 17%	15 14%	17 16%	13 12%	13 12%	10 9%
Reconstruction of I-270/Lindbergh interchange	26 23%	19 17%	14 12%	10 9%	15 13%	10 9%	8 7%	10 9%
Construction of sidewalks, planting strips, street trees, etc.	12 10%	19 15%	20 16%	22 18%	11 9%	20 16%	11 9%	9 7%
Addition of bicycle lanes	5 5%	12 11%	8 7%	20 19%	8 7%	11 10%	20 19%	23 21%
Construction of off-street bicycle/pedestrian paths	21 15%	21 15%	14 10%	21 15%	12 8%	21 15%	21 15%	11 8%

14. Rank these "issues" in order of importance to the future of Hazelwood. (1=Most Important, 10=Least Important)

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	1	2	3	4	5	6	7	8	9	10
Maintenance of homes and quality of neighborhoods	72 48%	23 15%	17 11%	11 7%	6 4%	3 2%	5 3%	0 0%	3 2%	10 7%
Vacant or underutilized commercial buildings	58 38%	29 19%	17 11%	5 3%	12 8%	5 3%	11 7%	3 2%	3 2%	8 5%
Appearance of major commercial streets	40 27%	25 17%	23 15%	17 11%	13 9%	1 1%	11 7%	8 5%	2 1%	9 6%
Encroachment of commercial development into residential neighborhoods	26 17%	15 10%	18 12%	15 10%	19 13%	15 10%	7 5%	12 8%	8 5%	16 11%
Economic development and job creation	35 23%	24 16%	26 17%	11 7%	16 11%	9 6%	7 5%	7 5%	5 3%	11 7%
Lack of housing options	11 8%	11 8%	9 6%	24 16%	32 22%	8 5%	13 9%	9 6%	7 5%	22 15%
Preservation of open space	28 19%	17 11%	23 15%	13 9%	20 13%	8 5%	7 5%	10 7%	8 5%	15 10%
Traffic congestion and convenient circulation	36 24%	20 13%	24 16%	16 11%	21 14%	10 7%	7 5%	7 5%	2 1%	7 5%
Opportunities for recreation	14 9%	15 10%	32 22%	13 9%	19 13%	10 7%	9 6%	9 6%	11 7%	16 11%
Quality of City services	44 29%	34 23%	15 10%	7 5%	9 6%	6 4%	7 5%	8 5%	12 8%	9 6%

15. How important are the following issues facing Hazelwood, in your opinion?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very Important	Important	Somewhat Important	Not Important
Level/pace of growth	37 25%	67 44%	39 26%	8 5%
Transportation issues	27 18%	59 39%	45 30%	20 13%
Employment Opportunities	37 25%	70 46%	36 24%	8 5%
Housing availability/value	41 28%	77 52%	27 18%	4 3%
Availability of goods/services	59 39%	69 46%	18 12%	4 3%
Entertainment/recreational opportunities	37 25%	66 45%	39 26%	6 4%
Arts/cultural opportunities	17 11%	44 30%	62 42%	26 17%
Quality of Education/schools	119 80%	20 13%	8 5%	2 1%
Quality of City services	82 55%	56 38%	9 6%	2 1%
Preserving history, character of Hazelwood	34 23%	46 31%	48 32%	22 15%

16. In considering development (or renovation) of community facilities, how important is City investment in the following types of facilities?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very Important	Important	Somewhat Important	Not Important
Parks	53 35%	61 40%	31 20%	7 5%
Pool/Aquatic Center	42 28%	57 38%	33 22%	20 13%
Athletic Fields/Sports Complex	34 22%	62 41%	43 28%	14 9%
Community Recreation Center	40 26%	63 41%	38 25%	11 7%
Community Arts/Cultural Center	17 11%	48 32%	58 38%	28 19%
City Hall	30 20%	50 33%	48 32%	23 15%
Police Department	64 42%	53 35%	21 14%	14 9%
Fire Station	44 29%	56 37%	28 18%	25 16%

18. In general, is Hazelwood becoming a MORE desirable place to live? Why?

Yes		43	33%
No		86	67%
Total		129	100%
100 Responses			

19. In general is Hazelwood becoming a LESS desirable place to live? Why?

Yes		86	74%
No		31	26%
Total		117	100%
98 Responses			

ATTACHMENT 4

IMPLEMENTATION MATRIX

Implementation Matrix and Capital Improvement Table

As referenced in Chapter 9, “Transportation and Infrastructure”, an implementation matrix is included as part of the 2009 Comprehensive Plan Update. This matrix lists each policy and project recommended in the Comprehensive Plan in a table format, which allows users to see additional information about each recommendation. The first column lists the recommendation, and the following three columns provide the following for each entry:

Policy / Project Category. The first column simply classifies each recommendation as a policy to guide decisions of City staff, the Plan Commission, or City Council. Recommendations that take the form of actions or activities are classified as “projects”. Some projects are further classified as “ongoing” or “capital projects”. Policy recommendations apply generally and do not have entries for “responsible party” or “timeframe”.

Responsible Party. Many of the recommendations in the plan are to be implemented by City staff, but some are to be accomplished with the partnership of other governmental entities or by City boards and commissions.

Timeframe. Generally, “short-term” implies projects that should be initiated in the next 1 to 2 years. Mid-term refers to 2 to 5 years, and “long-term” projects may not be implemented for 5 or more years.

A second table for capital improvement recommendations is included to highlight proposed transportation improvements and other recommended initiatives that will require advance budgetary planning. This table is in a similar format but includes columns for *cost estimate* and *funding source*. As projects are considered in more detail, cost estimates for projects should be entered into the matrix.

These implementation tables are intended to make planning an ongoing process. The City (both internally as a staff and with boards/commissions) should regularly review progress on recommended projects. The matrix should also be revised as part of an ongoing (annual or bi-annual) review and amendment of the Plan. As an Excel worksheet, the matrix can also be easily sorted to group policies and projects in various ways (for instance, by timeframe or responsible party). As the City begins working with the matrix, the format can be revised or expanded to be as useful as possible.

IMPLEMENTATION MATRIX
City of Hazelwood Comprehensive Plan
 2009 Comprehensive Plan Update

		<i>Policy / Project Category</i>	<i>Responsible Party</i>	<i>Timeframe</i>
LAND USE				
Goal 1	Exercise sound land use planning practices to ensure that development and redevelopment is consistent with community goals and protects the desirability of the community.			
1.1	Prepare an annual planning and development report that lists rezoning, special use and subdivision requests, the outcome of these requests and statistics on building permits and development trends.	Project (recurring)	City staff, Plan Commission	Short-term
1.2	Annually review the comprehensive plan as a source in development of the City's annual budget, capital improvement program and departmental work programs.	Project (recurring)	City staff, Plan Commission, City Council	Short-term
1.3	Review the City's land use regulations and review processes, including the zoning ordinance and subdivision codes, to ensure they reflect the policies of the comprehensive plan and are consistent with contemporary planning practice and legal requirements	Project (one-time or recurring)	City staff, Plan Commission	Short-term
Goal 2	Balance the need for economic development and tax base expansion with preservation of environmental resources and protection of residential neighborhoods.			
2.1	Focus economic development efforts in developed areas served by existing utilities and street network	Policy		
2.2	Consider the fiscal impact of proposed land uses or annexations to ensure that the proposed development will generate sufficient revenue to offset service demands and be consistent with community-wide economic development strategy	Policy		
2.3	New development of land should be preceded by careful evaluation of the land's natural features and designed in a way to preserve natural areas and provide attractive greenspace.	Policy		
2.4	As property owners submit proposals for levee-protected development in the Missouri Bottoms, the City should evaluate development scenarios by considering: (i) cost-benefit analysis to assess the ability to generate City tax revenue; (ii) analysis of the project's impact on the existing transportation network and traffic patterns; and (iii) consideration of the City's overall Comprehensive Plan goals and policies. This analysis should consider the on-going infrastructure maintenance needs of a levee and assess long-term public safety hazards	Policy		
2.5	When adjacent to residential neighborhoods, commercial expansion or redevelopment projects shall incorporate extensive landscape buffers and attractive screening.	Policy		
Goal 3	Ensure that infrastructure and public services are adequate to support future land uses.			
3.1	Carefully evaluate major proposals for changes in land use or development to consider the impact on infrastructure, especially traffic impact.	Policy		
3.2	Cooperate with other governmental entities and utility providers to address needs for reinvestment, upgrades and maintenance or operational improvements to Hazelwood's infrastructure.	Policy		
URBAN DESIGN				
Goal 1	Beautify the overall visual experience in Hazelwood, which will promote economic development and community pride.			
1.1	Improve the appearance of gateways to Hazelwood with consistently themed "welcome" signage and landscaping at points of entry to the City along highways or major streets. When possible consolidate and de-clutter existing traffic signage.	Project (Capital)	City Staff	Mid-term
1.2	Implement a "mini-park" program that would provide landscaping either on public right-of-way or private property (with owner contribution) to improve the appearance of high-visibility locations in the community	Project (Capital)	City Staff	Mid-term
1.3	Select a "custom" design theme for Hazelwood street signs (distinct font, color & logo) that would build the "Hazelwood brand"	Project	City Staff	Short-term (street sign replacement ongoing)
1.4	Establish design standards for new commercial buildings that would recommend or require certain building materials (brick or masonry, for example) and provide model design types.	Project	City Staff, Plan Commission	Mid-term
1.5	Develop an incentive program to promote renovation of commercial buildings (façade improvements, awnings, signage, lighting, etc.) that would improve their appearance.	Project	City Staff	Short-term
1.6	Promote environmental sustainability in design of new buildings and in renovation of existing buildings to encourage energy efficiency and preservation of natural resources.	Policy		

IMPLEMENTATION MATRIX
City of Hazelwood Comprehensive Plan
 2009 Comprehensive Plan Update

	<i>Policy / Project Category</i>	<i>Responsible Party</i>	<i>Timeframe</i>
ECONOMIC DEVELOPMENT			
Goal 1 Expand Hazelwood's economic base (i.e. its commercial and industrial building stock, employment opportunities, and tax-generating commercial activities) by facilitating reinvestment in existing assets and encouraging new investment in the City.			
1.1 Make the redevelopment of existing vacant or underutilized commercial properties the City's top economic development priority. Examples include Ford complex, former K-Mart, etc.	Policy		
1.2 Ensure that the Brown Campus area, a key economic asset for Hazelwood, is subject to private reinvestment and aesthetic improvements as it ages.	Policy		
1.3 Develop a formal policy on incentive tools, identifying the City's priorities and requirements (e.g. creating job opportunities, filling vacant space, inducing quality retail development) for potential use of economic development assistance tools such as tax abatement and other incentives.	Project	City Council, City Staff	Short-term
1.4 Using this economic development element and other relevant components of the Comprehensive Plan as a guide, prepare a long-term plan for use of tax revenue.	Project	City Staff, City Council	
1.5 Monitor the real estate market to develop a solid understanding of sales trends, market values, and the availability of leasable space or commercial buildings and land for sale.	Project (ongoing)	City Staff	
1.6 Develop a strategy for property acquisition (either by the City or through a separate entity) to take advantage of the opportunity presented when certain properties become available.	Project	City Staff, City Council	Short-term
1.7 Build relationships with and be responsive to issues raised by business owners and managers, commercial property owners, real estate brokers and developers, bankers and others with economic interests in Hazelwood.	Project (ongoing)	City Staff	
Goal 2 Maintain, enhance or expand public infrastructure, public facilities and City services to meet the needs of the community's economic base in a changing economy.			
2.1 Recognizing the connection between public infrastructure and private investment, develop and annually adjust a long-term capital improvement program (5 to 10-year horizon) that incorporates spending from various revenue sources (including the City's new economic development sales tax).	Project	City Staff, City Council	Short-term
2.2 Aside from capital improvements, use revenue from the economic development sales tax to implement other economic development strategies recommended in this comprehensive plan update.	Policy		
2.3 Develop new programs to offer financial incentives (e.g. low interest loan or matching grant) to assist existing businesses with expansion or to make exterior property improvements.	Project	City Staff, City Council	Short-term
2.4 Enhance the level of city services to businesses, including automated, web-based licensing and quick response to inquiries or service concerns.	Project (ongoing)	City Staff	
2.5 Make concerted efforts to solicit and encourage feedback from businesses on a regular basis.	Project (ongoing)	City Staff	

IMPLEMENTATION MATRIX
City of Hazelwood Comprehensive Plan
 2009 Comprehensive Plan Update

	<i>Policy / Project Category</i>	<i>Responsible Party</i>	<i>Timeframe</i>
ECONOMIC DEVELOPMENT (continued)			
Goal 3 Increase awareness of Hazelwood's economic assets and develop an identity of the city as a versatile business hub with regional destinations, surrounded by attractive neighborhoods and amenities.			
3.1 In business recruitment and other promotional materials, focus the message on 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	Policy		
3.2 As one of the most visible commercial locations in Hazelwood, enhance the area surrounding The Mills to promote further "destination-quality" development (including themed streetscape, signage, and aesthetic improvements)	Project	City staff (with property owner cooperation)	Mid- to Long-term
3.3 Stabilize and improve the quality of hotels by preventing deterioration, promoting reinvestment and fostering cooperation between owners and the City. Consider partnership between owners, franchisers, and the county convention and visitors bureau to address the role of hospitality (hotels, restaurants, & destination retail) in the City's economic development strategy. Consider providing technical or financial assistance for reinvestment.	Project	City staff (with property owners/developer cooperation)	Mid- to Long-term
3.4 Develop a process for targeted promotion of available sites by <ul style="list-style-type: none"> • developing comprehensive database of major sites; • maximizing Web-based utilities; and • actively prospecting and building relationships with real estate professionals and contacts within targeted industries 	Project Project Project (ongoing)	City staff City staff City staff	Short-term Short- to mid-term
3.5 Develop a business retention/expansion program aimed at these objectives <ul style="list-style-type: none"> • Build a knowledge base to effectively recruit businesses to Hazelwood (identify complementary industries, vendor/customer relationships, etc.); • Generally enhance the City's image as a desirable community; • Build awareness of City services and recreational amenities; and • Consider a two-pronged retention approach for large and small-business sectors. 	Project (ongoing)	City staff	
3.6 Improve coordination with chambers of commerce, other regional economic development agencies and the region's colleges and universities.	Policy		
3.7 To the extent that the City's image is linked to that of the school district, participate in cooperative marketing and "brand-building" with the school district so that efforts will be coordinated and the message consistent.	Project (ongoing)		
3.8 Develop a database of key real estate developers and agents active in the area, representatives of major property owners, etc. that might serve as an informal advisory board on economic development.	Project (ongoing)	City staff	

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	<i>Policy / Project Category</i>	<i>Responsible Party</i>	<i>Timeframe</i>
HOUSING AND NEIGHBORHOODS			
Goal 1 Provide a range of housing options and maintain the quality of Hazelwood's neighborhoods.			
1.1	Aggressively pursue enforcement of property maintenance codes and housing codes as part of the City's ongoing inspection program.	Policy	
1.2	Educate the public about the code enforcement process through newsletter articles, the City Web site and discussion with neighborhood associations or other community groups. The property maintenance and building code enforcement program should include cooperative efforts that recognize the unique needs of seniors and others with limited incomes. Consider holding periodic workshops on specific home-maintenance issues (e.g. siding, windows/doors, etc.).	Project (ongoing)	City staff
1.3	Continuously evaluate housing data available through the inspection program, housing sales data, building permit data and other sources. Consider quarterly or annual reports to City Council that would summarize both new residential permitting data and code enforcement/inspection efforts.	Project (ongoing)	City staff
1.4	Facilitate formation of new neighborhood associations and support continued operation of homeowners and condominium associations	Project (ongoing)	City staff / volunteers
1.5	Make a public relations effort to promote reinvestment in established residential neighborhoods. Coordinate community tours of residential neighborhoods and community amenities for real estate agents from across the metro area to promote Hazelwood as a community of choice.	Project (ongoing)	City staff
1.6	Establish partnership between City staff and owners/managers of apartment complexes to promote continuous reinvestment	Project (ongoing)	City staff
1.7	Coordinate code enforcement, planning and law enforcement in expanded community policing efforts	Project (ongoing)	City staff
Goal 2: Promote home ownership, which strengthens neighborhoods and builds a long-term asset for homeowners.			
2.1	Continuously monitor the proportion of single-family homes that are renter-occupied and track the geographic locations of conversions from owner-occupied to renter-occupied as a trend indicator.	Project (ongoing)	City staff
2.2	Encourage home ownership by partnering with organizations that assist first-time homebuyers and investigate establishment of an "employer-assisted housing" program wherein area employers would provide assistance to employees purchasing homes near their place of employment.	Project	City staff Mid- to Long-term

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TRANSPORTATION AND INFRASTRUCTURE			
Goal 1: Maintain and enhance the network of highways, streets and paths to allow safe and efficient travel for automobiles.			
1.1 Focus on enhancement of corridors with lighting upgrades, decorative traffic signals, sidewalk improvements, landscaping and aesthetic improvements of rights-of-way.	Policy		
1.2 Coordinate closely with MODOT and St. Louis County Highway department and advocate for enhancement of highways, streets and intersections under the jurisdiction of these entities.	Policy		
1.3 Plan for local street maintenance comprehensively and continuously, incorporating new sidewalks and other enhancement. Make evaluation of pedestrian/bicycle safety part of the design process for all new street and bridge plans	Policy		
1.4 Continue efforts to study improvements to I-270/Lindbergh interchange and Lindbergh corridor to mitigate congestion and improve appearance.	Project (capital)	City staff, County Hwy, MODOT	Short- to mid-term
1.5 Consider corridor enhancement program along Hanley Road that would involve cooperation with adjoining municipalities	Project (capital)	City staff, County Hwy	Short- to mid-term
<i>Additional Streetscape Enhancement Projects</i>			
A. Lindbergh corridor enhancement south of I-270.	Project (capital)	City staff, MODOT	Mid- to Long-term
B. Howdershell Road corridor enhancement (constructed in phases).	Project (capital)	City staff, County Hwy	Mid- to Long-term
1.6 Evaluate operational aspects (e.g. signal timing) of problematic intersection or corridors, giving particular attention to traffic signals on Lindbergh. The time allowed for pedestrian crossing should be evaluated and increased if warranted	Project (ongoing)	City staff, County Hwy, MODOT	
1.7 Improve Aubuchon/Charbonier Road and Teson Road to better serve as major collector streets	Project (capital)	City staff, County Hwy	Mid- to Long-term
1.8 Consider construction of new neighborhood streets in support of new development.	Policy		
<i>"Byassee/Lindbergh" Sub-Area Projects</i>			
A. Lindbergh Improvements (new and/or reconstructed intersections south of I-270)	Project (capital)	City staff, MODOT	Short- to mid-term
B. Pershall/"Ford Area" Street Improvements	Project (capital)	City staff, MODOT	Short- to mid-term
C. I-270/Lindbergh interchange reconstruction	Project (capital)	City staff, MODOT	Long-term
D. Byassee-Frost Bridge	Project (capital)	City staff, County Hwy, MODOT	Long-term
Goal 2: Improve the safety and desirability of pedestrians and bicycle travel in Hazelwood and increase options for public transit.			
2.1 Systematically evaluate and map sections of "missing" sidewalk and sidewalks in need of widening or repair. Using this evaluation, plan a schedule of sidewalk construction and improvements as part of the Capital Improvement Program	Project (ongoing)	City staff	Short- to mid-term
2.2 Support Metrolink expansion that would provide service to Hazelwood or surrounding area	Policy		
2.3 Support expansion of transit options.	Policy		
2.4 Develop a comprehensive trail system for bicycle and pedestrian connections, emphasizing parks, natural areas, schools and neighborhoods.	Project (ongoing)	City staff	
2.5 Support a "safe routes to schools" program that would evaluate the safety of street crossings, condition of sidewalks and minimize potential hazards.	Project	City staff/school district	Short- to mid-term

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	<i>Policy / Project Category</i>	<i>Responsible Party</i>	<i>Timeframe</i>
COMMUNITY FACILITIES AND SERVICES			
Goal 1:	Maintain a high standard of public service and attractive, functional public facilities to ensure the best possible quality of life and community image.		
1.1	Focus on comprehensive maintenance strategy and enhancement of existing facilities rather than development of new facilities. Consider security upgrades for city facilities, especially City Hall.	Policy	
1.2	Expand trails and provide better pedestrian and bicycle connections from neighborhoods to city parks, schools and shopping	Project (ongoing)	City staff
1.3	Expand the process of developing a Capital Improvement Program to coordinate long-term goals by incorporating "future" or "unfunded" projects and recognize the need for maintenance of capital stock in the CIP.	Policy	
1.4	Improve community engagement and participation in local government.	Policy	
1.5	Improve the functionality of the City's Web site and establish an e-mail notification system that allows subscribers to get updates on City-related or	Project	City staff Short-term
1.6	Cooperate and coordinate with St. Louis County government, adjacent municipalities and the school districts that serve the City of Hazelwood.	Policy	
1.7	Strengthen the City's Youth Advisory Board and implement other initiatives to involve young people in the community and become informed, engaged citizens.	Policy	
1.8	In response to an aging demographic, study options for improving senior citizen programs and community facilities such as "senior centers" and encourage development of new senior-oriented residential uses (assisted or independent living)	Policy	
1.9	Consider a long-term or continuous program of surveying citizens, perhaps by using Web-based surveys, as a way to gauge changes in satisfaction with City services and solicit constructive feedback from the community.	Project (ongoing)	City staff
1.10	Improve effectiveness of all city boards/commissions with training and recruitment of new members. Provide ongoing training for boards/commissions, especially for the Plan Commission, which requires keeping abreast of changes in development practices and trends	Project (ongoing)	City staff
1.11	Establish a policy and fund to ensure replacement of trees that are removed in parks or on city properties	Policy	
1.12	Expand opportunities for individuals and groups to volunteer time and resources	Policy	
1.13	Expanding on the concept of a "citizen's police academy", provide a series of classes that allow citizens to learn all aspects of municipal government and services, which will result in a corps of knowledgeable, engaged residents and future community leaders	Project (ongoing)	City staff/volunteers
1.14	Expand Hazelwood's disaster preparation efforts using Community Emergency Response Team (CERT) and City resources in the police, fire and other City departments.	Project (ongoing)	City staff/volunteers

ATTACHMENT 5

CAPITAL IMPROVEMENT RECOMMENDATIONS

CAPITAL IMPROVEMENT RECOMMENDATIONS
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<i>Project No.</i>	<i>Project Description</i>	<i>Policy / Project Category</i>	<i>Responsible Party</i>	<i>Timeframe</i>	<i>Cost Estimate</i>	<i>Funding Source</i>
UD - 1.1	Improve the appearance of gateways to Hazelwood with consistently themed “welcome” signage and landscaping at points of entry to the City along highways or major streets. When possible consolidate and de-clutter existing traffic signage.	Project (Capital)	City Staff	Mid-term		General Fund, ED Fund City funding supplemented by private partners
UD - 1.2	Implement a “mini-park” program that would provide landscaping either on public right-of-way or private property (with owner contribution) to improve the appearance of high-visibility locations in the community.	Project (Capital)	City Staff	Mid-term		General Fund, ED Fund
UD - 1.3	Select a “custom” design theme for Hazelwood street signs (distinct font, color & logo) that would build the “Hazelwood brand”.	Project	City Staff	Short-term (street sign replacement ongoing)		General Fund, ED Fund
ED - 3.2	As one of the most visible commercial locations in Hazelwood, enhance the area surrounding The Mills to promote further “destination-quality” development (including themed streetscape, signage, and aesthetic improvements).	Project	City staff (with property owner cooperation)	Mid- to Long-term		General Fund, ED Fund
TI - 1.4	Continue efforts to study improvements to I-270/Lindbergh interchange and Lindbergh corridor to mitigate congestion and improve appearance.	Project (capital)	City staff, County Hwy, MODOT	Short- to mid-term		General Fund, ED Fund
TI - 1.5	Consider corridor enhancement program along Hanley Road that would involve cooperation with adjoining municipalities	Project (capital)	City staff, County Hwy	Short- to mid-term		State/Federal Grants, General Fund, ED Fund
TI - 1.5	Lindbergh corridor enhancement south of I-270.	Project (capital)	City staff, MODOT	Mid- to Long-term		State/Federal Grants, General Fund, ED Fund
TI - 1.5	Howdershell Road corridor enhancement (constructed in phases).	Project (capital)	City staff, County Hwy	Mid- to Long-term		State/Federal Grants, General Fund, ED Fund
TI - 1.7	Improve Aubuchon/Charbonier Road and Teson Road to better serve as major collector streets.	Project (capital)	City staff, County Hwy	Mid- to Long-term		State/Federal Grants, General Fund, ED Fund
TI - 1A.	Lindbergh Improvements (new and/or reconstructed intersections south of I-270)	Project (capital)	City staff, MODOT	Short- to mid-term		State/Federal Grants, General Fund, ED Fund
TI - 1B.	Pershall/“Ford Area” Street Improvements	Project (capital)	City staff, MODOT	Short- to mid-term		State/Federal Grants, General Fund, ED Fund
TI - 1C.	I-270/Lindbergh interchange reconstruction	Project (capital)	City staff, MODOT	Long-term		State/Federal Grants, General Fund, ED Fund
TI - 1D.	Byassee-Frost Bridge	Project (capital)	City staff, County Hwy, MODOT	Long-term		State/Federal Grants, General Fund, ED Fund
TI - 2.1	Systematically evaluate and map sections of “missing” sidewalk and sidewalks in need of widening or repair. Using this evaluation, plan a schedule of sidewalk construction and improvements as part of the Capital Improvement Program.	Project (ongoing)	City staff	Short- to mid-term		General Fund, ED Fund
TI - 2.4	Develop a comprehensive trail system for bicycle and pedestrian connections, emphasizing parks, natural areas, schools and neighborhoods.	Project (ongoing)	City staff			State/Federal Grants, General Fund