



Woodson Terrace Comprehensive Plan

Adopted on September 8, 2011 by the City of Woodson Terrace
Council

Mayor

Lawrence P. Besmer

City of Woodson Terrace Alderpersons

<i>Rita Martin</i>	<i>Joan Willey</i>
<i>Donna Conlon</i>	<i>Gregory Murphy</i>
<i>Robert Blatt</i>	<i>Ronald Hogan</i>
<i>Kevin Crane</i>	<i>Maryanne Zaiz</i>

Plan Steering Committee

<i>John Conlon</i>	<i>Maryanne Zaiz</i>
<i>Vijay Bhasin*</i>	<i>LaVerne Mertens</i>
<i>Kevin Crane</i>	<i>Marie Swaim</i>
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* City's consulting engineer from Bhasin Associates

City of Woodson Terrace Planning Commission Members

<i>Chair: Marie Swaim</i>	<i>Greg Murphy</i>
<i>Jackie Brown</i>	<i>Kevin Crane, Board Liaison</i>
<i>Douglas Zaiz</i>	<i>Mayor Lawrence Besmer</i>
<i>Chuck Johnston</i>	<i>Administrative Assistant John Conlon</i>
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Prepared by CH2M HILL

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VISION STATEMENT

“The City of Woodson Terrace will be a community where small town atmosphere will provide the basis for integrated sustainability and development.”

- **Distinct and identifiable community**
- **Orderly growth and development**
- **Promote economic and recreational opportunities**
- **High quality shopping and entertainment experiences**
- **Offer diverse (life cycle) housing types**
- **Provide multi-modal transportation options**
- **Environmental stewardship**
- **Attractive and healthy active living environment**

AN ORDINANCE OF THE CITY OF WOODSON TERRACE ADOPTING THE COMPREHENSIVE PLAN FOR THE CITY OF WOODSON TERRACE, MISSOURI.

WHEREAS, pursuant to the authority granted it in Section 89.340, *et seq.*, RSMo, the City of Woodson Terrace Planning and Zoning Commission ("Commission") assisted with CH2MHILL, a recognized national planning firm, embarked on a comprehensive survey and study of the existing conditions and probable future growth of the City, and as part of said review, conducted several methods of public engagement in order to receive a comprehensive public input into a possible comprehensive plan, with such methods including workshops, focus groups and interviews, and

WHEREAS, the Planning and Zoning Commission conducted a public hearing with respect to the adoption of the comprehensive plan on September 8, 2011, after due notice as provided by law, and adopted the plan and forwarded to the Board of Aldermen with a recommendation for approval, and

WHEREAS, the Board of Aldermen have reviewed the Plan and is desirous of approving the Plan.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF ALDERMEN OF THE CITY OF WOODSON, MISSOURI, as follows:

1. The Woodson Terrace Board of Aldermen hereby approves and adopts the Woodson Terrace Comprehensive Plan published in 2011, a copy of which is attached as Exhibit A and incorporated herein by reference as fully as if set forth herein as the Comprehensive Plan of the City of Woodson Terrace, Missouri.
2. Pursuant to Section 89.360 RSMo, and other applicable provisions of law, copies of the Plan approved hereby are to be appropriately executed and filed with the appropriate public officers.
3. This Ordinance shall be effective immediately upon passage and approval by the Board of Aldermen according to law.




Mayor/President of the Board

ATTEST:


City Clerk

Approved the 29th day of September, 2011.



Mayor

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Commission, and a copy shall be made available in the office of the County Recorder of Deeds and shall be available in the City Clerk's office for inspection during normal office hours.

3. The Commission also approves the transmittal to the Board of Aldermen, the Plan for the Board's consideration for approval and adoption.

4. This Resolution shall be in full force and effect from and after its passage according to law.

APPROVED BY THE PLANNING AND ZONING COMMISSION OF THE CITY OF WOODSON TERRACE THIS 8TH DAY OF SEPTEMBER, 2011

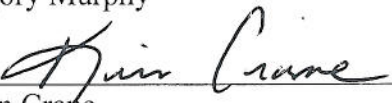

Marie Swaim, Chair – Planning and Zoning Commission


Jackie Brown


Charles Johnston


Donna Conlon


Gregory Murphy


Kevin Crane


Lawrence Besmer

Members of the Planning and Zoning Commission

ATTEST:


City Clerk

CHAPTER 1



Introduction



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CHAPTER 1

Introduction

The City of Woodson Terrace is centrally located in St. Louis County just south of Interstate 70 (I-70), a Midwest section of an interstate highway system spanning the entire North American continent. It is located 1.5 miles west of Interstate 170 (Map 1-1). The city is just south of the Lambert-St. Louis International Airport, which is the gateway for 15 million travelers each year in the St. Louis region. Woodson Terrace is a stable, middle-income community with a population of approximately 4,000. The city is focusing on being a distinct and identifiable community. This comprehensive plan is the first step in that direction.

This Comprehensive Plan serves as a guide for the City of Woodson Terrace (City) to shape its future. The plan provides direction for improving the quality of life as well as making recommendations for the community's physical, economic, and socio-cultural development in the future. This plan looks at existing development and anticipates future development within and outside the City's boundaries. The comprehensive planning process is undertaken by the power vested by the state to the local governments in accordance to the Chapter 89.340 of Missouri Revised Statutes.

Missouri Revised Statutes-Chapter 89.340

The commission shall make and adopt a city plan for the physical development of the municipality. The city plan, with the accompanying maps, plats, charts and descriptive and explanatory matter, shall show the commission's recommendations for the physical development and uses of land, and may include, among other things, the general location, character and extent of streets and other public ways, grounds, places and spaces; the general location and extent of public utilities and terminals, whether publicly or privately owned, the acceptance, widening, removal, extension, relocation, narrowing, vacation, abandonment or change of use of any of the foregoing; the general character, extent and layout of the replanning of blighted districts and slum areas. The commission may also prepare a zoning plan for the regulation of the height, area, bulk, location and use of private, non-profit and public structures and premises, and of population density, but the adoption, enforcement and administration of the zoning plan shall conform to the provisions of sections 89.010 to 89.250.

What is a Comprehensive Plan?

A comprehensive plan is a blueprint for overall development of a community. It is the only public document that describes a community as a whole in terms of its complex and mutually supporting physical systems. Therefore, the plan should achieve the following goals:

- Identify the City's key physical elements and infrastructure, including suggestions for improvement
- Address the socio-economic
- and recreational needs of the community
- Provide long-term guidance and choices for market-driven locations for development and redevelopment as part of the City's growth
- Provide for more defensible land use, zoning, and neighborhood level design
- Provide for routine evaluation and updating, preferably every 5 years

In addition to guiding development, the plan may also be used as a tool for preventing the degradation of natural resources and historic buildings, maintaining the City's commercial and economic base, providing good public facilities, and improving the housing stock. The plan provides a basis for both long-term and short-term community decisions by providing a broad perspective of future needs and opportunities while clarifying priorities related to immediate needs. Ultimately, the plan will be implemented through zoning regulations and subdivision ordinances that focus on individual parcels of property.

This Comprehensive Plan addresses four basic questions:

1. Where is Woodson Terrace as a community now?
2. Where is Woodson Terrace as a community going?
3. What does Woodson Terrace as a community want to be?
4. How can Woodson Terrace, as a community, get to where it wants to be?

For the purpose of this comprehensive plan document these questions are applied to each of the following planning areas:

- History and culture
- Demographics
- Housing
- Transportation
- Public infrastructure and services
- Education
- Land use
- Economic development
- Parks and recreation

Why Plan?

To maintain and improve the desirable qualities of Woodson Terrace, it is important to anticipate and plan for change. To do so, the community must define short- and long-term goals and decide the following:

- What do we, as a community, want to keep
- What do we, as a community, want to change
- What do we, as a community, want to become

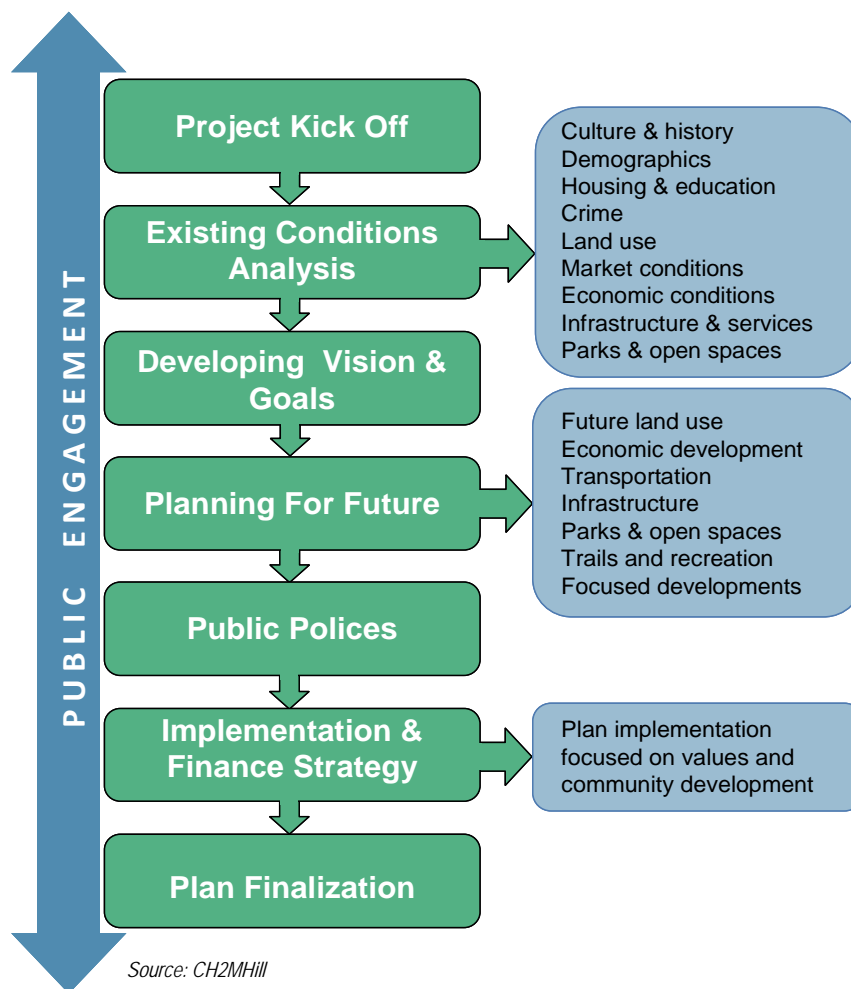
Benefits to be gained from proper use of a comprehensive plan would include the following:

- Attractive residential neighborhoods
- Complementary retail and commercial businesses
- Assurance of adequate public facilities and transportation
- Higher property values
- Sustainable environmental quality
- Preservation and enhancement of the quality of life enjoyed by the citizens of the community

Planning Process

The flow chart below (Exhibit 1-1) shows the general process followed to create this comprehensive plan. This plan was developed with oversight and participation by the Woodson Terrace Comprehensive Plan Steering Committee. The Steering Committee provided guidance to City officials and the consultant staff. Additional public involvement was sought throughout the process via online interactive surveys, City staff and public agency interviews, stakeholder interviews, focus group sessions, a town-planning workshop, and an open house.

EXHIBIT 1-1: PUBLIC ENGAGEMENT FLOW CHART



Plan Update

The Comprehensive Plan is subject to updates at defined times from ongoing evaluation, additions, and updates. However, since it is long-range plan by design, it will strive to provide consistency, and represents a significant investment of community time and money, all changes require careful review. Opportunities for the public to review and participate in plan amendments and updates are a key part of the future update process.

The plan should be updated every 5 to 10 years so that it remains a viable tool as Woodson Terrace implements plans, grows and changes. The comprehensive plan will be financially feasible; therefore, the plan should not commit Woodson Terrace to expenditures or programs for which there is no available revenue source.

CHAPTER 2



Existing Conditions



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CHAPTER 2

Existing Conditions

History

In August of 1946, Woodson Terrace incorporated and became the Village of Woodson Terrace. At that time, Woodson Terrace was a farming community. There was a pig farm where the current John L. Brown Park is located. Neighboring community Saint Ann was becoming a large Catholic bedroom community, and nearby Overland was becoming a shopping community.

Woodson Road went as far north as St. Charles Rock Road. The City of St. Louis streetcar line ran north of St. Charles Rock Road and ended about one-half mile west. The Saint Louis County bus system's main storage garage was located at the intersection of St. Charles Rock Road and Brown Road.

Mr. Harry McKee (grandfather of Paul McKee of McEagle Properties) developed most of the housing in Woodson Terrace. He and his wife Helen loved Clearwater and Dunedin in Florida. He built homes on concrete slabs, like they did in Florida, because of the high water table. In 1952, they started building a shopping center: Woodson Hills Shopping Center. Each store had its own concrete floor elevation. That elevation is what kept larger stores from occupying space in Woodson Terrace.

As the population increased with the annexation of surrounding areas, a study was conducted and it was generally conceded that changing from Village to City (of the fourth class) would improve the government operations. In 1954, the Village of Woodson Terrace became the City of Woodson Terrace.

In 1952, plans for interstate highways were developed. By 1965, the airport and Highway 70 development were in full swing. Woodson Road was four lanes and the main artery to the airport. During the latter part of the 1960s, Woodson Terrace experienced a growth in both population and economic development. Several businesses were developed along the Woodson Road and Natural Bridge Road. These businesses included hotels, motels, strip malls, and both fast-food and dine-in restaurants. The businesses flourished along these corridors due to Woodson Road being the main transportation corridor through the area and served many customers from Clayton and West Counties. However, the opening of I-170 resulted in the loss of clientele for these businesses- a diversion of traffic often associated with bypass routes from roads through communities.

Woodson Terrace continues to be a stable, middle-income community, but has never fully recovered from the loss of business that occurred on late 1960s and 70s. The community has initiated the task of taking a fresh look at the situation and transforming the City into a distinct and identifiable community again. This comprehensive plan is the first step in that direction.

Peer Communities

Historic and current socio-economic trends affecting the City of Woodson Terrace provide foundation for future growth. The following information provides a better understanding of the City's resident population and helps dictate future planning and land use policies. In order for the community to develop on a path that will provide a sustainable future, it is critical to compare trends of socio-economic information from peer cities to provide a more dynamic socio-economic analysis and help differentiate between local, isolated events and regional trends. For the purposes of this plan, the following cities are selected as "peer" cities (refer to Map 2.1).

- City of Rock Hill
- City of Dellwood
- City of Shrewsbury
- City of Ferguson

Criteria for the selection of the peer cities include:

- Population and density
- Median age and population distribution by age group
- Size of the community (in terms of land area)
- Class of the City
- Location in St. Louis County
- Interstate access
- Recent development trends
- Types of business attracted to the community in recent past
- Median income
- Median housing value

The data for this analysis was assembled from the U.S. Census Bureau's decennial census and other reliable sources¹. An understanding of the regional socio-economic trends and local issues will help the City of Woodson Terrace plan for the future and meet the needs of its residential, institutional, and commercial population. This information also provides an important starting point for understanding future growth trends and existing market conditions that assist in determining recommendations for planning and implementation strategies.

¹ Missouri Circular Area Profiles, www.citydata.com

Demographic Profile

At the time of Census 2000, 4,189 people lived in the City of Woodson Terrace. The estimated population for the year 2008 was 4,008—a decline in population of 4.3 percent.

Exhibit 2-1 shows a comparison of population change in Woodson Terrace with respect to the peer communities between 2000 and 2008. While St. Louis County and the State of Missouri have gained population, all the peer communities show a trend of population loss. Woodson Terrace is composed of 83.1 percent Caucasians and 11.6 percent African Americans & 5.3 percent population belonging to other races (Exhibit 2-2).

EXHIBIT 2-1: PERCENTAGE CHANGE IN POPULATION (2000-2008)

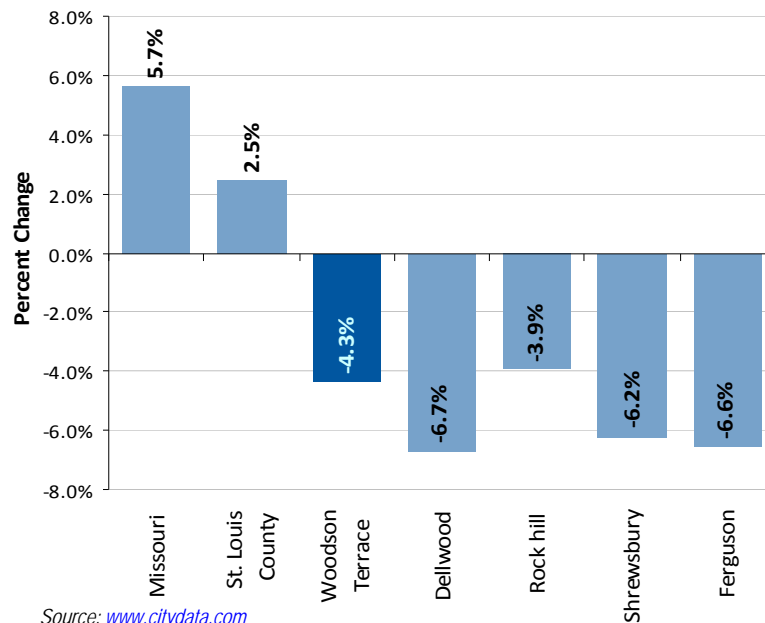


EXHIBIT 2-2: RACIAL MAKE-UP (2008)

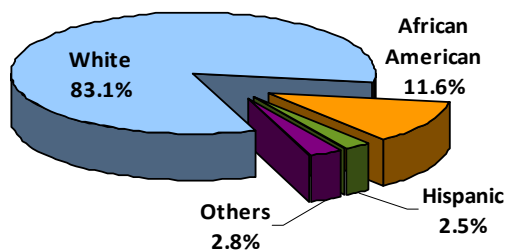
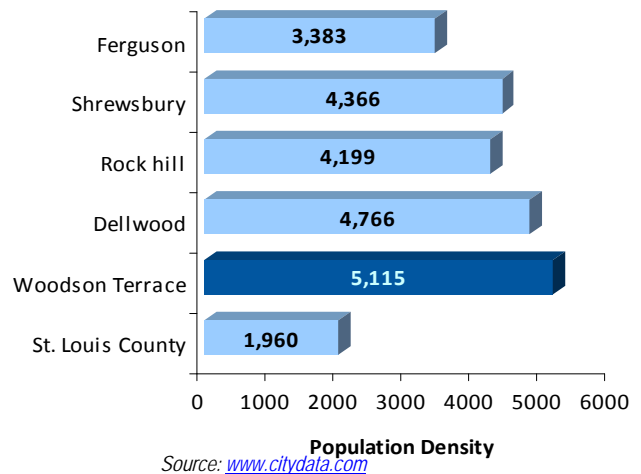


EXHIBIT 2-3: POPULATION DENSITY (POP/ SQ MILES)

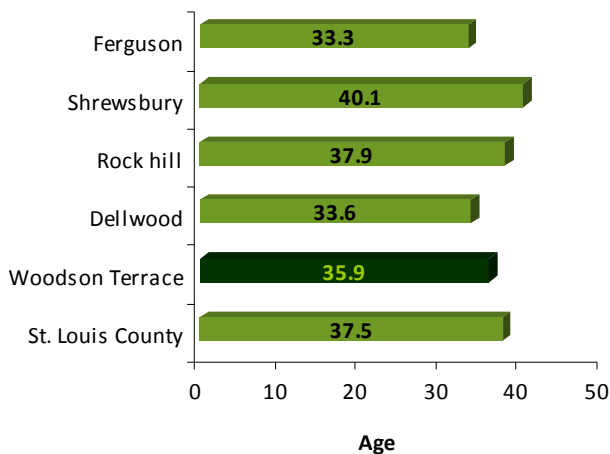


The population density, household size, median age, and population distribution by age group—along with the total population—paint a demographic profile of the area that can help communities and developers make preliminary decisions about the types of businesses and housing that can be successful for the area.

The estimated population density in the City of Woodson Terrace in the year 2008 was 5,115 people per square mile. It was substantially greater than the St. Louis County. Exhibit 2-3 represents population density of the community compared to the County and the peer communities.

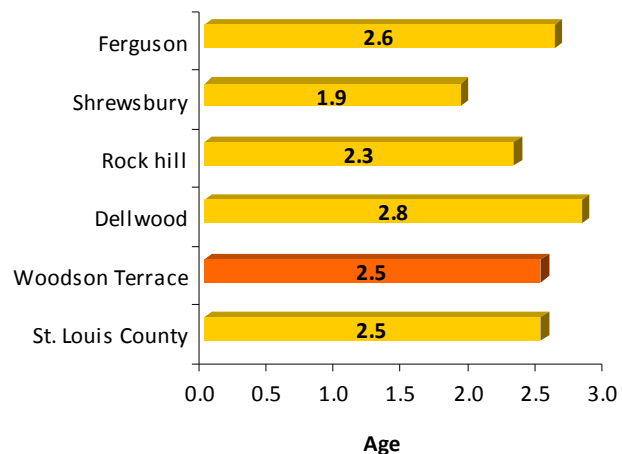
The median age in 2007, was 35.9 years, which is comparable to the County demographics and most of the peer communities (Exhibit 2-4). Average household size of Woodson Terrace was 2.5 in the year 2000 (Exhibit 2-4). Of all the communities, City of Shrewsbury has the highest median age of 40.1 years, but lowest household size suggesting larger percentage of singles in the older age group. Ferguson, on the other hand, has the lowest median age (33.3) years and the largest percentage of population under age 19. At the same time the household size is 2.6. These statistics suggest that there are a lot of younger families and young singles in the City of Ferguson (Exhibit 2-6).

EXHIBIT 2- 4: MEDIAN AGE (2008)



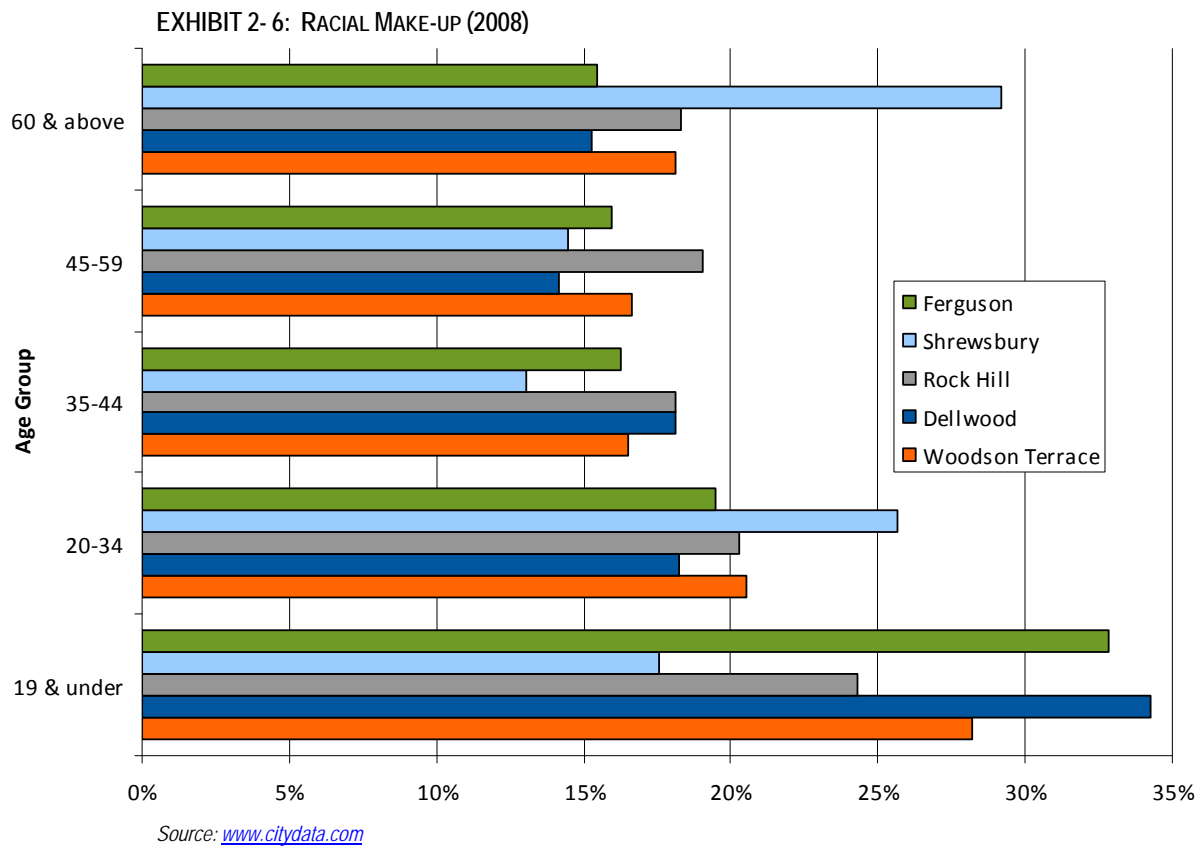
Source: www.citydata.com

EXHIBIT 2- 5: MEDIAN AGE (2008)



Source: www.citydata.com

In addition to good access and positive business climate, Ferguson is attracting the kind of development that creates a vibrant atmosphere in the community. The demographics of Woodson Terrace are comparable to Ferguson with respect to median age, household size, and age groups (Exhibit 2-4, 2-5 & 2-6)). Other factors, such as household income and cost of living, are also comparable. However, one of the most important factors that is helping Ferguson attract businesses is direct access from I-70. While the City of Woodson Terrace has good access from I-70, it is not as direct and welcoming as the City of Ferguson. Lack of proper signage also might play a role in difficult access issues. Interstate access challenges will be discussed in detail later in the chapter.



Educational Establishments

Map 2.2 shows the location of various educational establishments in the area including school district boundaries and college campuses.

Ritenour School District

Woodson Terrace is served by the in the Ritenour school district. It is one of the oldest districts in the metropolitan area. The district began with Buck School; a one-room log cabin built in 1846 and has grown to be a K-12 district. The district has earned national accolades for academic improvement, community engagement, and financial management. Ritenour has nine schools serving nine municipalities, with more than 600 professional employees. The school district is highly involved in community collaboration for the creation of a successful environment to learn, live, work, and play. The school district is keenly aware of the need for a healthy economic environment for growth in area municipalities. The school district has also sought to lead by example by attaining a Leadership in Energy and Environmental Design (LEED) Certification of Gold in their new Brown Early Childhood Center on Woodson Road. The school district is supportive of healthy, active lifestyles for an economically diverse population of children and young adults.

Columbia College

Woodson Terrace is also home to Columbia College extended campus. The main campus is located in Columbia, Missouri, and was founded in 1851. In 1970, the college became a 4-year liberal arts and sciences institution. Today the college serves nearly 25,000 students through over 30 nationwide campuses, online campus, evening campus, day campus and graduate studies program. Columbia College is accredited by The Higher Learning Commission and is a member of the North Central Association of Colleges and Schools.

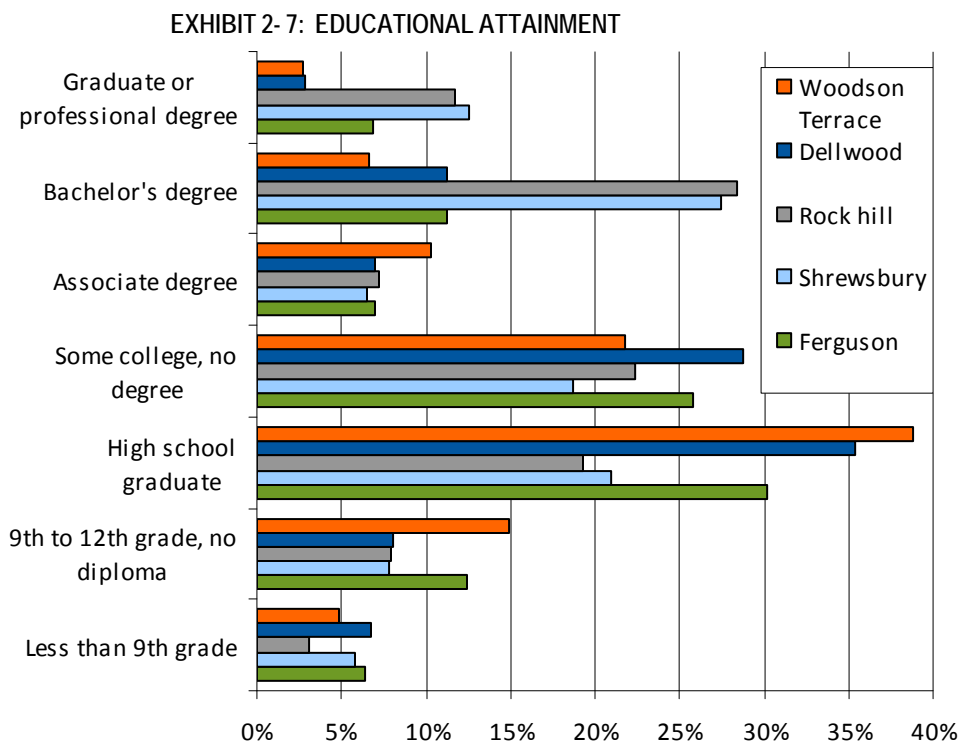
Columbia College campus in Woodson Terrace was established in 1973 and has an average enrollment of 5000 students a year. Campus amenities include two computer labs available to students during day and night, one student research lab, a student lounge, and a student dining area. The college offers associates', bachelors', and master's degrees. The college also offers 8-week courses and evening and online classes.

University of Missouri - St. Louis

Woodson Terrace is also in close proximity to University of Missouri at St. Louis. UMSL is the largest university in the St. Louis area and the third largest university in Missouri. Woodson Terrace is approximately 4 miles from the university.

Educational Attainment

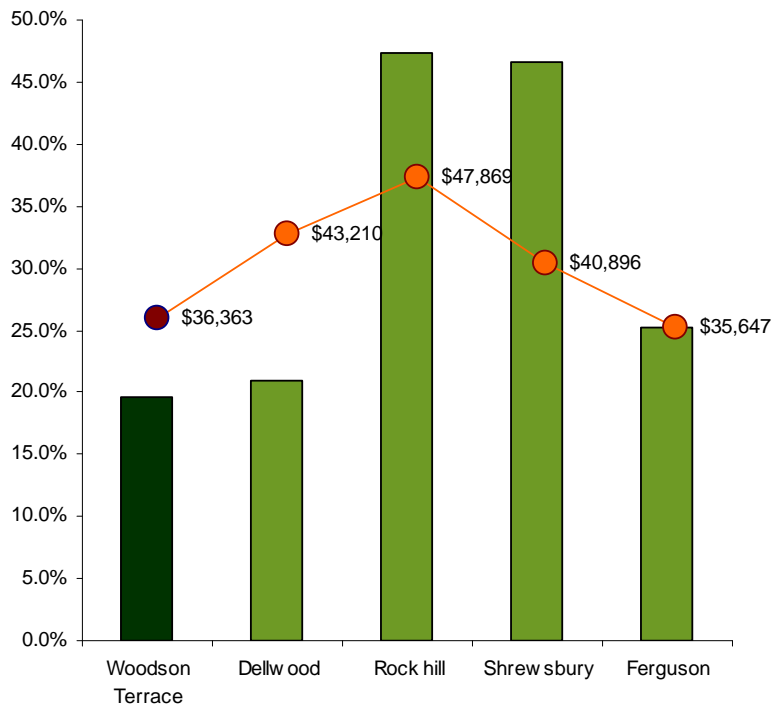
Exhibit 2-7 shows the educational attainment of the segment of the population 25 years and older. The graph shows that Woodson Terrace ranks high compared to its peer communities in high school level education. However, the education attainment drops in case of higher education. There could be several factors affecting these statistics. People generally tend to move out of the community to attain higher education. Also, industries offering white collar jobs are necessary to retain people with higher education in the community. The primary industries in and around Woodson Terrace are transportation, logistics, or manufacturing. These industries tend to be labor-intensive, and do not require people with graduate degrees.



Source: www.citydata.com

Educational attainment is an area that may affect the occupation of people living in the area. However, as Exhibit 2-8 suggests that it does not correlate to the median income and consequently the quality of life of the people living in the area. Therefore, it is vital that Woodson Terrace try to attract businesses and industries that can take advantages of its strengths, such as proximity to the airport, the central location, and access to interstate highways.

EXHIBIT 2- 8: HIGHER EDUCATION VS MEDIAN INCOME (2008)



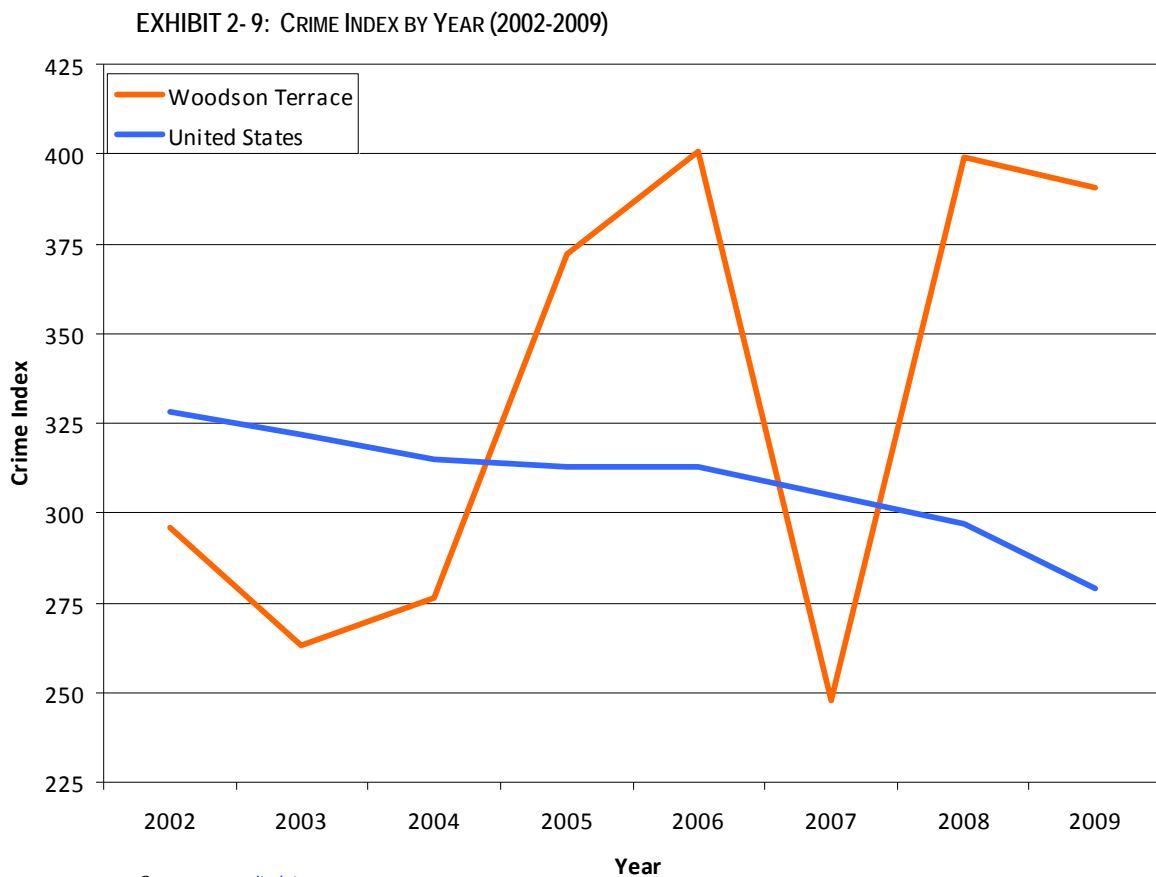
Source: www.citydata.com

Crime Statistics

There are seventeen (17) police officers, including the police chief, in the Woodson Terrace Police Department. There are three officers in each shift, and four to five officers on reserve. There are 4.24 police officers per 1,000 people living in the community.

Exhibit 2-9 shows the overall crime index in the community from 2002 to 2009. The average United States crime index has gone down over the years. The graph does not show a particular trend in Woodson Terrace. The years 2006 and 2008 show the highest number of crimes.

In a discussion with the police department, it was indicated that the department mainly deals with calls related to car thefts, mostly because of failure to return cars to the rental car agencies, thefts at the hotels, teenage crime, speeding, domestic violence, and drug-related incidents, especially in the mobile home park. Almost 65 percent of the calls to which officers respond are from the hotels.

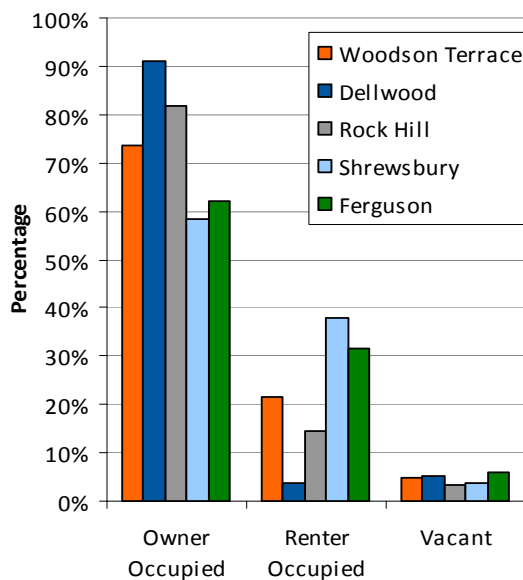


Housing

There were 1,788 houses in the City in the year 2000. Of these, 1,314 were owner-occupied and 385 were renter-occupied. Around 89 units were vacant at that time. Exhibit 2-10 shows the comparison of owner-occupied housing, renter-occupied housing, and vacant housing with peer communities.

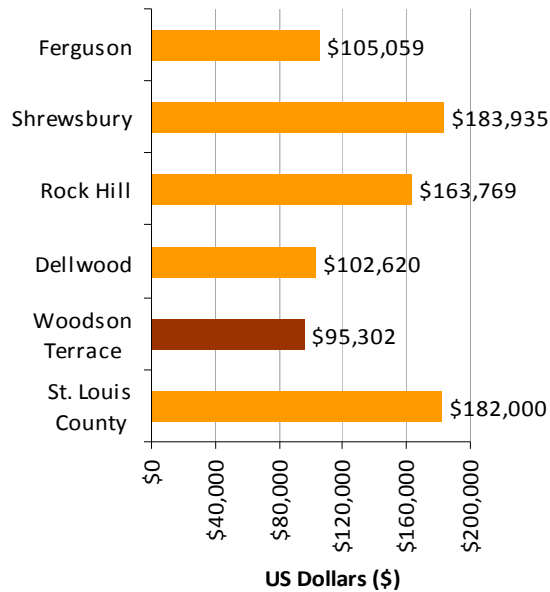
The estimated median value of homes owned in the community (houses and condominiums) in Woodson Terrace in the year 2008 was \$95,302. A comparison of estimated values of homes in peer communities with Woodson Terrace is shown in Exhibit 2-11. The graph shows the highest values were reported in the Shrewsbury (\$183,935).

EXHIBIT 2- 10: HOUSING OCCUPANCY STATUS



Source: www.citydata.com

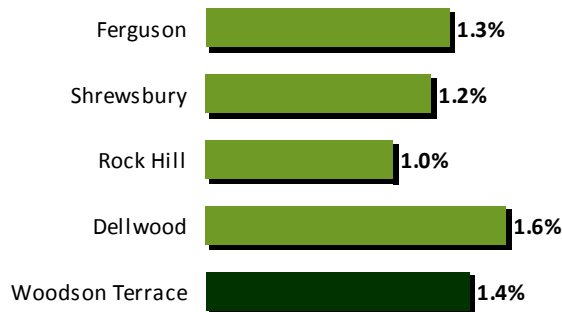
EXHIBIT 2- 11: MEDIAN VALUE OF HOMES (2008)



Source: www.citydata.com

The median real estate tax in the City of Woodson Terrace is 1.4 percent. Exhibit 2-12 shows the real estate taxes for other peer communities compared to Woodson Terrace.

EXHIBIT 2- 12: REAL ESTATE TAXES (2008)



Source: www.citydata.com

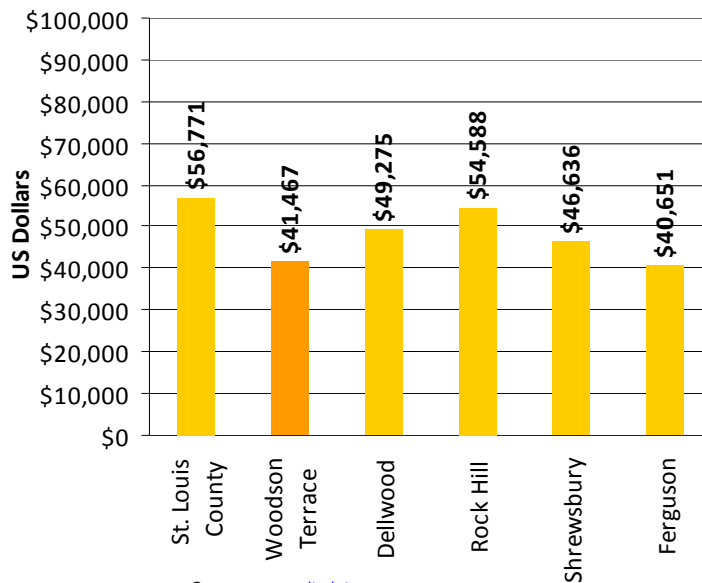
An analysis of building permit data reveals that the community has not seen significant new home building activity in recent years. The permits include building improvements such as new fencing and construction of garages and patios, etc. Most recent housing development called “The Villas at Woodson Ridge” built on the south of Ambro Lane, west of Woodson Road. Of the 19 sub-divided lots, four villas have been built to date. Poor economy and general housing slump in recent years could be the main reasons for lack of building activity in the community. Besides, Woodson Terrace is primarily a land-locked and built-out community with very little vacant land for new housing. The building permits data also shows a drop in the permits in the past 2 years compared to previous years.

Economic Profile

The median household income in the City of Woodson Terrace was \$41,467 in the year 2008 (Exhibit 2-13). It was \$35,647 in the year 2000 a rise of 16.3 percent.

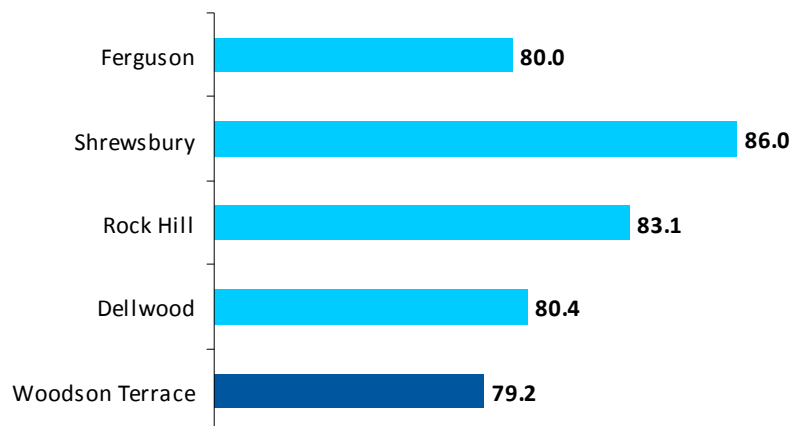
The cost of living index is calculated by using income and living expense information. It takes various incomes, in a certain area, and estimates how the income can handle living expenses. A cost of living index 100 indicates that the community is more affordable compared to US average (100). Exhibit 2-14 shows cost of living index of Woodson Terrace in comparison with its peer communities. Of the peer communities, Woodson Terrace has the lowest index of the communities identified.

EXHIBIT 2- 13: MEDIAN HOUSEHOLD INCOME (2008)



Source: www.citydata.com

EXHIBIT 2- 14: COST OF LIVING INDEX (2008)



Source: www.citydata.com

Table 2-1 shows the most common industries and occupations for men and women in the City of Woodson Terrace.

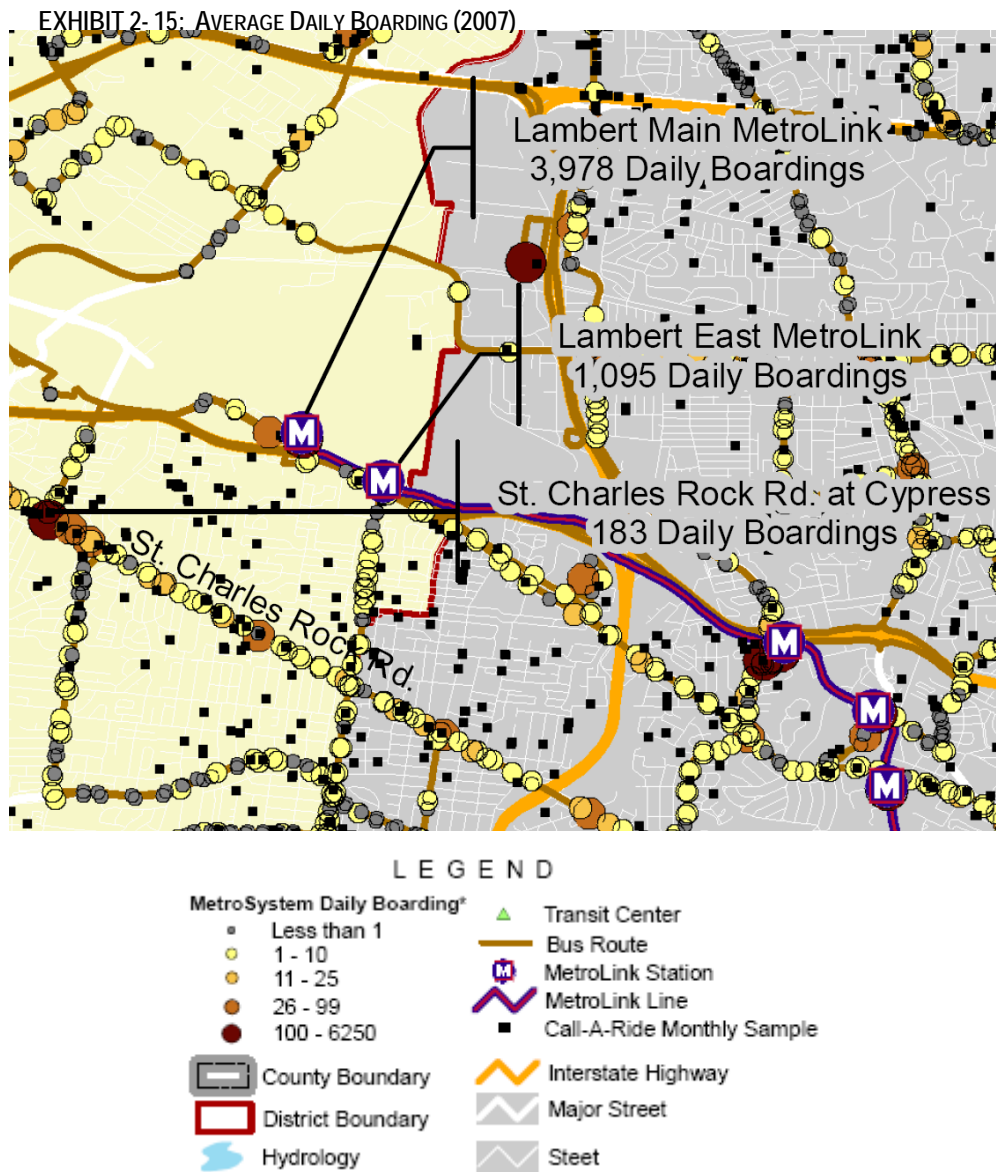
TABLE 2-1: MOST COMMON INDUSTRIES AND OCCUPATIONS IN WOODSON TERRACE

Most common industries			
Males	(%)	Females	(%)
Construction	17	Health care	15
Other transportation, and support activities, and couriers	6	Accommodation and food services	11
Health care	6	Finance and insurance	9
Repair and maintenance	6	Educational services	8
Accommodation and food services	5	Administrative and support and waste management services	5
Transportation equipment	5	Public administration	5
Truck transportation	4	Construction	4
Most common occupations			
Males	(%)	Females	(%)
Computer specialists	8	Secretaries and administrative assistants	9
Material recording, scheduling, dispatching, and distributing workers	7	Waiters and waitresses	8
Vehicle and mobile equipment mechanics, installers, and repairers	6	Other management occupations except farmers and farm managers	5
Other management occupations except farmers and farm managers	6	Cashiers	5
Driver/sales workers and truck drivers	6	Retail sales workers except cashiers	5
Assemblers and fabricators	5	Registered nurses	4
Construction trades workers except carpenters, electricians, painters, plumbers, and construction laborers	4	Nursing, psychiatric, and home health aides	4

Source: www.citydata.com

Transit Facilities

Mass transit facilities are of prime importance to the businesses in the City of Woodson Terrace. A lot of employees who commute to and from Woodson Terrace for work depend on these facilities. Therefore, a reliable and well-connected network of these facilities is vital for the success of this area. Map 2.3 shows the MetroLink and Metro bus facilities available in the area. Exhibit 2-15 shows the daily boarding ridership information of Metro System (bus and light rail) in the area based on data collected in the year 2007.



Source: Metro St. Louis (www.metrostlouis.org)

MetroLink

MetroLink is a major regional investment in infrastructure that remains an important market growth element providing linkage to the airport, downtown, and Clayton that otherwise would not be provided to the immediate market area. MetroLink provides transit market capacity to the immediate market area.

The closest MetroLink station is on the north of the city (Exhibit 2-16). The station is focused on airport access. There is no viable access from Woodson Road or Natural Bridge Road due to lack of pedestrian, bicycle, or automobile access. I-70 cuts off access between the East Terminal MetroLink station to Woodson Road and Natural Bridge Road in Woodson Terrace. These roads are home to numerous businesses that employ people from the region who depend on transit facilities to commute to work. People using MetroLink currently have to use the bus system to get to work, adding time and inconvenience to the commute.

EXHIBIT 2- 16: METROLINK STATION ACROSS I-70



Source: CH2M HILL

MetroBus Services

In large metropolitan areas, bus transportation is an integral part of regional transportation options and connectivity. This is especially true in Woodson Terrace. The bus service available within the area adds to the multi-modal elements in the marketplace and provides connectivity at the MetroLink station to

the entire Metro service area. As of August 2010, there are four MetroBus routes that serve the community (refer Map 2-3):

- **Route 34:** This route connects Hanley station to Riverport and Harrah's Casino. The bus is focused on minimal stops along I-70, but does serve Lambert-St. Louis International Airport.
- **Route 35:** This route connects Rock Road station to North Hanley Station, connecting Northwest Plaza, DePaul Medical Center, Boulder Industrial Drive, Rock Industrial Park Drive, and St Louis Mills. A connecting route (Route 66) can be taken at the Woodson Road and St. Charles Rock Road intersection.
- **Route 49:** This route connects North Hanley Station to Ballas Road, mainly connecting Natural Bridge Road and Lindbergh Road. A connecting route (Route 66) can be taken at the Woodson Road and Natural Bridge Road intersection. The bus also stops at the Lambert-St. Louis International Airport.
- **Route 66:** This route connects the Village Square Center to Clayton MetroBus Center, connecting North Lindbergh, Natural Bridge, Woodson, North, and South Roads. This is the bus line that currently serves Woodson Road and connects MetroLink Station to St. Charles Rock Road. However, there are only 3 trips between 6:00am to 7:30am and 3 trips between 3:30pm and 6:00pm serving this region. There is no service during nights and in weekends.

Bus Stops

Any transit facility requires adequate spacing of stops to maintain speed and walking distance between the stops. The optimal bus stop spacing for most transit routes is between 1,000 and 2,000 feet. In most U.S. cities, the typical bus stop spacing is between 650 and 900 feet. Reviews of bus stop locations on Woodson Road reveal that some of the stops are located as closely as 400 feet, well below the preferred spacing (Map 2-3). The quality of bus stops also varies dramatically from the sheltered bus stop, with amenities such as bench and lights as shown in the Exhibit 2-17, to a bus stop with no pad or bus route numbers.

EXHIBIT 2- 17: SHELTERED BUS STOP ON NATURAL BRIDGE ROAD



Source: CH2M HILL

Private Free Shuttle Service

There are several hotels along Woodson Road and Natural Bridge Road. Most of these hotels operate shuttle service for their visitors to and from airport. These shuttles are free and operate at 20-minute intervals during peak hours. The visitors also use the shuttle to get to the MetroLink Station at the airport in order to go to various places in the St. Louis region.

Existing Road Infrastructure

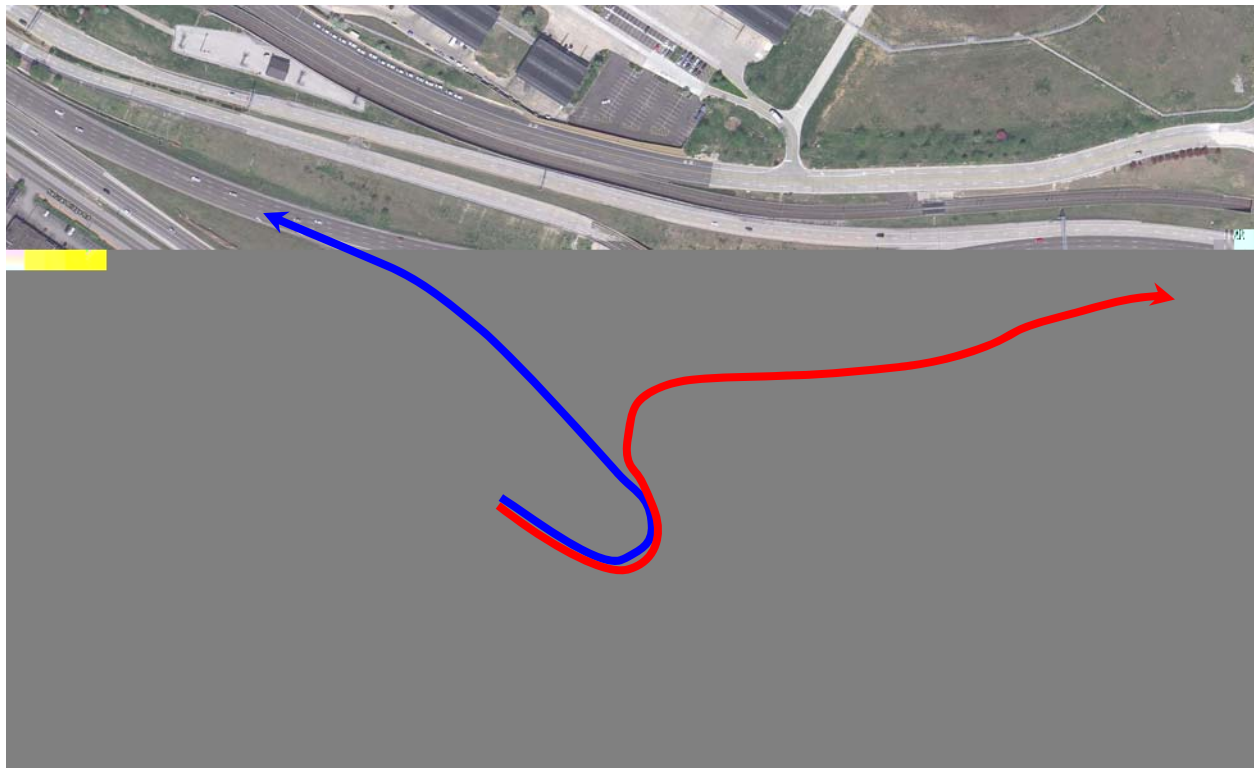
Access from I-70

There are two access points to the City of Woodson Terrace at I-70, but neither provides direct access. One interchange is located at I-70 and Natural Bridge Road, and the other at I-70 and Airflight Drive.

I-70 at Natural Bridge Road

The interchange, or ramp termini, at Natural Bridge Road and I-70, east of Woodson Terrace, is one-half mile from Woodson Road in the City of Berkley. This interchange provides access to the City. The ramp terminus is located at a signalized intersection at Natural Bridge Road, providing access to both directions of I-70; however, it only provides an eastbound exit from eastbound I-70. There is no westbound exit at Natural Bridge from westbound I-70 (Exhibit 2-18).

EXHIBIT 2- 18: RAMP CONFIGURATION AT NATURAL BRIDGE ROAD AND I-70, EAST OF WOODSON TERRACE

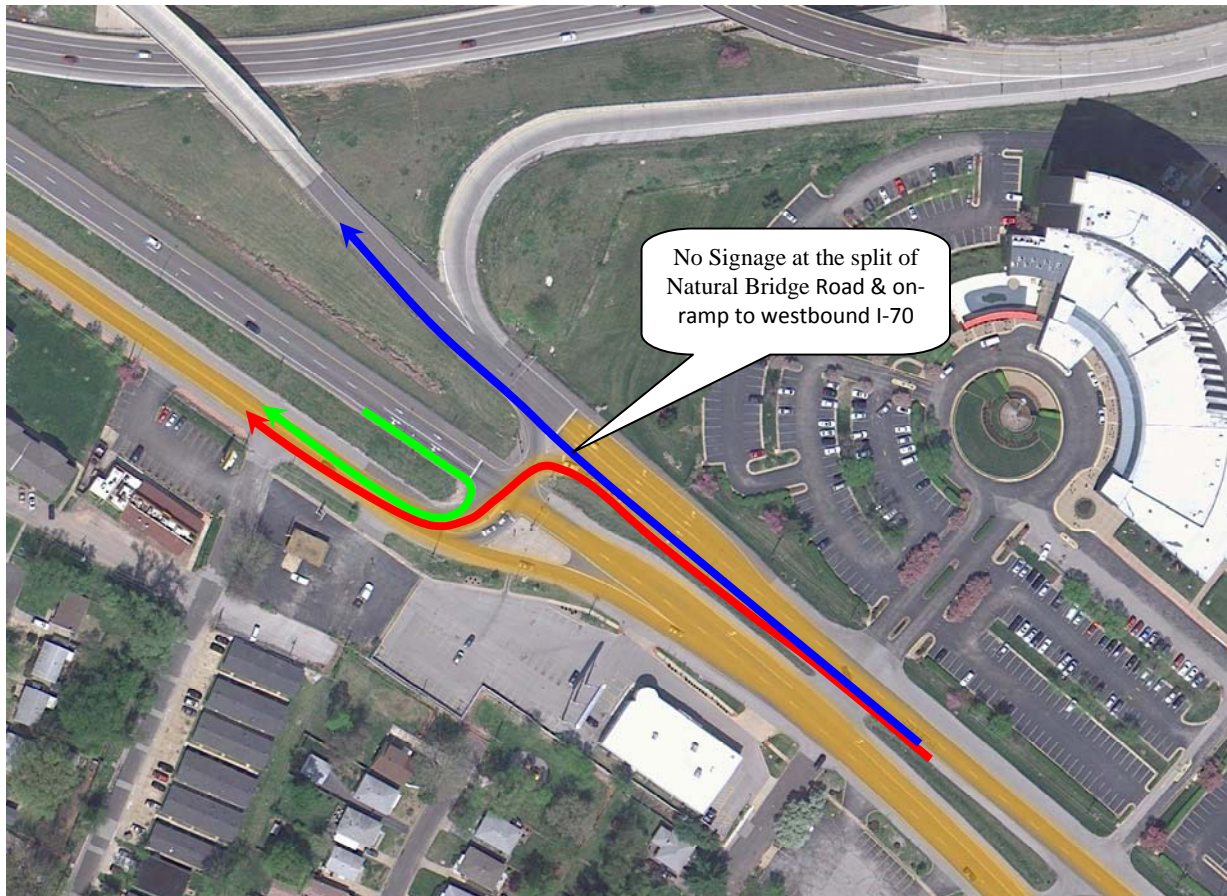


Source: St. Louis County GIS, CH2M HILL

The intersection where the entrance ramps and exit ramps meet with Natural Bridge Road is an extremely confusing intersection for both residents of the community and visitors to the community (See Exhibit 2-19). The exit ramp from westbound I-70 is in the same area, but only provides access to Lambert International Boulevard for access to Lambert-St. Louis International Airport. The ramp is just west of the Brown Road overpass of I-70. This ramp is intended only for travelers going to the airport, and does not connect any communities in the south unless one travels approximately 1.5 miles to Air

Flight Drive. The exit ramp for the eastbound I-70 to Natural Bridge Road leads straight to eastbound Natural Bridge Road, but a U-turn is required to travel westbound on Natural Bridge Road leading to the City of Woodson Terrace. The entrance ramp from Natural Bridge Road onto westbound I-70 is equally confusing. Westbound Natural Bridge Road essentially becomes the entrance ramps to both east- and westbound I-70. Roadway users must make a left turn to continue on Natural Bridge, an “S” movement. This interchange/intersection is extremely confusing, in addition to there being no clear directional signage. This intersection provides a major difficulty for the visitors to access the City of Woodson Terrace.

EXHIBIT 2- 19: ACCESS TO NATURAL BRIDGE ROAD AND SIGNAGE ISSUES



Source: St. Louis County GIS, CH2M HILL

The Missouri Department of Transportation has performed project scoping for this intersection for signal replacement and addition of pedestrian signals. No funding for the project has been identified.

I-70 at Airflight Drive

The west access that serves Woodson Terrace is located at Airflight Drive. The interchange consists of an unusual combination of ramps on the north and south side of I-70. This interchange is approximately 0.7 mile from Woodson Road. Eastbound I-70 exit at this interchange is actually a “T” intersection to Pear Tree Lane in the City of Edmondson. A left turn will lead to a traffic signal at Airflight Drive were travelling directly eastbound will lead to the City of Woodson Terrace, and to the north to the Airport.

The westbound I-70 exit leads to a traditional tight diamond intersection on the north side of I-70. A motorist would need to make a left turn to southbound Airflight Drive, then another left turn at Natural Bridge Road to travel eastbound to the City of Woodson Terrace. Access from Woodson Terrace to eastbound I-70 at this interchange is by way of a U-ramp. A right turn from Natural Bridge at Airflight Drive and a left turn to the I-70 entrance ramp will access westbound I-70.

Access from I-170

There are two ways to access Woodson Terrace from I-170: via St. Charles Rock Road and Natural Bridge Road. The Natural Bridge Road exit can be used by way of an exit ramp then travelling 1.3 miles to the intersection of the I-70 ramps at Natural Bridge Road. The South Outer Road for I-70 is Natural Bridge Road, and the configuration of Natural Bridge Road from the east to enter the city limits is difficult to navigate. Traveling westbound from I-170, a motorist must travel through the Brown Road intersection to the traffic signal at the I-70 ramps. At this intersection, a motorist must make a left turn to stay on Natural Bridge Road travelling west to Woodson Terrace. If one does not make the left turn at the ramps, a motorist would travel to westbound I-70 partially due to the configuration of Natural Bridge Road and partially due to lack of any way finding signage warning the driver in advance of the turn.

The St. Charles Rock Road access to Woodson Terrace is easier but requires travelling 1.8 miles farther. Motorists northbound on I-170 would exit to St. Charles Rock Road; make a left turn to westbound St. Charles Rock Road, travelling 1.3 miles to Woodson Road, then travel north 0.5 mile to the City limits.

Arterial Roads

Map 2.4 shows the street network and the hierarchy of streets in and around the City of Woodson Terrace. Natural Bridge road is a major east-west arterial in the community and the front door to the community from the I-70. This MoDOT-owned, two-lane asphalt roadway has a wide shoulder. The road surface is in generally in good condition. It is separated from the interstate by a barbed fence and non-landscaped green space ranging from 10 to 30 feet. The road way is unattractive to the passerby and does not leave a lasting impression of the community. The average daily traffic count on Natural bridge road at the interchange, east of Woodson Terrace is 20,312 (Exhibit 2-20).

Woodson Road, a major north south arterial through the community is also an asphalt roadway, not in a good condition. This MoDOT-owned road has shoulders converted to sidewalks with rolled curbs. This major, four-lane roadway has medians and turn lanes in some sections. The average daily traffic (ADT) on Woodson Road, south of the community and close to Guthrie is 14,159, and that on the north closer to Natural Bridge road is 9,941 (Exhibit 2-20). In the spring of 2011, Woodson Road will be resurfaced by MoDOT contractors, and American Disability Act (ADA) improvements will be made at intersections. In addition, lanes will be narrowed and a bike lane added in the north- and southbound directions.

The ADT on Woodson Road ranges from 10,000 north of Guthrie Road, to 14,000 south of Guthrie Road. Traffic rates on Natural Bridge Road through Woodson Terrace are not available, but are expected to be much lower than on Woodson Road. The general conditions are listed in Table 2-2.

TABLE 2-2: GENERAL CONDITIONS OF ARTERIAL ROADS IN WOODSON TERRACE

Roadway	Pavement Condition	Pavement Width	Sidewalks	Parking	Posted Speed
Natural Bridge Road	VG - Asphalt	46 feet	Yes (south side)	No	40 mph
Woodson Road	Poor - Asphalt	56 feet (3 feet C&G)	Yes (both sides)	No	40 mph

Source: St. Louis County GIS, CH2M HILL

EXHIBIT 2- 20: AVERAGE DAILY TRAFFIC (ADT)



Source: ESRI Business Analyst Software

Local Streets

Table 2-3 lists the general conditions and statistics of all the local streets in the City. The City of Woodson Terrace recently completed a three year micro-surfacing program of all streets in order to preserve the pavement until future resurfacing is needed. This treatment usually lasts several years and is considered preventive maintenance. Table 2-3 shows detailed information for local streets and provides a general characterization of the roadway infrastructure, including the following observations:

- Generally in good condition
- Only five local streets have pedestrian accommodation
- Most local streets are 26 feet wide
- Most local streets have parking on both sides
- Most local streets have a 20 miles per hour (MPH) speed limit

TABLE 2-3: GENERAL CONDITIONS OF ARTERIAL ROADS IN WOODSON TERRACE

Street	Street Condition	Street Width (feet)	Sidewalk (Y/N)	Parking (Y/N)	Speed (MPH)
Margo Ann	VG - Asph.	26	Y (both; W/W Edm.)	Y (both)	20
Beauty Lane	VG - Asph.	26	N	Y (both)	20
Aerospace Drive	Poor - Conc.	26	N	N	20
Lilly Jean	VG - Asph.	26	Y (both)	Y (both)	20
Raton	VG - Asph.	26	N	Y (both)	20
Nace	VG - Asph.	26	N	Y (both)	20
Guthrie (west of Woodson)	VG - Asph.	36	N	Y (both)	20
Guthrie (east of Woodson)	VG - Asph.	26	N	Y (both)	20
Corregindor	VG - Asph.	26	N	Y (both)	20
Winn	VG - Asph.	26	N	Y (both)	20
Keats	VG - Asph.	26	N	Y (both)	20
Tevis	VG - Asph.	26	N	Y (both)	20
Harold	VG - Asph.	26	N	Y (both)	20
Amity	VG - Asph.	26	N	Y (both)	20
Tipton	VG - Asph.	26	N	Y (both)	20
Chester	VG - Asph.	26	Y(both)	Y (both)	20
Trefore	VG - Asph.	26	N	Y (both)	20

TABLE 2-3: GENERAL CONDITIONS OF ARTERIAL ROADS IN WOODSON TERRACE

Street	Street Condition	Street Width (feet)	Sidewalk (Y/N)	Parking (Y/N)	Speed (MPH)
Holman	VG - Asph.	26	N	Y (both)	20
Dombard	New - Conc.	26	N	Y (both)	20
Ambro	VG - Asph.	20	N	N	20
Lambert Terrace	VG - Asph.	24	N	N	20
Edmundson	VG - Asph.	26	Y (west side)	Y (east side)	20
Kathlyn	VG - Asph.	26	N	Y (both)	20
Muriel	VG - Asph.	26	Y(both)	Y (both)	20
Bataan	VG - Asph.	26	N	Y (both)	20
Calvert (South)	VG - Asph.	24	N	Y (both)	20
Calvert (North)	VG - Asph.	36	N	Y (both)	20
Marvin	VG - Asph.	26	N	Y (both)	20
St. William	VG - Asph.	36/24	N	Y (both)	20
Gordon	VG - Asph.	26	N	Y (both)	20
Macon	VG - Asph.	26	N	Y (both)	20
Stansberry	VG - Asph.	26	N	Y (both)	20
Telscher	VG - Asph.	26	N	Y (both)	20
Lindscott	VG - Asph.	26	N	Y (both)	20
Leith	VG - Asph.	26	N	Y (both)	20
Vance	VG - Asph.	26	N	Y (both)	20
Macon	VG - Asph.	26	N	Y (both)	20
Brenton	VG - Asph.	22	N	Y (east side)	20
Bosswell	VG - Asph.	26	N	Y (both)	20
Herbert	VG - Asph.	26	N	Y (both)	20
Boswell	VG - Asph.	26	N	Y (both)	20
Tutwiler	VG - Asph.	26	N	Y (both)	20

Notes: VG = Very Good; Asph. = asphalt; conc. = concrete; Y= Yes; N=No; MPH= Miles Per Hour
Source: CH2M HILL

Pedestrian and Bicycle Facilities

Pedestrian and bicycle facilities are an important factor in the success of any transit system. Safety, aesthetics, and public amenities experienced by pedestrian traffic determine the long-term use of sidewalks and crosswalks and continued public interest in commercial and recreational areas. A 15-foot sidewalk is considered optimum for commercial areas in walkable, vibrant communities. This space should provide approximately 6 feet of space for planning, street furnishings, and lighting, and the rest of the space for walking. Wide sidewalks are among the foremost requirements to attract businesses such as cafes with outdoor seating areas that add to the vibrancy of commercial areas. In residential areas, in addition to planning area, 5-foot wide sidewalks are optimum and comply with ADA standards.

Currently, there are 5-foot-wide sidewalks along Woodson Road and Natural Bridge Road (See Exhibits 2-21 & 2-22). The sidewalks on both of the roads are not designed to current ADA guidelines. On Woodson Road, the sidewalks are former shoulders are converted to sidewalks. This is not an optimal situation for pedestrians due to rolled curbs; however, the addition of bike lanes to Woodson Road will provide a buffer between motor vehicles and pedestrians. Both roads have minimal planting. However, there is large amount of trees on non-landscaped green space on Woodson Road and some parts of Natural Bridge Road. There are no bike accommodations on any street in the community, but they will be installed on Woodson Road this spring. Both Woodson and Natural Bridge Roads have sufficient space in the public right-of way to create an appealing pedestrian and bicycle-friendly environment as alternate modes of travel in the city. Besides these two roads, only four other residential streets (Muriel, Chester, Margo Ann, and Lilly Jean) have sidewalks. The sidewalks on these streets are 4 feet wide and not ADA compliant.

EXHIBIT 2- 21: EXISTING PEDESTRIAN REALM ON WOODSON ROAD



Source: CH2M HILL

EXHIBIT 2- 22: EXISTING PEDESTRIAN REALM ON NATURAL BRIDGE ROAD



Source: CH2M HILL

Existing Block Structure and Walkability

Block structure affects walkability in various ways. Short blocks and frequent cross streets create the potential for more direct routing, which is more important to pedestrians than to high-speed motorists. More intersections make a walk seem more eventful, since it is punctuated by frequent crossing of streets. Frequent intersections also shorten the sense of elapsed time on walk trips, since progress is judged, to some extent, by the milestone of reaching the next intersection. Block size and walkability are related as follows

- Block lengths of 300 feet, more or less, promote a high degree of walkability
- Blocks lengths of 400 to 500 feet still work well and are typical of older urban areas
- Blocks lengths of 600 to 800 feet, or superblock dimensions, make adjacent blocks seem isolated from each other

Map 2-5 shows that the block structure in Woodson Terrace forms grid iron or modified grid iron pattern of streets that are helpful in movement of traffic. Most of the blocks are shaped as elongated rectangles with shorter sides ranging from 250 to 400 feet and longer side ranging from 400 to 1,300 feet. Most of the blocks facing Woodson Road are in a walkable range of 300 to 500 feet. This block structure, if paired with appropriate land use and infrastructure facilities, can lead to a walkable and vibrant corridor.

Existing Zoning Districts

The zoning code for Woodson Terrace was adopted in the year 1974. Since then several amendments have been made to the zoning code. Map 2-6 depicts existing zoning district boundaries into which the city has been divided. The City of Woodson Terrace currently has eight (8) zoning districts ranging from residential to commercial and industrial zones.

Legally, the Zoning District Map is adopted as part of the local zoning code. This map and code are tools to be used by the city to determine the land uses that will be permitted on a particular piece of property or parcel. Additionally, each zoning district has specific guidelines and regulations that developers must follow in order to be in compliance with the City's zoning code. Only the land within the city limits is represented on the City's Zoning District Map. The following is a list of the City's current zoning districts, and the approximate amount of land zoned for each district.

Residential Districts

The city has two (2) residential districts, R-1 and R2, representing various housing types and densities. R-1 Single-Family Residential Zoning District is the largest single zoning district within the city.

R-1: Single-Family Residential Zoning District

- Primary land use: single- and two-family residential units
- Minimum lot size for two family units: 9,000 square feet
- Minimum frontage: 50 feet
- Height: 35 feet or 2.5 stories
- Set backs: front, 42 feet; side, 5 feet ; rear, 20 feet or 20 percent of lot depth (whichever is greater)

R-2: Multi-Family Residential Zoning District

- Primary land use: Multi-family residential units
- Minimum lot size: 6,000 SF for two family units and 2,000 SF per dwelling unit for structures with more than two units
- Minimum Frontage: 50 feet
- Height: 35 feet or 2.5 stories
- Set backs: front, 20 feet; side, 10 feet ; rear, 15 feet or 20 percent of lot depth (whichever is greater)
- Parking: two spaces per dwelling unit

Commercial Districts

The city has four (4) zoning districts for commercial uses ranging from "C-1" to "C-4." Commercial land uses includes retail, car rentals, office, and service-oriented businesses.

C-1 Neighborhood Commercial Zone

The intent of this zoning district is to authorize certain limited sales and service facilities in the residential communities constituting a convenience to residents in the immediate neighborhood.

Neighborhood commercial areas are intended to service an area within 5 minutes walking distance or a 1,200-foot radius. However, only one parcel is zoned as C-1. Based on the size of the community and the analysis of walking distances, certain well-located parcels zoned as C-1 could increase the walkability of the neighborhood.

C-2 Highway Commercial Zone

Most of the land in the commercial districts falls within C-2 zone. The parcels zoned C-2 have frontage on Natural bridge Road and have a variety of uses ranging from hotels, car rental agencies, multi-family residential units, mobile homes, retail and service stores, and fast-food restaurants.

C-2 is one of the zoning districts that overlaps the land use with residential, industrial, and other commercial zones. There are certain discrepancies between the permitted and additional uses allowed by the zoning code and the existing land uses. Examples of such uses include the multi-family residential units (Pembroke Apartments) and the mobile home park.

While zoning districts generally allow for multiple land uses, it is necessary that these uses be compatible and able to share similar requirements such as regulations related to parking, landscaping, lighting, set-backs, building materials, signage etc. However, the uses such as hotels and car rentals that are permitted in C-2 are very different from one another and will be better served if placed in separate zoning districts.

C-3 and C-4 Districts

Parcels falling under C-3 and C-4 zones flank Woodson Road and allow for a variety of uses ranging from offices, hotels, strip malls, restaurants, gas stations, and carwashes. Currently, the zoning code for C-3 requires the front set-back to be a minimum of 30 feet. This requirement conflicts with the street designs that encourages walkability of the area

Industrial District

The City has one (1) zoning districts for industrial uses, zone I. The industrial uses are located in the community and do not consume large frontage on the arterial streets. The allowed uses overlap with C-2 District. For example, car rental companies Hertz and National fall in both C-2 and I zones.

Parks and Scenic Zones

Parks and scenic zones include green spaces, utilities, recreational areas, historic sites, and similar uses in the community. The City of Woodson Terrace has one community-scale park and one neighborhood-scale park. In addition to these there are four properties that are zoned PS.

Overall, the zoning code of a district is obsolete and needs to be updated to encourage the kind of development envisioned by the community. Special attention should be given to minimum lot sizes, set-backs, densities, parking, and heights in order to make the community walkable and vibrant.

Existing Land Use

Map 2-7, illustrates the general location of various land use categories. This existing land use map is used to evaluate current patterns of land use and assess needs for future growth. By dividing the City into existing land uses, one can determine the location, amount, and type of development throughout the planning area. This information may then be used to determine the most suitable future land use categories.

Each land use category is designated by standard colors on the Existing Land Use Map. The map is intended to categorize all development within the City into specific land use types. The existing land uses identified for the City of Woodson Terrace include:

- Single and two-family residential
- Multi-family residential
- Commercial
- Industrial and utilities
- Institutional
- Parks and recreation
- Airport
- Vacant land

The land uses depicted on the Existing Land Use Map are not to be confused with the City's zoning districts. While similarities may exist, the Zoning Map and the Existing Land Use Map do not illustrate the same information. The Zoning Map is a legal instrument that depicts how parcels are zoned and could include various land uses, whereas the Existing Land Use Map documents exact use of each particular parcel. For example, the R-1 single-family residential zone shown on the existing zoning map shows single-family residential units as well as churches and schools in same color. However, they are shown as different uses, and therefore different colors, on the existing land use plan. Unlike the Zoning District Map, local roadways, state highways, and other rights-of-way are not included as land uses on the Existing Land Use Map. A brief description of the land use categories used on the Existing Land Use Map follows.

Single and Two-Family Residential

Most of the residential structures in the City of Woodson Terrace are single-family, detached houses. Exhibit 2-23 is an example of residential structures in Woodson Terrace. The residential land uses are shown in light yellow color in the Existing Land Use Map 2-7.

Most of the single family structures are post World War II housing built in 1940s and 1950s (Map 2-8). These are ranch style homes with small footprints. Most homes have 700 to 1500 Square Feet in built-up area (Map 2-9). The condition of housing is generally good in the City of Woodson Terrace. However, there are several pockets in the community that are not well maintained. Most of these homes are renter-occupied housing.

EXHIBIT 2- 23: EXAMPLE OF SINGLE FAMILY RANCH TYPE HOUSING IN WOODSON TERRACE



Source: CH2M HILL

Multi-Family Residential

There are two multi-family complexes (Pembroke Apartments and Edmundson Square Park) and one mobile home park (Airline Mobile Park). These are shown in golden yellow color in the existing land use map. Most of the units in these complexes are in fair condition. However, the location of Pembroke Apartments and Airline Mobile Park on Natural Bridge Road is questionable. The multi-family residential use in this highly visible location from the highway is not the best use of land. The land can be used for other uses that are aesthetically appealing and need highway visibility, thus defining the front door to the community.

The Pembroke apartment complex (Exhibit 2-24) is located along Natural Bridge Road and was built in 1975. There are 64 units in this apartment complex, which occupies 3.11 acres of land area. The housing is in poor to fair to condition. These units are less than 700 square feet in area.

Edmundson Square Park is located in the west side of Woodson Terrace along Edmundson Road and was built in 1960. There are six structures with four living units in each building, totaling 24 living units in the complex. These units are less than 700 square feet in area and are in fair condition.

The Airline Mobile Home Park (Exhibit 2-25) is located along Natural Bridge Road. Built in 1948, the mobile home park occupies 1.63 acres of land. The condition of housing ranges from poor to fair. The structures in this park are 8 feet tall. The structures have concrete bases with wood frame construction.

EXHIBIT 2- 24: PEMBROOKE APARTMENTS



Source: CH2M HILL

EXHIBIT 2- 25: AIRLINE MOBILE HOME PARK



Source: CH2M HILL

Commercial

The commercial land uses in the community range from hotels to strip malls to freestanding establishments. These commercial uses in Woodson Terrace are shown in red on the Existing Land Uses Map 2-7.

Woodson Terrace is home to five hotels/ lodging facilities, including a Hilton, Holiday Inn, and Quality Inn. Almost all of the hotels' clientele come from airport. Located across from the regional airport, Woodson Terrace seems to be an ideal location for hotel establishments. Lack of direct access does not seem to be an issue for the hotels because all lodging facilities in Woodson Terrace, except Motel 6, have free shuttle facilities to pick up and drop off airport visitors. The shuttles also connect to the MetroLink station at the airport for visitors and employees.

There are 4 strip malls in the community. All strip malls in the city are single-storied structures with large set-backs. Built in the 1960s and 70s, these strip malls are architecturally obsolete, unattractive, and partly vacant. NHBD Shopping Center (the old Shop-n-Save site) has been vacant for several years and is in need of major repairs.

TABLE 2-4: ACREAGE, SQUARE FOOTAGE OF STRIP MALLS IN WOODSON TERRACE

Name of the Strip Mall		Year Built	Building Square Footage	Land Area (Acres)	Condition
1	Airport Plaza Building	1963	22,579	± 2.6	Good to fair condition
2	Woodson Square	1972	20,150	± 2.6	Good to fair condition
3	NHBD Shopping Center – North Parcel	1958	26,981	± 2.16	Old Shop-n-Save; Poor condition
	NHBD Shopping Center – South Parcel	1965	18,567	± 1.67	Poor Condition
4	Woodson Plaza	1960	6,435	± 0.85	Fair to poor condition

Source: St. Louis County Assessors office and CH2M HILL

Airport Plaza Building, the strip mall along Natural Bridge Road, was built in 1963 and houses multiple tenants ranging from liquor shops to hair salons. The strip mall is mostly occupied with a few vacancies. The businesses at this location do fairly well. This single-storied structure has large set-backs and is architecturally obsolete. While some effort has gone into the landscaping of the frontage, the structure does not leave a lasting impression

Woodson Square is located east of Woodson Road and north of Stansberry lane. This partially vacant single storey strip mall is home to long standing businesses such as Erio's and yesterdays and a few other ethnic restaurants.

NHBD Shopping Center is located south east of Guthrie and Woodson Road intersection. This is divided into two parts. The north side of the shopping center was previously occupied by Shop n Save. However the chain store relocated to St. Charles Rock Road. The place has been vacant ever since. The building was without HVAC equipment and there was an asbestos issue. However, the developers have remediated the asbestos problem and now have HVAC for the building. The south part of strip mall is partially occupied.

Woodson Plaza is located at the Woodson Road and Kathlyn Drive. This single storied structure has some vacancies and maintenance issues

Industrial and Utilities

Woodson Terrace has several parcels classified as industrial land use. These are shown with purple color in the Existing Land Use map. The uses range from rental car companies to manufacturing units and logistic companies. A major part of the industrial land use belongs to the rental car companies. The industrial uses are concentrated in the north part of the community. The rental car companies can be accessed from Natural Bridge Road. Most of the industrial parcels can be accessed from Aerospace Drive. This 26-foot wide street ends in a cul-de-sac, forcing truck traffic to use Woodson Road to get properties to Aerospace Drive. There is a private road of same name that is connected to Natural Bridge Road.

Hertz Corporation (Exhibit 2-26) is located along Natural Bridge road on the west side of Woodson Road. It has a secondary access on Aero Space Drive. The office and maintenance facility is located at the cul-de-sac end of Aerospace Drive. This facility has a frontage of approximately 350 feet along Natural Bridge Road and occupies roughly 11 acres.

EXHIBIT 2- 26: HERTZ RENTAL CAR ALONG NATURAL BRIDGE



Source: CH2M HILL

The National-Alamo rental car company is located on the east side of Woodson Road along Natural Bridge Road, with secondary access on Woodson Road. This facility has a frontage of approximately 600 feet along Natural Bridge Road and occupies roughly 8.5 acres.

Though the rental car companies are a major part of Woodson Terrace's economy, the vast tracts of open asphalt surface on Natural Bridge road give an unpleasant first impression to the visitors. Being some of the most visible sites from the highway, the rental car land use is not the best use for land in this location. This majorly asphalted surface has minimum landscaping within the facility. Together, the rental companies occupy approximately 25 percent of the highly visible frontage along Natural Bridge Road from I-70, within the city boundaries.

There are several parcels along Woodson Road classified as industrial land use. This 32,320-square-foot warehouse structure was built in 1977 and has several tenants. The single-storey blank structure with metal exterior has approximately 350 feet of frontage along Woodson Road. The building sits close to the road, with a single row of parking and minimum landscaping making it an unattractive stretch for pedestrian traffic.

Institutional

The parcels that belong to the institutional land use in the City are shown in blue on the existing land use map 2-9. These include municipal facilities such as Community Resource Center, City Hall, the Police Department, and the Public Works Facility. Table 2-5 summarizes the general conditions of these facilities.

TABLE 2-5: GENERAL CONDITIONS OF INSTITUTIONAL FACILITIES

Community Resource Center				
	Year Built	Size (square feet)	Condition	Notes
Storage	1957		Good	Former City Hall building renovated to storage.
Community Gathering	1957		Good	ADA compliant area used for committee meetings of the City.
City Hall/Police/Courts				
City Hall/Council/Court	1989	10,000	Very good	Administration moved in 2010, newly renovated offices and council chamber. Parking lot sealed but in distressed condition.
Police Department	1989	5,000	Very good	Three holding cells and administrative offices.
Public Works Facility				
Upper Building/Office	1968	2,250	Good	Wood frame
Lower Building	1998	1,638	Very good	Wood frame
Salt Building	N.A.		Very good	Wood frame, open front
Outdoor Storage	N.A.		Good	Organized, storage shelving present

Source: Woodson Terrace Public Works Department & CH2M HILL

Besides the municipal facilities mentioned above, other buildings that belong to this classification of land use in the city include the following and are shown in the Community Facilities Map 2-10.

- Churches
- St Louis Church Of Christ Jesus
- New Beginnings Missionary Baptist Church
- Columbia College
- Catholic Health Association

Though architecturally unattractive, almost all the buildings belonging to this land use are in good to excellent condition. Built in the 1980s, most of these buildings have large set-backs from the road, with underutilized surface parking lots in front, thus making it less appealing for pedestrian traffic.

Parks and Recreation

There are two parks in the City of Woodson Terrace. These are shown in green color in the existing land uses map 2-9 and community facilities map 2-10

The John L. Brown Park is a state-of-the-art park occupying approximately 15 acres of land. It is located 1 block west of Woodson Road near the intersection of Stansberry and Calvert. The park land houses the Woodson Terrace Veterans' Memorial (built in 2003), a 150,000-gallon swimming pool, ball fields, pavilions, and other park structures. Table 2-6 provides a list of facilities in this park.

TABLE 2-6: GENERAL CONDITIONS OF JOHN L. BROWN PARK

	Condition	Remarks
Ball Fields	Excellent	Two baseball fields and a running track that were recently improves encompass the baseball fields.
Park House	Good	Building used for storage at the present time.
Detached Bathrooms	Very good	Wood frame.
Parking Areas	Good	No bicycles permitted in the park.
William Ratchford Pavilion	Very good	Open air structure; wood frame with some vinyl siding.
Large Pavilion #2	Very good	Open air structure, wood frame
Large Pavilion #3	Very good	Open air structure; steel frame.
Small Pavilions (5)	Very good	Wood frame pavilions.
Pool	Very good	150,000-gallon pool facility.
Pool House	Very good	Exposed wood frame structure.
Track	Very good	Track has new seals and was recently paved. Circle ball fields.

TABLE 2-6: GENERAL CONDITIONS OF JOHN L. BROWN PARK

	Condition	Remarks
Ball Fields	Excellent	Two baseball fields and a running track that were recently improves encompass the baseball fields.
Park House	Good	Building used for storage at the present time.
Horse Shoe Pits	Good	
Veterans Memorial	Very good	Built in 2003.
Pathways	Very good	All paths are ADA compliant.
Parking Areas	Good	7 ADA Spaces in the small upper lot, 39 parking spaces. Approx. 63 spaces in lower lot.
Fencing	Excellent	Fencing secures entire park and has electronic gate to secure the park.

Source: Woodson Terrace Public Works Department & CH2M HILL

A 1.6-acre passive neighborhood park is located 3 blocks east of Woodson Road. This park is large enough to serve the area east of Woodson Road in the City of Woodson Terrace. Playground equipment in the center of the park area is in good condition. The park is served by three (3) sets of non-ADA compliant steps and one 10-foot wide access path from Guthrie Ave. This 140-foot pathway to the park is between two properties and driveways to those properties. The concrete path is relatively uninviting and the pavement is in poor condition. Since this access abuts the adjacent driveways, there is no landscaping or anything to indicate that a park exists at the end of the access. The other three access points are from Stansberry Avenue, Lindscott Avenue, and Herbert Avenue. These three access points have 4-foot wide sideways and only steps leading to the park. None of the access points and the park is

EXHIBIT 2- 27: ACCESS PATH FROM GUTHRIE AVE



Source: CH2M HILL

EXHIBIT 2- 28: ACC PLAY EQUIPMENT IN PARK



Source: CH2M HILL

ADA-compliant.

Airport

A sliver of land belonging to the airport falls within the City limits and is shown in peach on the existing land use map. The airport land within the City limits is mostly occupied by the MetroLink tracks and station. The airport is a major asset to the community. However, lack of direct access makes it difficult to reap the benefits of being in close proximity to one of the largest employers in the region. Market impacts and opportunities will be discussed in greater depth in the Market Research section of this report.

Vacant Land

There are several vacant parcels and structures along Natural Bridge Road and Woodson Road. These are shown in gray on the existing land use map 2-9. These parcels and buildings can be viewed as opportunity areas for the City of Woodson Terrace for future development. Some of the critical vacant properties in need of redevelopment and revitalization are listed in Table 2-7. The future development chapter map will discuss appropriate uses for these parcels.

TABLE 2-7: TITLE: IMPORTANT VACANT PROPERTIES IN WOODSON TERRACE

Property Address	Building Square footage	Parcel Acreage	Year Built	Remarks
10000 Natural Bridge Rd. St. Louis, MO 63134	No Building	3.32	NA	Previously used as Alamo car rental lot.
4409 Woodson Rd. Saint Louis, MO 63134	7,980	1.97	1969	Previously used as a restaurant/bar named Celebrity Nites.
4349 Woodson Rd. Saint Louis, MO 63134	53,350	2.49	1960	This office building is next to new City Hall and is in good condition with ample parking space.
4032 Woodson Rd. Saint Louis, MO 63134	26,981	+ 2.16	1958	Old Shop-n-Save site; Very poor condition; No HVAC System; Asbestos issues.

Source: CH2M HILL

Utilities and Services

The City of Woodson Terrace is served by Ameren Electric, Laclede Gas Company, Missouri American Water Company, AT&T, and the Metropolitan St. Louis Sewer District. The community has adequate utilities and services to serve their needs.

Ameren Electric

There have been no electricity service problems in Woodson Terrace, for either capacity or reliability of the system. Since 2006, Ameren has taken steps to improve reliability all over the St. Louis region, including Woodson Terrace. Steps taken to provide reliable service include an ongoing tree-trimming program to keep wires from damage in storms, undergrounding of backbone service lines, re-conductoring of lines, and general maintenance. One such effort has been inspecting the circuits between and on each pole to identify maintenance needs.

In terms of economic development, any proposal will require a load structure study requested by the developer. Overall, elasticity service to Woodson Terrace is not a problem.

Natural Bridge has distribution facilities on the south side of the roadway, while Woodson Road is free of power lines. Most, if not all, facilities serve properties from the rear yards.

Laclede Gas Company

At this time, Laclede Gas Company has no problems with supply or service to Woodson Terrace. An increase in development that may happen along Natural Bridge or Woodson Road is within the capacity of the existing system of facilities.

Missouri American Water Company

There have been no out-of-the-ordinary service issues in Woodson Terrace, other than the typical water main breaks. The water supply to the area is very well served by a 20-inch main on Natural Bridge Road, as well as Woodson Road. The water main replacement program by Water Company has to address old facilities, as well as facilities with a history of breaks. The main replacement program is a system-wide look at the water facilities, and all problems are tracked and monitored.

Metropolitan St. Louis Sewer District

Several problems have been documented by metropolitan sewer district (MSD) in the City, including both sanitary and stormwater concerns. MSD has been in the process of reviewing issue numbers from its enterprise database, which has resulted in some requests being dropped since the issues have not been validated. The issues being dropped are a result of updated pipe cleanout program, or other investigations that have led to the resolution of a reported concern.

Table 2-8 shows issues that are still open in the City, including identification numbers, project numbers, name, description of the problem, and approximate cost of fixing it. The projects are prioritized along

with others in the MSD service area based on problem severity and severity of impact to residents or businesses.

TABLE 2-8 SEWER ISSUES IN WOODSON TERRACE

ID No.	Project No.	Type	Name	Problem	Solution	Cost
4468	86002	Storm	Herbert Ave. 4200-4400 Blocked Storm Sewer	Frequent. structural flooding.		\$249,000
7879	T03110501	Sanitary	Lambert Terrace San. Relief	Existing 10-inch sanitary sewer discharges to 8- inch; multiple backups.		\$165,000
4151	2010121	Storm	9262 Stansbury Ave. Storm	Infrequent structural flooding from over land flow.		\$255,000
9268	2010239	Sanitary	Natural Bridge at Woodson Road	Deteriorated 12- inch sanitary sewer, collapsed sewer.	To be determined, replace line in Natural Bridge.	

Source: Metropolitan Sewer District

Several issues have been resolved. The concerns that have been corrected were along Beauty; St. William is underway right now, Leith, and Margo Ann.

The problem identified along Lambert Terrace is a sanitary relief project. The project is in the conceptual phase, which is included in planning documentation for the area. This is part of an infiltration and inflow reduction program for the St. Louis County. The area in question is between Edmondson Road and Woodson Road. The main focus will be to disconnect downspouts and drains from homes to the sanitary laterals.

The Natural Bridge Sanitary Relief project (No. 6866) is scheduled for 2011.

Trash Service

Trash pickup in the City of Woodson Terrace is for trash, recycling, and yard waste, and is negotiated by the City. Contracts are negotiated every 3 years. The most recent contract includes once-a-week curbside collection from receptacles provided by the contractor. Recycling is single-stream and bins used for recycling are provided by the contractor through a grant from the St. Louis County. There is a collection for large items once per month, at the end of the month.

Problems with trash service are called in to City Hall directly, and the contractor is notified of the problem. As a general rule, the contractor contacts City Hall on collection days to check on misses or concerns, and the concerns are addressed on the same day, if possible.

Fire Department

Woodson Terrace is served by the Community Fire Department that provides fire protection and emergency response services to 7 communities and unincorporated St. Louis County (Map 2-11). It has Class 4 rating and complies with 2003 IBC IRC and code. The district currently has a staff of 68 people, 3 Engine Houses- St. Ann, Overland and St. John (the newest being 4 years old), Ladder truck is parked in Overland engine house, Pumper trucks are in St. John and St. Ann. All engine houses have ambulances.

Woodson Terrace is adequate as for as hydrant placing and water supply. However, in event of larger changes such as large development an upgrade may be needed. Woodson Terrace does not have any major infrastructure issues that will hinder the performance of fire district.

CHAPTER 3



Market Report



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CHAPTER 3

Market Report

Purpose

The purpose of this chapter is to define the economic dynamics of the Woodson Terrace study area within regional & local market conditions. The results of the understanding of these economic conditions will provide a basis for implementation planning and finance strategies associated with the comprehensive planning process.

Recommendations in the implementation strategies chapter will be focused on a market driven concept* and will include suggestions based on infrastructure conditions, location, and economic development opportunities associated with the immediate access of transit facilities and regional transportation systems. Future positioning of the City in the core regional marketplace will determine opportunities for the future that are not present today, but are appropriate for the City of Woodson Terrace and meet the needs of the community and the local market needs.

** Definition: Market Driven – Existing and planned conditions that meet the market needs of public and private entities and that encourage investment based on those conditions. By planning for certain physical, policy and financial conditions, market driven concepts can attract interest and participation within the investor marketplace. Examples of market driven planning concepts include, but is not limited to:*

- Present and future infrastructure planning
- Market dynamics and the relationship of existing public and private investment within a defined area and future opportunities created by those dynamics
- Availability and cost of land
- Creation of policies that represent the City interest while providing incentives for future development investment
- Creation of specific, designated development areas planned for market driven investment
- Availability of public and private financing and cooperative structuring of development investment dollars within defined development areas

Regional Market

The St. Louis Region is composed of seven (7) counties and the City of St. Louis (See Exhibit 3-1), each representing individual economic markets and development potential that make up the economic strength and job base for St. Louis Region. Woodson Terrace lies in the northern part of the region, and is located contiguous to and south of Lambert St. Louis Airport, a strong market force.

Illinois

1. Madison
2. St. Clair
3. Monroe

Missouri

4. St. Charles
5. St. Louis
6. St. Louis County
7. Franklin
8. Jefferson

EXHIBIT 3-1: ST. LOUIS REGION



Source: <http://www.ewgateway.org/ourregion/ourregion.htm>

Interstate Highway Access

Regional access to Woodson Terrace is substantially related to automobile traffic along the I-70 highway corridor. The dependency on automobile access is related to the limited availability of MetroLink service to the communities south of Lambert-St. Louis International Airport and a general lack of interest in bus transport. Therefore, planning of market growth and the potential increase in commercial investment in the area must take into account automobile travel ways and parking.

The City is centrally located in St. Louis County just south of Interstate 70 (I-70), a Midwest section of an interstate highway system spanning the entire North American continent. It is located 1.5 miles west of Interstate 170 (Map 1-1).

There are two access points to the City at I-70, but neither provides direct access. One interchange is located at I-70 and Natural Bridge Road, and the other at I-70 and Airflight Drive. Both the access points lead to Natural Bridge Road, the front door of the community, making it one of the most important corridors in the community I-70 and Natural Bridge Road interchange/intersection is extremely confusing and lacks clear directional signage. This intersection provides a major difficulty for visitors attempting to reach the City of Woodson Terrace. The interchange at I-70 and Airflight Drive consists of an unusual and confusing combination of ramps on the north and south side of I-70.

There are two ways to access Woodson Terrace from I-170: via Natural Bridge Road and St. Charles Rock Road. The Natural Bridge Road exit from I-170 is approximately 1.3 miles from Woodson Terrace, and

the configuration of Natural Bridge Road from the east to enter the city limits is difficult to navigate. The St. Charles Rock Road access to Woodson Terrace is simpler, but requires traveling an additional 1.8 miles.

The majority of the market segment that come or will come to the community will use I-70. While the community has a great regional advantage due to its location and proximity to interstate highways, the advantages have been limited due to the poor access conditions. I-70 corridor has an average daily traffic (ADT) of 146,000. However, Woodson Terrace, which has a 0.7-mile-long frontage along the I-70 corridor, is unable to tap into this market segment. The communities south of Lambert-St. Louis International Airport, including Woodson Terrace, can reap the full benefits of their location only if a comprehensive look is taken at the I-70 corridor and access to I-70 is reconfigured to better serve these communities.

Lambert-St. Louis International Airport

The City of Woodson Terrace is located just south of the Lambert-St. Louis International Airport, which is the gateway for 15 million travelers each year in the St. Louis region. Supporting more than a dozen airlines and cargo operations, Lambert-St. Louis International Airport is the region's doorway to national and international commerce and destinations. Lambert-St. Louis International Airport is also one of the largest employers in the region. The Airport Authority is made up of the Airport Commission, the Airport Director, and more than 550 full-time employees.

The development of the airport and its location has relevance to the overall historic wealth of the St. Louis region as well as the economic growth and prosperity of the area. There are few concentrated economic engines within the region that are as dynamic and economically significant as the airport facility.

Lambert airport is primarily thought of as a port for commercial passenger and freight airline activities. These transit and freight commercial facilities and governmental business activities create jobs and consumer demand that is unmatched elsewhere within the St. Louis region. The airport is also home to a military installation and Boeing Company. In 1997 The Boeing Company acquired McDonnell Douglas Corporation; a St. Louis owned and operated aircraft and aerospace company. The company remains at its original location and is a mainstay in the local and regional marketplace.

Lambert-St. Louis International Airport is one of the largest missed opportunities for the communities south of the airport.

Lindbergh's reputation as an ace pilot was unassailable in St. Louis. He had pioneered the airmail routes between that city and Chicago. Harry Knight, president of the St. Louis Flying Club, had great respect for Lindbergh. So much so that Knight chose Lindbergh as his personal flight instructor. Lindbergh, in turn, came to Knight when seeking backers for his proposed flight. Knight put Lindbergh in contact with the head of the St. Louis Chamber of Commerce, Harold Bixby. Meeting with Bixby, Lindbergh predicted great things for St. Louis if the city were to put its support behind such an historic flight. Painting a picture of St. Louis as an aviation hub, Lindbergh convinced Bixby to sponsor his flight. A budget of \$15,000 was agreed upon.

www.charleslinbergh.com

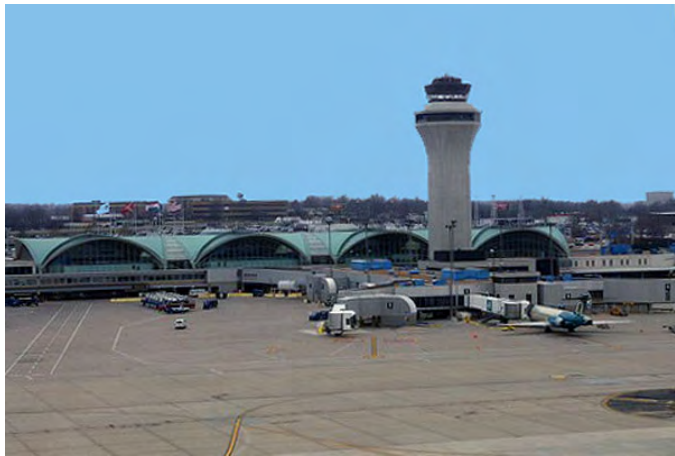


With millions of visitors to the area and employees at the airport, Woodson Terrace has a regional advantage like no other community in the region. Yet, the community is not a hot spot for development because I-70 is a dividing line between Airport and the City. There is no direct access to draw people into the community from airport. One must use the I-70 interchange at Airflight Road to reach Woodson Terrace. The confusion and difficulty of accessing Woodson Terrace via this interchange keeps visitors and employees from going to the communities south of the airport.

The airport is currently in the process of updating its Master Plan. The Master Plan Study will produce a framework to guide future airport development to cost-effectively satisfy regional aviation demand, while considering potential environmental and social impacts. It focuses on long-term terminal needs, air cargo opportunities, and support-facility improvements. Additionally, a special focus of the plan will identify potential opportunities to facilitate new sources of economic growth.

The airport's role as a regional economic generator will be reviewed, including the number of jobs it provides within the community through re-use of airport property. Adjacent communities North Park and Hazelwood are conducting similar reviews of redevelopment areas. Opportunities for other intermediate- and long-term developments will be examined in order to maximize the economic contributions of aviation and non-aviation properties to neighboring communities and the region.

EXHIBIT 3-2: LAMBERT AIRPORT



Source: <http://www.visitingdc.com/images/st-louis-airport-code.jpg>

EXHIBIT 3-3: METROLINK



Source: <http://farm2.static.flickr.com>

MetroLink

MetroLink is a major regional investment in infrastructure that remains an important market growth element providing linkage to the airport, downtown St. Louis, and City of Clayton that otherwise would not be provided to the immediate market area. MetroLink provides transit market capacity to the immediate market area. Daily, approximately 4,000 passengers board the light rail at the MetroLink station, directly north of Woodson Road. However, the communities south of the station do not seem to benefit from the presence of commuters due to the lack of direct access to and from the station. Like the



airport, MetroLink is an important part of market segment that is lost due to access challenges at this station.

The MetroLink station represents an excellent opportunity to bring new resources to Woodson Terrace that otherwise may not penetrate this market. With creative marketing techniques, MetroLink provides access to the airport, the University City and Clayton area, and as far south as Richmond Heights, Shrewsbury, and locations in Illinois.

What is lacking at this time is a contiguous and convenient physical relationship between the station facility, Natural Bridge Road, and Woodson Road. And, although there is bus service to the station, it is too time-consuming to be convenient at lunch hour for employees at the airport. It is also inconvenient for the visitors due to unfamiliarity with the area. Direct pedestrian and auto access is needed to attract these market segments to the communities south of the airport.

Competing Municipalities

The “St. Louis Lambert Airport Economic Development Strategy” study was spearheaded by the Office of the Governor in 2000. The study looked at the economic development potential of the nine municipalities surrounding the airport¹ and found that they were not tapping the full economic potential of their close proximity to an airport. In other regions, the communities closest to the airport enjoy dramatic economic advantages, with significant increases in tax revenues and residential property values. The expanded tax bases have made more dollars available for services in residential communities, improving the overall quality of life.

The study pointed out that the major reason for the fragmented, uncoordinated growth around the Lambert-St. Louis International Airport is the natural competition among local jurisdictions for sales and property tax revenues. Each local jurisdiction has its own land use plan and development strategies, which far too often conflict or compete. While these strategies may have produced some short-term benefits for the individual municipalities, they have stunted the long-term growth and economic sustainability of the area near the airport. In addition, comparative development subsidies have resulted in higher governmental costs.

This counterproductive competition fosters a climate in which local governments react to proposals on a case-by-case basis. Far too often, the municipalities take the first development idea that comes along, rather than waiting for the best use for a particular piece of land. The myriad billboards near the entrance to Lambert-St. Louis International Airport and the remote parking lots exemplify this tendency. Each local plan and underlying economic development strategy may make sense in the short run, but the lack of an overall framework and land use plan results in highly fragmented, inefficient development patterns that fail to take full advantage of the development opportunities presented by being close to an airport.

Unless the leaders of the communities near the airport act collaboratively and decisively, the airport's full economic potential will not be realized, and other cities with hub airports will take jobs and business development opportunities.

¹ The communities included in the study are Woodson Terrace, Edmondson,

Immediate Market Dynamics

Several major market dynamics have a great influence on the immediate market and investment potential within the area. These forces include responsive and complementary land uses, available land, aesthetic appeal of the corridor, access to the land uses, parking facilities, pedestrian and bike friendliness of the area, and visibility of the land uses. These forces and their effects are discussed below for both Natural Bridge Road and Woodson Road, which are the two commercial corridors in the City.

Commercial and warehousing development has typically followed highway systems within the local market around Woodson Terrace. These development patterns have concentrated adjacent to highway interchanges and some are part of planned urban development concepts while others have developed based on market demand and critical massing of certain types of land uses.

Natural Bridge Road

Natural Bridge Road in Woodson Terrace has a 0.7-mile-long frontage road along the I-70 corridor and is the front door to the community. It provides the first impression of what the community has to offer, and therefore is very important to the development of the community's image and identity.

An analysis of land use shows a mix of land uses along the Natural Bridge corridor (See Exhibit 3-4). The land uses vary from housing to mobile homes and car rental companies to hotels. Only a few buildings along this stretch of Natural Bridge corridor make any impression on passersby. An aerial view of the corridor reveals that most of the land along this corridor is dedicated to parking. Approximately 25 percent of the space along the frontage road is occupied by the car rental companies. While car rental companies are very important asset to the community, their location along Natural Bridge Road is not the best use of land in this location. Similarly, multi-family homes and the mobile home park do not need highway visibility. The space along the frontage road should be utilized by the land uses that need highway visibility and are able to draw people in the community.

EXHIBIT 3-4: LAND USES ALONG NATURAL BRIDGE ROAD



Source: CH2M HILL

Woodson Road

Woodson Road is another commercial corridor that runs in north-south direction through the center of the community. Besides being a major arterial road in the region, this road is also a collector street to the residential neighborhoods in the community and hence tends to be the main street for the community. There is a variety of land uses along this corridor. Long-running businesses, such as Erio's and Yesterday's, are also located along this corridor. Like Natural Bridge Road, Woodson Road has only a handful of developments that create a lasting impression on passersby, such as the Holiday Inn. Several four- to six-storied office buildings are located along Woodson Road. Some of these buildings are partly vacant. Three of the four strip malls in the community are located along this stretch of Woodson Road. Some of these buildings are partly vacant. Overall, the Woodson Road stretch is peppered with vacancy, one of the foremost concerns of the community.

EXHIBIT 3-5: LAND USES ALONG WOODSON ROAD



Source: CH2M HILL



While it would be ideal to attract new development by demolishing the older, dilapidated buildings, such developments are very expensive and slow to occur given today's economic situation. However, buildings that are in better condition can be reused in an innovative way to fill in vacancies and begin generating revenue for the community and income for property owners. For example, when City Hall needed a larger space for its operations, it reused a vacant big-box retail store and converted it into a state-of-the-art City Hall and Police Department (See Exhibit 3-5). This serves as a good example of reusing and revitalizing existing spaces. Such reuse of the property increases the property values in the surrounding areas.

Architecture, Massing, and Density

Some communities have strict guidelines related to architectural styles and materials that are used in facades. This singularity in architecture and materials creates a pleasing and coherent environment, thus rendering an identity. Other communities that have grown over time tend to have a mix of architectural styles and materials. The elements that can tie these places together and create a cohesive sense of place and an inviting environment are the massing and setbacks of the buildings. Architectural massing

is determined by composing and manipulating three-dimensional building forms into a unified, coherent architectural configuration. It is a crucial component of building design because it creates a unique identity for the building as well as impacts the urban environment. A building should be designed in a manner that reduces its apparent bulk by dividing the building into smaller masses. This design holds the interests of passersby and makes the place seem inviting.

The massing of the buildings varies greatly along both Natural Bridge Road and Woodson Road, as do the setbacks (See Exhibit 3-6). In the 0.7-mile stretch of the Natural Bridge corridor and 0.9-mile stretch of Woodson Road, the structures range from one-storied strip malls and odd single-family homes to a nine-storied hotels. The setbacks also range from 15 feet to 200 feet. Such variance in setback distances, combined with uninteresting architecture, large setbacks fronted by parking, and minimum landscaping, is not successful in holding the interest people walking along these roads.

EXHIBIT 3-6: MASSING OF BUILDINGS ON NATURAL BRIDGE AND WOODSON ROADS



Source: CH2M HILL



The use of development design guidelines is one way to make sure that the development along these two commercial corridors creates an inviting and vibrant environment and that the new development should use land more intensively, rather than by creating large, sprawling spaces. The guidelines address the importance of design in maintaining and enhancing community character and in creating great public places. Among the subjects covered in these guidelines should be defining topics such as site design, street design, and parking design to support mixed-use development. The guidelines should be crafted not only to respond to the market capacity and the type of use, but also to be aesthetically appealing. While the success of these corridors will depend on investment from the private sector, design guidelines can act as a primer and a technical reference for the local governments and will result in high-quality development and innovative projects.

Availability of Land

Land use patterns lack density in Woodson Terrace, with the majority of each parcel using available acreage for circulation and surface parking. This development pattern minimizes land value and takes away retail and commercial space from the marketplace. Most buildings are typically one-story structures, and the few multi-story buildings are hotel developments.

Existing land use patterns along Natural Bridge Road and Woodson Road provide opportunities for redevelopment and in-fill development. Some important vacant properties in Woodson Terrace and their acreage are listed in Table 3-1. The land use patterns have limited development options as they exist today, but offer opportunities to optimize the available land currently used for parking and circulation.

TABLE 3-1: IMPORTANT VACANT PROPERTIES IN WOODSON TERRACE

Property Address	Building Square footage	Parcel Acreage	Year Built	Remarks
10000 Natural Bridge Rd. St. Louis, MO 63134	No Building	3.32	NA	Previously used as Alamo car rental lot.
4409 Woodson Rd. Saint Louis, MO 63134	7,980	1.97	1969	Previously used as a restaurant/bar named Celebrity Nites.
4349 Woodson Rd. Saint Louis, MO 63134	53,350	2.49	1960	This office building is next to new City Hall and is in good condition with ample parking.
4032 Woodson Rd. Saint Louis, MO 63134	26,981	+ 2.16	1958	Old Shop-n-Save site; Very poor condition; No HVAC System; Asbestos issues.

Source: CH2M HILL

EXHIBIT 3-7: VACANT LAND SPACE ALONG NATURAL BRIDGE AND WOODSON ROAD



Source: CH2M HILL

Underutilized land use patterns provide valuable square footage within the existing commercial zoned districts to add new and exciting tenancy and to create office and residential units within multi-story infill structures. It also provides municipal opportunities related to relaxing parking requirements and rethinking development patterns that will benefit existing businesses. By providing master planning and guidelines relevant to the development community, the commercial sector of this area can benefit through private sector reinvestment and revitalization of the marketplace.

Streetscape and Pedestrian Realm

Improving the relationship between pedestrians, buildings, and the street in retail districts can create a sense of vitality that is good for business. Successful streetscapes take into consideration the complexity of market composition, including commercial storefronts, unobstructed views of retailer signage, parking, safe and aesthetic sidewalks, bike storage, sidewalk and crosswalk surfaces, landscaping materials sensitive to the scale of available planting areas, well-lit bus and shuttle stops, and creative details that add interest and uniqueness to the location.

There are a few basic rules of design that are important to remember while planning the following elements of the streetscape:

Sidewalks

Design the most positive walking experience for all times of the day and all seasons.

Street Lights

Lighting must balance aesthetic and functional goals to create interest and a sense of scale for the pedestrian.

Landscaping

Develop continuous “Green Streets.” However, plant materials should not interfere with circulation and comfort or obstruct direct views of retail signage.

EXHIBIT 3-8: EXAMPLE OF SIDEWALK AMENITIES



Source: CH2M HILL

EXHIBIT 3-9: EXAMPLE OF INTERSECTION TREATMENT



Source: CH2M HILL



Street Furniture

Develop a coordinated palette for street furniture. It should be grouped together as much as possible and be placed at busy pedestrian nodes or gathering places.

Informational Signage

Establish a pedestrian way-finding system to provide direction and civic information.

Intersection Treatment

Intersection should have clear signage, be handicap accessible, and be designed to slow the traffic.

Public Transit

Streetscape should be coordinated with the public transit stops to render maximum advantage to the land uses around them

Presently, both Natural Bridge Road and Woodson Road lack these details that give place a unique identity. Natural Bridge Road is separated from the highway by an unattractive barbed fence. The two-lane segment has wide shoulders and 5-foot wide curbed sidewalks, but it lacks greenery and other streetscape elements that can increase the aesthetic appeal of the corridor and make it inviting for pedestrian as well as automobile traffic (See Exhibit 3-10).

Woodson Road, on the other hand, is a four-lane road, with shoulders that have been converted to sidewalks with rolled curbs. The roadway in general is not aesthetically appealing and lacks greenery. The openness of the roadway and large setbacks of the land uses give an impression of blankness for the person walking down the street. Although the ADT is low, at 10,000, the openness of the road encourages the drivers to speed past this section of Woodson Road, thus making it unsafe for pedestrians to cross the road. The rolled curbs also contribute to the unsafe pedestrian environment.

EXHIBIT 3-10: PEDESTRIAN REALM ALONG NATURAL BRIDGE AND WOODSON ROADS



Source: CH2M HILL

The existing commercial area relies on local consumers to remain viable businesses, and yet these retailers have not successfully captured the attention of the nearby student population from Columbia College. Increased local market acceptance, as well as regional market access, is essential to the long-term success of this commercial corridor. In order to capture these wider markets, it is necessary for the City to provide for a safe, attractive, and interesting commercial district. Pedestrian traffic encourages the design and installation of visually exciting finishes, colored awnings, creative signage, landscaping, interesting storefronts, well-designed sidewalks and crosswalks, and decorative or whimsical public furniture, bike storage, and art. To sustain existing and new commercial investment, the streetscape must project safety, walkability, aesthetically pleasing storefronts, public spaces, and visually interesting amenities and landscaping.

Public Art and Other Unique Elements

The focal points along the corridor add visual interest and market enhancement opportunities for people to gather and enjoy their surroundings, shop, or dine. Public art can play an important role in a community's overall appeal. Public art plays two roles in a community:

- It helps to create an authentic sense of place and serves as a tool for revitalization. Quality of place is one of the defining issues of the creative economy. Places that are aesthetically pleasing help to attract innovative, creative talent.
- Art, especially public art, helps to give a community an identity. The art has to be consistent with the vitality and soul of the community. Investment in the arts (galleries, public arts, common spaces, etc.) provides public leaders with a viable alternative to large capital investments such as stadiums and convention centers.

Numerous studies indicate that the higher people rate the beauty of their community, the higher their overall level of community satisfaction. Human beings crave physical beauty. We look for it in so many of the things that surround us, and especially in the communities and places we live. Public art should follow these general rules of thumb:

- Should be accessible, both physically and intellectually
- Should relate to the history of a place or tell a story significant to that place
- If possible, should be created by a local source
- May include water, seating, planting, decorative architectural elements, or plaza space
- Should be visible but not interfere with pedestrian circulation or create a traffic hazard

The City of Woodson Terrace has an opportunity to create its identity and help revitalize the commercial corridors using public art and gateway elements in targeted locations. Some of the important locations are listed below:

- South entrance to Woodson Terrace along Woodson Road
- East and west entrances to Woodson Terrace along Natural Bridge Road
- Intersection of Woodson Road and Natural Bridge Road

In future development of plaza space, especially along Woodson Road, public art or water fountains could be installed in strategic locations.

EXHIBIT 3-11: INTERSECTION OF NATURAL BRIDGE AND WOODSON ROADS



Source: CH2M HILL

Billboards and Main Entrance

The area near Lambert-St. Louis International Airport is the front door to the region and should ideally leave the visitors with good first and last impressions of St. Louis. However, when a visitor steps out of the airport, he or she is encountered by the fragmented development around the airport, coupled with visual clutter created by the billboards along Natural Bridge Road and I-70 (See Exhibit 3-12). Billboards and other less compatible uses should be limited. Office, hotel, and retail buildings should be encouraged.

Some highly visible parcels along Natural Bridge Road (for example, the one shown in (Exhibit 3-13) are entirely used for Billboard advertising. This parcel at the intersection of Woodson Road and Natural Bridge Road is the gateway to the community and should be used as a gateway element that could create a lasting impression on the person entering the community.

Besides visual clutter, numerous studies suggest that while presence of billboard does not affect driver's control of vehicle, it does impair hazard detection and responses to traffic signs along the roadway. The studies have suggested that these objects should be carefully regulated.

EXHIBIT 3-12: BILLBOARDS ALONG NATURAL BRIDGE ROAD



Source: CH2M HILL

EXHIBIT 3-13: BILLBOARDS AT THE INTERSECTION OF WOODSON AND NATURAL BRIDGE ROADS



Source: St. Louis County GIS, CH2M HILL



St. Louis Lambert Airport Economic Development Strategy

In 2000, the Office of the Governor spearheaded the “St. Louis Lambert Airport Economic Development Strategy” study to examine the economic development potential of the nine municipalities surrounding the airport. The areas around the airport were divided into five districts with subsets in each district. The Natural Bridge corridor area in the City of Woodson Terrace was a part of District 1 – Lambert Gateway Hospitality and Business District (stretching from Cypress Road on the west side to approximately Brown Road on the east). According to the report, the development in this district should be restricted to high quality, mixed-use office, hotel, and business uses. It also indicated that this area has great potential for high value hospitality development. The area was divided in three sub-districts, two of which fall in Woodson Terrace. Suggestions for their development are described below.

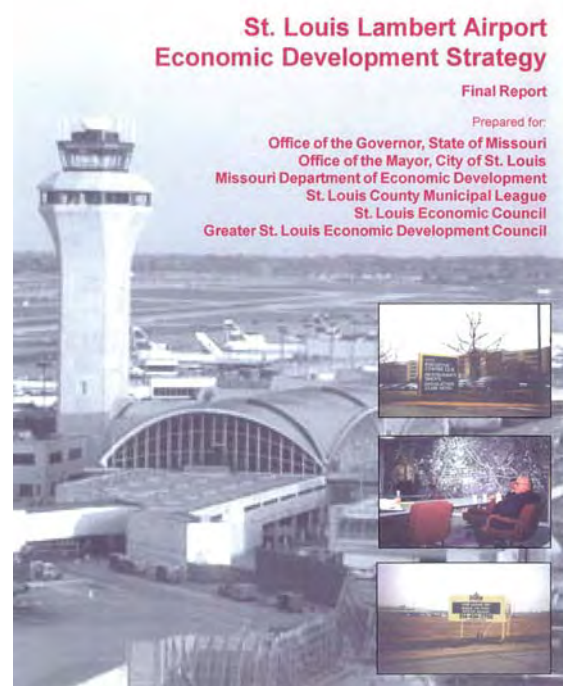
Central Sub-district (Hilton Hotel to Woodson Road)

- Focus on low- to mid-high rise uses.
- Enter into discussions for reuse of land occupied by car rental parking and parking lots. Replace with high image uses. Consider moving to a consolidated location.
- Encourage low-rise office/flex space.

Eastern Sub-district (Woodson Road to 1-170)

- Focus on cleaning up visual clutter.
- Improve landscaping, streetscaping, and facade improvements.
- Create entry features along the frontage, Woodson, and Natural Bridge Roads.
- Increase development depth and promote office/flex space and hospitality uses west of Brown Road.

EXHIBIT 3-14: ECONOMIC DEVELOPMENT STRATEGY



Source: St. Louis County

While the study is 10 years old and the economy has changed dramatically, the suggestions and findings of the study still seem to be valid.

St. Louis Foreign-Trade Zone—the China Hub Project

A Foreign-Trade Zone (FTZ) is a designated site, authorized by the Federal Foreign-Trade Zones Board, at which special customs procedures may be used. Its purpose is to increase local participation in international trade and foster regional growth and reinvestment. Within an FTZ, domestic activity involving foreign goods is allowed to occur prior to formal customs entry. Duty-free treatment is accorded goods that are re-exported, and duty payment is deferred on goods sold in the United States market.

St. Louis' only FTZ, which is administered by the St. Louis County Port Authority, consists of Union Seventy Center and four sites, most of which are located within an Enhanced Enterprise Zone. NorthPark, Hazelwood Commerce Center, Lindbergh Distribution Center, and a 75-acre, airport-owned tract comprise the FTZ (Exhibit 3-15).

When companies increase their cash flow, save taxes, and improve their bottom line by locating their operations in FTZs, local communities benefit in several important ways. Economic growth and development are stimulated because jobs are retained and created in the community. The FTZ program affects indirect employment, as well, because a business location not only creates jobs specific to it, but also creates opportunities for suppliers and service providers in the community.

The advantages of locating a FTZ in the region are limited for the City of Woodson Terrace because none of the sites is within the City boundaries. Transportation access will remain an issue further limiting the indirect advantages from FTZ. Unless the access issues are resolved, the City might experience some growth in logistic companies and only a nominal residential growth due to increased employment in the FTZ sites, as employees would prefer to live close to work. However, FTZs can be a great opportunity. Creative marketing and facilities such as free shuttle service linking all the FTZ sites, especially during lunch hours, can also bring valuable clientele to the City and help the growth of restaurants and other businesses in the area.

EXHIBIT 3-15: LOCATIONS FOR FTZ



Source: St. Louis County Economic Council

Retail Market Analysis

Trade Areas Analysis

Defining a town's trade area is an important first step in developing a strong retail economy. It is the foundation of retail trade analysis because it helps existing businesses identify ways to expand their markets. A trade area can be loosely defined as the geographic area from which businesses or a city draws its customers. While there are several ways to generate trade areas, the methodology used below is the commuting time method—the time it takes people to commute to a particular location. Converting commuting time to a place into spatial distances or miles and then plotting these data on a map gives a picture of the geographic size of a community's trade area. For the retail analysis of Woodson Terrace, we have used a 5-, 10- and 15-minute commuting time.

Table 3-2 shows some key statistics from the trade areas. Exhibit 3-16 shows the immediate, intermediate and greater trade areas represented by 5, 10 and 15 minute drive times respectively.

TABLE 3-2: 2010 SUMMARY

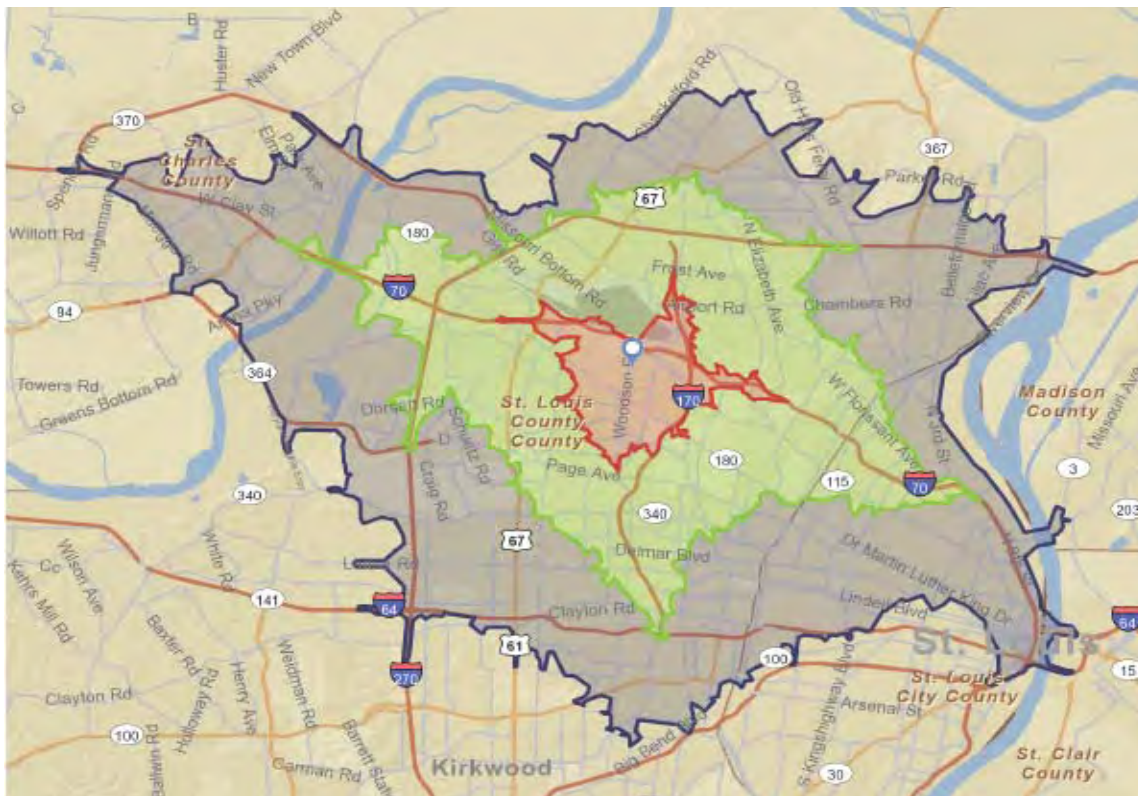
	5 minutes	10 minutes	15 minutes
Population	34,109	239,268	652,527
Households	14,636	98,182	273,742
Owner Occupied Housing Units	8,837	63,082	162,382
Renter Occupied Housing Units	5,799	35,100	111,362
Median Age	35.8	37.1	37.2
Median Household Income	\$46,013	\$46,673	\$48,449
Median Home Value	\$74,125	\$82,482	\$97,037
Total Businesses	1,339	11,140	29,920
Total Employees	13,865	178,271	481,624

Source: ESRI Business Analyst Online

Benefits of Trade Area Analysis

- Identifies gaps or overlaps in the market coverage of an existing store network and makes corrections by opening, closing, or moving businesses
- Makes better site selection decisions by using characteristics of existing trade areas to predict trade areas around potential locations
- Defines a geographic area to analyze for market potential, market penetration, and competitive threats
- Becomes more efficient and effective at target marketing by reaching out to only those customers and prospects in a business's trade area

EXHIBIT 3-16: TRADE AREA (5, 10 AND 15 MINUTES)



Source: ESRI Business Analyst Online

Tapestry Segmentation

Tapestry segmentation of the area is created using the ESRI Business analyst software. According to ESRI, “the Tapestry Segmentation is a system that classifies U.S. neighborhoods into 65 distinctive market segments. Neighborhoods with the most similar characteristics are grouped together, while neighborhoods showing divergent characteristics are separated.

Each neighborhood is analyzed and sorted by more than 60 attributes, including income, employment, home value, housing type, education, household composition, age, and other key determinants of consumer behavior. U.S. consumer markets are multidimensional and diverse. Using a large array of attributes captures this diversity with the most powerful data available. Data sources such as Census 2000, ESRI’s proprietary demographic updates, the InfoBase-X® consumer database from Acxiom Corporation, the Doublebase 2008 consumer survey database from Mediamark Research & Intelligence LLC, and other sources, are used to capture the subtlety and vibrancy of the U.S. marketplace.

Understanding customers, knowing customers’ shopping patterns, assessing the media preferences of customers, cross selling to customers, and successfully retaining existing customers are just some activities that are supported by mining customer files. Some of these marketing activities include”

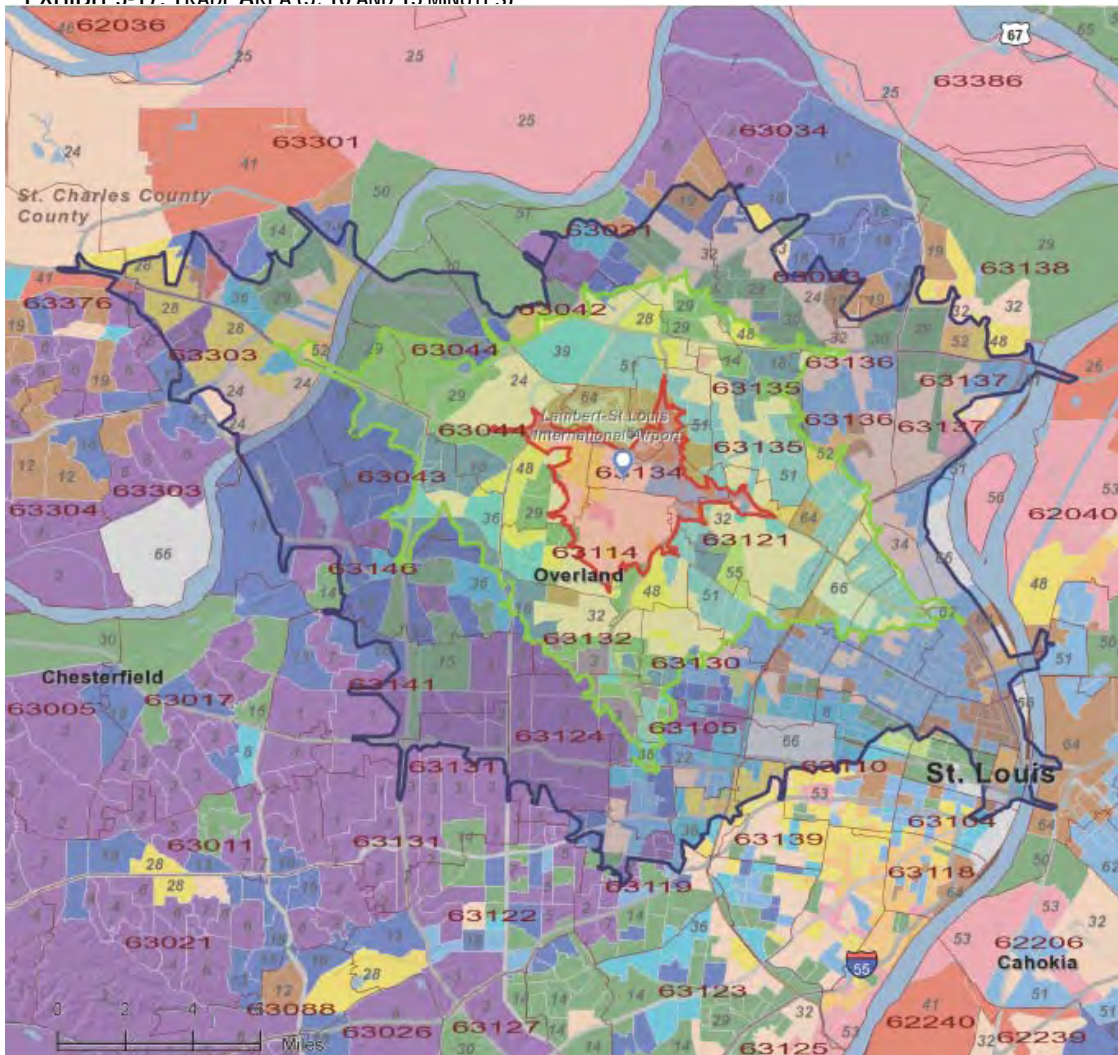
- Customer profiling
- Media targeting
- Direct mail
- Site analysis

Exhibit 3-17 shows the tapestry segments in the 5-minute drive time from a central point on Woodson Road. The top five Tapestry Segments in this area are listed below, followed by the demographic, socioeconomic, residential, and preference descriptions of each.

The tapestry segments in the trade area are as follows

- | | |
|-----------------------|-------|
| • Rustbelt Traditions | 57.5% |
| • Great Expectations | 17.8% |
| • Metro City Edge | 6.3% |
| • Inner City Tenants | 5.3% |
| • Home Town | 4.0% |

EXHIBIT 3-17: TRADE AREA (5, 10 AND 15 MINUTES)



Source: ESRI Business Analyst Online

The remaining 9.1 % population belongs to other miscellaneous tapestry segments.

The descriptions of the tapestry segments below are directly taken from the descriptions provided by ESRI's document available at www.esri.com/library/brochures/pdfs/tapestry-segmentation.pdf.

32 Rustbelt Traditions

Demographic

Rustbelt Tradition neighborhoods are primarily a mix of married-couple families, single parents, and singles who live alone. With a population of 8.4 million, this segment is one of the Tapestry's largest. The median age is 36.5 years, just below the U.S. median. There is little diversity in these communities.

Socioeconomic

The median household income is \$51,545, slightly below that of the U.S. median. Half of the employed residents work in white-collar jobs. For years, these residents sustained the manufacturing industry that drove local economies. Now, the service industry predominates, followed by manufacturing and retail trade. The median net worth is \$83,418. Their education attainment is improving; more than 84 percent of residents aged 25 years and older have graduated from high school, 15 percent hold a bachelor's or graduate degree, and 44 percent have attended college.

Residential

Residential neighborhoods are the backbone of older industrial cities in the Great Lakes Border States, and residents of these neighborhoods live in modest, single-family homes. Homeownership is 73 percent. The relatively low median home value is \$95,443—relatively low because nearly two-thirds of the housing was built before 1960.

Preferences

These residents stick close to home; for years, they have lived, worked, shopped, and played in the same area. Not tempted by fads, they stick to familiar products and services. They drive domestic cars. They will spend money on their families, yard maintenance, and home improvements. They will hire contractors for special projects such as the installation of roofing, carpet, and flooring.

These financially conservative residents prefer to bank at a credit union and have personal savings. They might carry a personal loan and hold low-value life and homeowner's insurance policies. They're frugal and shop for bargains at Sam's Club, J.C. Penney, and Kmart. They go online weekly to play games and shop. They go bowling, fishing, and hunting and attend car races, country music shows, and ice hockey games. They're big TV fans; they watch sitcoms and sports events. They also subscribe to cable and watch it regularly. Favorite channels are truTV, the Game Show Network, and the Disney Channel.

48 Great Expectations

Demographic

Young singles who live alone and married-couple families dominate the Great Expectations market, although all household types are represented. The median age is 33.2 years. Some residents are just beginning their careers or family lives. Compared to the U.S. figures, this segment has a higher proportion of residents who are in their 20s and a higher proportion of householders younger than 35 years. The ethnic diversity and racial composition of this segment are similar to U.S. levels.

Socioeconomic

The median household income of \$38,790 and the median net worth of \$20,643 are lower than the U.S. values. Nearly half of the population aged 25 years and older has some postsecondary education; 18 percent hold a Bachelor's or graduate degree. Labor force participation rate is 68 percent; most of the jobs come from the manufacturing, retail, and service industry sectors.

Residential

Great Expectations neighborhoods are located throughout the country, with higher proportions in the Midwest and South. Half of the neighborhoods' residents own their homes; half rent. More than half of the households are single-family dwellings; approximately 40 percent are apartments in low- or mid-rise buildings. The median home value is \$102,241. Most of the housing units in these older suburban neighborhoods were built before 1960.

Preferences

Great Expectations homeowners are not afraid to tackle smaller maintenance and remodeling projects, but they also enjoy a young and active lifestyle. They go out to dinner and to the movies. They do most of their grocery shopping at Wal-Mart Supercenters, Aldi, and Shop 'n Save. They throw Frisbees; play softball and pool; go canoeing; watch horror, science fiction, and drama films on DVD; and listen to country music, classic rock, and sports on the radio. They watch dramas, auto racing, and the evening news on TV. They occasionally eat at Arby's and Dairy Queen. They shop at major discount and department stores. They rarely travel. Focused on starting their careers, they're not investing for their retirement years.

51 Metro City Edge

Demographic

Married couples, single parents, and multigenerational families are the household types found in Metro City Edge neighborhoods. Grandparents are caregivers in 4 percent of these households, twice the U.S. rate. The median age of this segment is 29.3 years because of the number of children, including adult children, who still live at home. The average family size of 3.5 is slightly higher than the U.S. average.

Seventy-four percent of the residents are black; 16 percent are white; and 4 percent are American Indian—four times the U.S. level.

Socioeconomic

The median household income for this segment is \$32,275; the median net worth is \$14,682. Although 78 percent of households derive income from wages and salaries, 9 percent receive public assistance and 9 percent receive Supplemental Security Income. Nearly half of employed residents work in service industries. Unemployment is more than double the U.S. level. One in ten residents aged 25 years or older has a bachelor's or graduate degree; four in ten have attended college.

Residential

Metro City Edge residents live in older suburban neighborhoods of large metropolitan cities, primarily in the Midwest and South. Sixty-eight percent live in single-family homes; 14 percent live in buildings with two to four units. The homeownership rate is 53 percent; the median home value is \$71,710. Although home prices are relatively inexpensive, many families are young, unsettled, and still renting. Seventy percent of the housing units were built before 1970.

Preferences

Metro City Edge residents must spend their money wisely to ensure the welfare of their children. They tend to shop for groceries at Piggly-Wiggly, Kroger, and Aldi, but will go to superstores and wholesalers for bulk purchases of household and children's items. Some will have their vehicles serviced at auto parts chains. They eat at fast food or family-style restaurants such as Old Country Buffet or Ryan's.

They watch sitcoms, movies, news programs, courtroom shows, and sports on TV. Accessing the Internet at home isn't important. They go to the movies and professional football games and play basketball. They read music and baby magazines and listen to urban and contemporary hit radio.

52 Inner City Tenants

Demographic

Inner City Tenants residents are a microcosm of urban diversity; their population is represented primarily by white, black, and Hispanic cultures. Three in ten residents are Hispanic. This multicultural market is younger than average, with a median age of 27.8 years. The household composition also reflects their youth. Household types are mixed; 34 percent are singles, 28 percent are married-couple families, 21 percent are single parents, and 10 percent share housing. Turnover is high in these neighborhoods because many are enrolled in nearby colleges and work part-time. These neighborhoods are also a stepping-stone for recent immigrants, with an annual population growth of 0.6 percent.

Socioeconomic

The median household income is \$33,563; the median net worth is \$11,420. Because few own their homes, most of their net worth comes from savings. Eighty-three percent earn income from wages and

salaries; 7 percent receive public assistance. More than 45 percent of the population aged 25 and older has attended college; 5 percent hold a graduate or professional degree. Earning a college degree is at the forefront of their goals, so many work part- and full-time to fund their college education. Approximately half of the employed residents work in white-collar occupations. This market has twice the national level of residents who work in the accommodation/food services industry.

Residential

These neighborhoods are located primarily in the South and West. Most Inner City Tenants residents rent economical apartments in mid- or high-rise buildings. One-fifth of the housing is owner-occupied, and the median home value is \$106,679. Most of the housing units were built in the 1960s, 1970s, and 1980s. For their average commute to work of 25 minutes, many residents drive their vehicle or depend on other modes of transportation. Seventeen percent of the households do not own a vehicle.

Preferences

With their busy lifestyle, Inner City Tenants residents frequently eat at fast-food restaurants and shop for groceries at nearby stores such as Albertson's. They prefer easy-to-prepare frozen and canned foods. Internet access at home is not typical in this market, but those who have no access at home will surf the Internet at school or at the library. Playing games and checking e-mail are typical online activities.

Households have recently bought video game systems and baby items such as food, products, furniture, and equipment. They prefer to shop at Target and Walgreens. They go to the movies and professional football and basketball games, play football and basketball, and go bowling. They read magazines, particularly news and Entertainment Weekly, and listen to urban or contemporary hits radio. Some enjoy the nightlife, visiting bars and going dancing at nightclubs.

53 Home Town

Demographic

Home Town households are a mix of married-couple families, singles who live alone, and single-parent families. With a median age of 34.3 years, this is a slightly younger market than the U.S. as a whole. However, one in three is aged 65 years or older. Many families encompass two generations who have lived and worked in the community; their children plan to do the same. Seventy percent of the residents are white; 16 percent are black.

Socioeconomic

The median household income is \$33,319; the median net worth is \$20,078. Although 73 percent of households derive income from wages and salaries, some rely on Supplemental Security Income and public assistance for support. The manufacturing, retail trade, and service industry sectors are the primary sources of employment for these residents. Unemployment in this segment is slightly higher than the U.S. level. Overall, educational attainment is lower for Home Town than for the U.S. Only 8 percent hold a Bachelor's or graduate degree; 31 percent have attended college.

Residential

Change is rare in these low-density, settled neighborhoods, located primarily in the Midwest and South. Home Town residents may move from one house to another, but they seldom cross the county line. Seventy-three percent of homes are single-family dwellings, and 11 percent are two- to four-unit structures. Homeownership is at 58 percent; the median home value is \$63,878. The average gross rent is two-thirds of the U.S. average. Because the population in these neighborhoods hardly grows, new construction is scarce. Most of the housing was built before 1970.

Preferences

Home Town residents savor their quasi-country lifestyle by spending time outdoors fishing and playing football. Indoors, they play video games or watch TV favorites such as courtroom programs, wrestling, or reality shows. Internet access and cell phone use are less important here than in other markets.

They shop for groceries at Kroger, Aldi, and Wal-Mart Supercenters. They buy clothes at discount department stores such as Wal-Mart and Kmart, typically located in small local malls. When they eat out, they go to Bob Evans and Ryan's family restaurants or fast-food places.

Summary

Neighborhood is the focus of a valid segmentation system, its predictive power coming from a community's character, formation, and behaviors. Neighborhoods are natural formations of people drawn together by their common need for a "place"—for security and acceptance. Neighborhood tangibles are housing, land values, available labor, infrastructure, transportation, school system, and other factors that remain stable over decades. Intangibles are elements such as economic opportunities, race, lifestyles, and overall ambience that separate and characterize neighborhoods. The most compelling feature about neighborhoods is the ability to attract or repel residents and shape their living standards and tastes. People need to feel that they belong and will seek places where their lifestyles and behaviors fit. Tapestry segmentation does just that.

The benefits of segmentation can be clearly defined by anyone who needs accurate information about their consumers, constituents, or members. All companies, agencies, and organizations need to understand consumers/constituents to supply them with the right products and services and to reach them via their preferred media. These applications require a robust segmentation system that can accurately profile these diverse markets. The versatility and predictive power of Community Tapestry allow users to integrate their own data or national consumer surveys into Community Tapestry to identify their best market segments and reach them through the most effective channels.

Retail Market Potential

A complete, current, and accurate snapshot of the retail marketplace is critical to strategic decisions made by retail trade and related food services establishments to increase business. There are two ways to measure activity in a retail market—supply and demand. Analysis of consumer spending reveals market demand or retail potential. Examining business revenues, retail sales, shows market supply. A measure of the difference between volume of supply (retail sales) generated by retail industry and the demand (spending by households or retail potential) within the same industry is called the Leakage/Surplus Factor.

Leakage/Surplus Factor ranges from +100 (total leakage) to -100 (total surplus). Leakage in an area represents a condition where a market's supply is less than the demand. That is, retailers outside the market area are fulfilling the demand for retail products; therefore, demand is "leaking" out of the trade area. Surplus in an area that represents a condition where supply exceeds the area's demand. Retailers are attracting shoppers that reside outside the trade area, so the "surplus" is in market supply.

Retail Market Potential - Woodson Terrace

Based on 2010 projections done by ESRI, there are 34,109 people living in 14,636 households within a 5-minute drive time of a central location on Woodson Road. The 2010 median disposable income is \$37,464 per year.

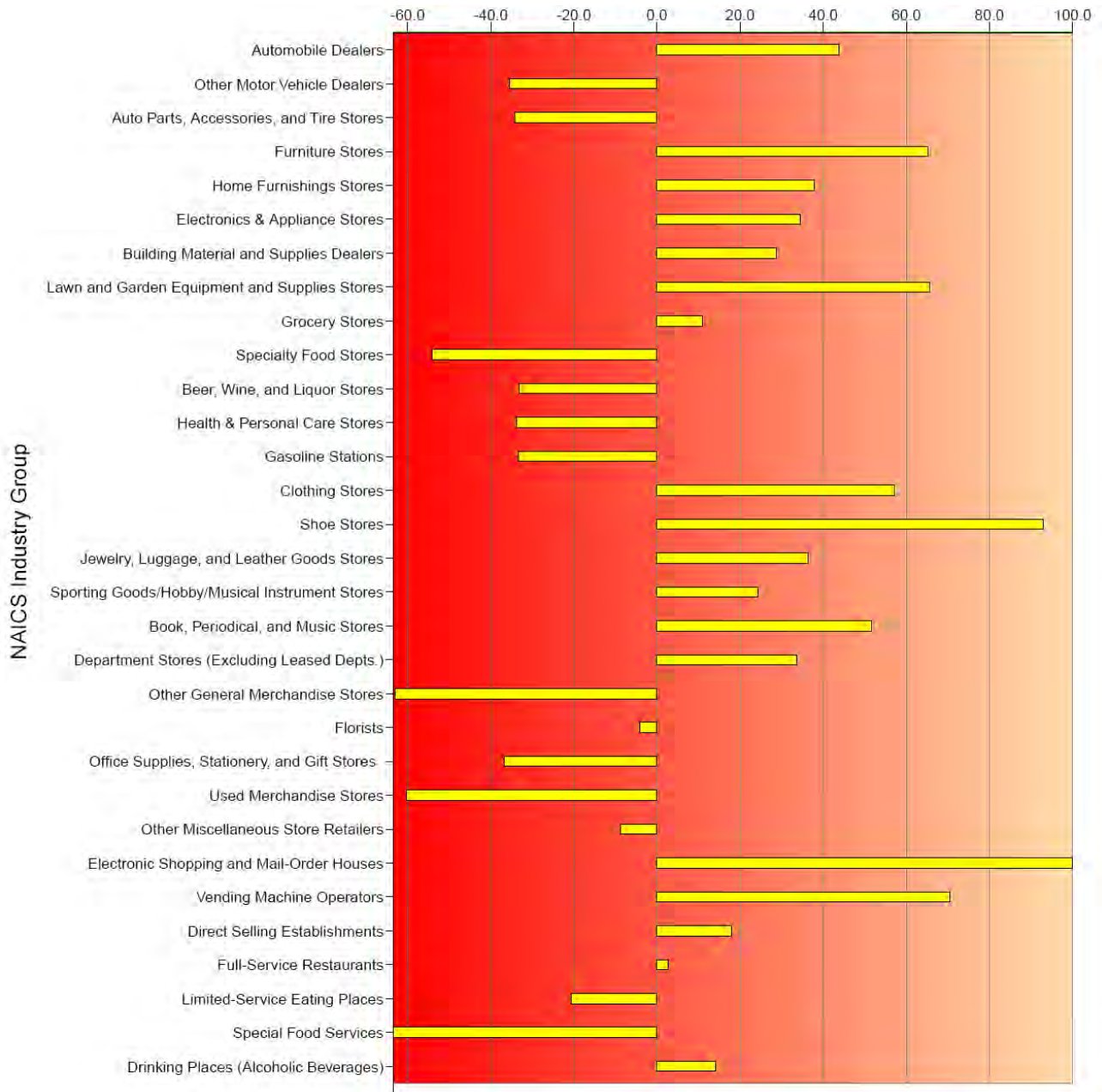
Exhibit 3-18 shows the Leakage/Surplus factors in this area. In the 5-minute drive time there seems to be a market potential for the stores and services belonging to the industries listed below

- Motor vehicle and parts dealers
- Furniture and home furnishings stores
- Electronics and appliance stores
- Restaurants and bars
- Building materials, garden equipment, and supply stores
- Clothing and clothing accessories and shoe stores
- Sporting goods, hobby, book, and music stores
- Retailers without storefronts (mail-order houses, vending machine operators, etc.)

As we move from the 5-minute drive time to 10- and 15-minute drive times, the retail market potential seems to diminish. There is a surplus of almost all retail goods and services in 10- and 15-minute drive times. Appendix 3.1 shows the detailed tables and graphs for retail market potential within 5-, 10-, and 15-minute drive times from Woodson Road.

A complete list of profile of leakage and surplus for 5, 10 and 15 minute trade areas can be found in the Appendix 3-1 at the end of the document. Appendix 3-2 gives a list of number of businesses and employees by industry sector they belong in the immediate, intermediate and greater trade areas.

EXHIBIT 3-18: SURPLUS AND LEAKAGE OF GOODS AND SERVICES FROM 5 MINUTE TRADE AREA



Source: ESRI Business Analyst Online



CHAPTER 4



Public Engagement



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CHAPTER 4

Public Engagement

Methods of Public Engagement

The use of citizen participation is an essential component in reaching a public consensus or common philosophy within the community. Planners, regardless of their personal talents and capabilities, working in isolation and apart from the client, will not be able to craft plans that will be accepted by citizens or implemented by the City on behalf of the citizens. Engaging the community in the planning process can strengthen the plan by using local knowledge of various stakeholders. A collaborative planning process that includes various methods of public engagement provides a more open, inclusive, and interactive way of involving citizens in the total planning process.

The public engagement process in the City of Woodson Terrace includes involving local businesses, developers, government representatives, city officials, and citizens at large in the following:

Steering Committee/ Planning and Zoning/ Council Meetings (11)

Stakeholder Interviews (15)

Focus Group Sessions (3)

- Business Community
- Alderpersons
- Adjacent Communities

Public Workshop (1)

Community Survey (2)

- Online
- Door Drops

Open House (1)

Steering Committee Meetings

Prior to commencement of comprehensive planning, the Consultant met with City staff and the mayor to discuss the composition of the Steering Committee. The City was responsible for forming the Steering Committee. The consultant is expected to report to the Steering Committee on all aspects of the comprehensive plan. The consultant recommended that the Steering Committee be composed of no more than 8 to 10 members and that it include people involved with every aspect of the city, such as the following:

- City staff (1 person involved with planning)
- Elected official (1)
- Planning and zoning commission member (1)
- Economic development committee member (1)
- Business owner (1 to 2)
- Residents (2, each of a different age group)
- Members of any other organization important to the city

Based on the Consultant's recommendation the City formed a steering committee composed of the individuals below:

Name	Department/Designation/Relation to the City
Kevin Crane	Ward 2 Alderperson & Economic Committee Chair
LaVerne Mertens	Resident
Vijay Bhasin	City Engineer
Marie Swain	Planning and Zoning board member
Bill Garesche	Business Owner of Bar Across City Hall
Maryanne Zaiz	Alderperson
John Conlon	City Administrative Assistant and day-to-day contact

In addition to providing guidance to the Consultant during the comprehensive planning process, the Steering Committee is responsible for the following:

- Regularly attending Steering Committee meetings
- Enhancing the overall quality of the plan
- Creating ownership and support for implementing the plan
- Acting as a medium of communication between the Consultant and other committees and decision making bodies (planning and zoning, council, etc.)
- Being involved in all decisions of the plan (vision, goals, objectives, future development planning)
- Reviewing the documents provided and giving timely feedback
- Being involved in public engagement activities
- Providing informed consent on all elements

A total of 8 meetings were done with the steering committee in the process on formulization of te plan. At each meeting the steering committee was provided with the progress report of the plan. Suggestions were gathered from steering committee at several occasions including future land uses and goal setting. The committee was also instrumental in spreading the word and organizing the Town Planning Workshop and Open House for the comprehensive plan. The steering committee was provided the draft documents for feedback.

In addition to regular steering committee meetings three presentations were made to the Planning and Zoning commission and one presentation was made to the Council during the process of and before final adoption of the comprehensive plan.

Stakeholder Interviews

Interviews of city staff and representatives of agencies providing infrastructure facilities and utilities were conducted on a one-on-one basis in order to develop an overall understanding of the City's services and infrastructure. All interviews were conducted in person except those with Metropolitan Sewer District (MSD) and Ameren Missouri, which were conducted by phone. Knowledge gained from the interviews has been used in the Chapter 2- Existing Conditions of this document.

The following city departments, agencies and stakeholders were interviewed:

City Staff interviews

1. City Administrative Assistant
2. Police Department
3. Public Works Department
4. Economic Development Committee

Public Agency interviews

5. Community Fire Protection District
6. Ameren Missouri
7. Metropolitan Sewer District (MSD)
8. Missouri American Water Company
9. Laclede Gas Company
10. St. Louis County Planning Department
11. Missouri Department of Transportation (MoDOT)

Other Stakeholder Interviews

12. Ritenour School District
13. Columbia College
14. Hotel Representation- Holiday Inn
15. Lambert-St. Louis International Airport

Woodson Terrace City Administrative Assistant

Vision

- Good balance of office space and restaurants

Strengths

- Residents tend to be long-term.
- Area appeals to first-time homeowners.
- It is a stable community.
- People keep properties in good shape and do not cause code enforcement issues.
- Rental housing is well-maintained.

- Some businesses such as 7-Eleven, Subway restaurant, and the liquor store have been highly successful.

Weaknesses

- Signage needs improvement.
- Fast food restaurants and developments such as Brother's Club have not been successful.
- Highway access has always been an issue.

Challenges

- Trouble attracting restaurants
- Difficulty convincing Missouri Department of Transportation that there are transportation or circulation issues for Woodson Terrace
- Realization that multimodal access is needed

Desirable Development and Businesses

- Restaurants (fine-dining, cafés, fast food, etc.)
- Offices
- Development tools and incentives are needed to bring in developers

Undesirable Development and Businesses

- Night clubs and strip clubs

Opportunities

- Mobile home park land and strip mall on Natural Bridge Road can be used for more visibility-oriented development such as hotels
- 3700 Woodson Road is a great opportunity on the west side of the road
- Pedestrian connection to the MetroLink at the airport
- Circulation for transportation between the airport, highways, and communities around the airport
- Working in partnership with adjacent communities
- Easy access to mass transit for employees who depend on it to get to work

Woodson Terrace Police Department

Vision

- Crime-free city
- Thriving city with no vacancies

Statistics

- Seventeen police officers including one police chief (three officers in each shift, and four to five officers in reserve).
- In process of getting K-9 for the department.
- Number of personnel is good for current demand except for the detective. Currently, the department has one detective working mostly on hotel theft cases. One additional detective is desirable.
- Currently, the department has sufficient building space and budget for its operations.
- The department owns seven cars, and three cars are on the road each day. Equipment is turned over every 2 years.

Strengths

- Close-knit community where everyone knows each other
- Long-serving officials who want the City to succeed

- Churches that play an important role in holding community together

Weaknesses

- Merging of churches
- Loss of churches and schools
- Loss of grocery stores

Types of Crimes

- Car thefts—mostly failures to return cars to rental companies
- Thefts at the hotels
- Teenage crime issues
- Speeding issues
- Domestic violence and drug-related issues in mobile home parks

Desirable Development and Businesses

- Businesses that bring more people to the area but do not offer more work than the police department can currently support
- Restaurants, hotels, office buildings/office park
- Winter recreation companies

Undesirable Development and Businesses

- Bars, strip clubs

Opportunities

- Provide wireless network in the downtown area to attract college students
- Maintain a cap on the number of liquor licenses granted, and grant licenses sparingly

Woodson Terrace Public Works Department

Vision

- Build sidewalks on residential streets.
- Have stores and services that make it very convenient for residents run errands (Mom and Pop stores). Create an environment that makes it pleasing to stroll down Woodson Road

Statistics

- Department has a seven-person staff, including the director of public works and code enforcement officer
- Department is responsible for general street maintenance, cutting grass, planting, landscapes, concrete work, city-owned building maintenance, and in-house routine maintenance of vehicles
- Heavy repair and specialized repair sent outside
- Forestry contract companies are hired depending on type of work
- Trash pickup is paid for by residents and a contractor is appointed by the City
- Single-stream recycling is picked up by Allied Waste
- More garage and building space is needed. Equipment needs sheltered space

Strengths

- Responsive administration (providing both timely and personalized responses)
- Diverse population

Weaknesses

- Lack of public works policies (only MSD has environmental policies)
- No room for big stores

- Location (strength and weakness)
- Traffic volume is not conducive to the success of businesses
- Rental property is not well-maintained

Challenges

- Many actions are dictated by insurance companies
- Some of the infrastructure needs to be updated

Desirable Development and Businesses

- Access to the airport
- An attraction such as an aquarium could be successful to draw people into the City
- Diverse housing is needed
- Business variety is needed

Undesirable Development and Businesses

- Development that results in reduction of residential areas is not desirable, especially with the ample vacant space available
- Night clubs and developments with financial troubles and poor management

Opportunities

- Create implementable sidewalk policies
- Implement public infrastructure and environmental policy
- Park in east side of town is under-used
- China Hub is great for logistics companies

Woodson Terrace Economic Development Committee

Vision

- The Economic Council would like Woodson Road and Natural Bridge Road to be updated and cleaned
- The Economic Council would like to bring in new businesses to fill up empty spaces. Industrial developments are also desirable.

Strengths

- Good police service
- Long-time businesses (Erio's, Yesterdays)
- Airport

Weaknesses

- Lack of direct access from I-70 and MetroLink
- Lack of marketing/branding

Challenges

- Ample rental property
- Woodson Road needs to be cleaned up and developed

Desirable Development and Businesses

- Community recreation center, farmer's market, coffee shop
- Service-oriented businesses
- Duplexes and villas such as Villas at Woodson

Undesirable development and businesses:

- Night clubs and strip clubs

Opportunities

- Business from airport visitors and employees
- The old strip malls along Woodson Road are prime redevelopment areas
- Strip malls along Natural Bridge Road and the mobile home park are good redevelopment sites

*Community Fire Protection District**Statistics*

- Provides fire protection and emergency response to seven communities and unincorporated areas in St. Louis County
- Class 4 rating
- Complies with 2003 International Building Code and International Residential Code
- The district currently has a staff of 68 people
- Three Engine Houses—St. Ann, Overland, and St. John (the newest being 4 years old)
- Ladder truck is parked in Overland engine house, pumper trucks are in St. John and St. Ann
- All engine houses have ambulances

Strengths

- Hydrant placing and water supply are adequate in Woodson Terrace. However, in the event of larger changes such as a large development, an upgrade may be needed.
- Woodson Terrace does not have any major infrastructure issues that will hinder the performance of the fire district.
- The liquor store and the Subway restaurant have been successful. The 7-Eleven is doing well.
- Fast food restaurants will be successful.

Weaknesses

- The mobile home park is a concern.
- Hazardous materials are an issue.

Ameren Missouri

In relation to the capacity and reliability of the existing system, Ameren Missouri authorities indicated that, from their perspective, there have been electric service issues in Woodson Terrace. Since 2006, Ameren Missouri has taken steps to improve reliability all over the St. Louis region, including an ongoing tree-trimming program to keep wires from being damaged during storms, undergrounding of backbone service lines, reconductoring of lines, and general maintenance. Visual circuit inspections have also been conducted between and on each pole to identify maintenance needs.

Concerning economic development, any proposal will require a load structure study that would be requested by the developer. Overall, the service to Woodson Terrace is not a problem. Natural Bridge Road in Woodson Terrace has distribution facilities on the south side of the roadway, and Woodson Road is free of power lines. Most, if not all, service lines are located in back yards.

Metropolitan Sewer District (MSD)

A meeting was scheduled to discuss MSD's activities in the City of Woodson Terrace. Representatives from MSD indicated that due to the stormwater rate problem in St. Louis City and county, all future projects are unfunded, and it will be up to municipalities to resolve the problems. In the past, MSD has partnered with municipalities to address stormwater problems, but MSD's funding will be going to operations and maintenance activities to hold the system together.

Several sanitary and stormwater projects that have been completed, are in progress, or have been identified as future projects. Several problems that have been corrected along Beauty, St. William, Leith, and Margo Ann Streets. MSD has been reviewing issue numbers from its enterprise database, which has resulted in some issues being dropped, based on an updated pipe cleanout program, or other investigation that has led to the resolution of a reported concern.

The problem identified along Lambert Terrace is a sanitary relief project. The project is in the conceptual phase, which is included in the Jacobs Engineering document for the area, which is part of an infiltration and inflow reduction program for the St. Louis area. The area in question is between Edmundson Road and Woodson Road. The focus will be to disconnect downspouts and drains from homes to the sanitary laterals.

The Natural Bridge Road sanitary relief project is scheduled for 2011.

MSD requested that the best management practices for planning policies and sustainable development in the City be included in the comprehensive planning document.

TABLE 4-2

ID No.	Project No.	Type	Name	Problem	Solution	Cost
4468	86002	Storm	Herbert Ave. 4200 to 4400 blocked storm sewer	Frequent Structural Flooding		\$249,000
7879	T03110501	Sanitary	Lambert Terrace San. Relief	Existing 10-inch sanitary discharges to 8 inch multiple backups		\$165,000
4151	2010121	Storm	9262 Stansbury Ave. Storm	Infrequent structural flooding from overland flow		\$255,000
9268	2010239	Sanitary		Deteriorated 12-inch sanitary sewer, collapsed sewer	TBD, replace line in Natural Bridge	

Source: Metropolitan Sewer District

Missouri American Water Company

A phone interview was scheduled with Missouri American Water Company to collect information on water service in the City of Woodson Terrace. It was indicated that there are no out of the ordinary service issues in Woodson Terrace, other than the typical water main breaks. The water supply to the area is very well served by a 20 in main both on Natural Bridge Road, as well as Woodson Road. The water main replacement program that MAWC has takes care of old facilities, as well as facilities with a history of breaks. The main replacement program is a system wide look at the water facilities and all problems are tracked and monitored.

The water company is currently working on a system wide master plan and the Woodson Terrace comprehensive plan will be useful input to their planning process.

Laclede Gas

In relation to the capacity and reliability of the existing system, Laclede Gas indicated that, from their perspective, there have been no gas or electric service issues in Woodson Terrace.

St. Louis County Planning Department

A meeting was schedule to get the St. Louis County Planning perspective input into the Woodson Terrace Comprehensive plan.

- Several recommendations provided in the Lambert Economic Strategy Study of 2001 remain valid even today and can be included in the comprehensive plan.
- Natural Bridge is looked at as a front door to Woodson Terrace and areas to the south, which needs to be addressed in the Comprehensive plan.
- The idea of destinations along Woodson Road Glenn thought were a positive idea, sort of an entertainment district. This would be far enough away from Delmar as not to compete with the look but provide an area close to the airport for business travelers and for a destination for hotel guests in the city.
- Rental car sites could be integrated better, providing enhanced business frontage on Natural Bridge and Woodson roads.
- Integration of land use and the street is critical since the area looks very clean and wide at the present time.
- China Hub project: Jobs will be created by the warehousing associated with the hub. This will create housing needs in nearby communities. Woodson Terrace needs to focus on diversified housing.

Missouri Department of Transportation (MoDOT)

MoDOT acknowledges infrastructure related issues along I-70

- Airline pilots routinely walk from hotels on the south side across Air Flight Drive at I-70 to get to the airport. The interchange does not accommodate pedestrians. MoDOT Officials have put together a scope and cost estimate for a signal project at Natural Bridge Road and the I-70 ramps east of Woodson Terrace in Berkley, which includes pedestrian accommodations across Natural Bridge Road.

- A comprehensive study of the area between the limits of Cypress and I-70 be conducted to evaluate landside access to the airport from the south. Improvements have been piecemeal and unresponsive to the needs of the communities. While the resolution would be a long-term project, it is definitely necessary since there is no effective, short-term solution. This should also be included in the East-West Gateway Long-Range Plan update.
- Construction of a pedestrian overpass from the MetroLink East Terminal Station to Woodson Road would be costly, and a true destination is not present on the south side of I-70 in Woodson Terrace. Even with a destination, a pedestrian overpass may not be effective, and another option may be needed. One option is to raise I-70 and make a Woodson Road connection under I-70, including a crossing for pedestrians to Lambert International Boulevard.
- MoDOT's resurfacing project along Woodson Road, including bike lanes, will be completed in spring 2011.
- Bus service needs to be accommodated along Natural Bridge Road and Woodson Road to provide multimodal access through the City. A trolley service would help get people from MetroLink to Woodson Road, since pedestrian connection is difficult.

Ritenour School District

Dr. Compton of the Ritenour School District stated the following as key needs of the school district:

- Public entities should work to create an area in which people want to grow.
- Create places to live, work, and play.
- Comprehensive look at Woodson Road from Natural Bridge Road (Airport) to Olive Blvd in City of Olivette.
- In order to preserve quality of life in the district, there needs to be healthy economic growth in municipalities.
- Need to get traffic down Woodson Road, through communities, as opposed to skirting communities and taking I-70 to areas south, off of the highway.
- Improve signage and other attributes in a consistent manner.
- Cities must work together within the school district since the district encompasses nine municipalities.

The school district is focused on sustainability in its operations and buildings, such as the high school and the new Leadership in Energy and Environmental Design (LEED) Gold-certified Brown Early Childhood Center. Focusing on pedestrians and bicycles supports overall sustainability for the school district.

Columbia College

A phone interview was scheduled to provide information and open a dialog for coordination between Columbia College and the Woodson Terrace Comprehensive Plan. Some important points of the interview are listed below

- Average enrollment per year 5,500- 4 sessions, This includes online class enrollment
- The classes are Adult evening classes. A lot of students come to campus only to see their advisors and do online courses from home.
- Staff and students use fast-food and restaurants in the area. The area can use more food establishments.

- Other desirable businesses: Drug store, gift shop, office supplies, grocery store. The college tries to spend money in Woodson Terrace.
- Woodson road- crossing is a problem. They drive to go across the street. Streetscape and pedestrian friendly environment is desired. A focal point such as town square is needed.
- MetroLink access is crucial. Students come from Illinois use MetroLink. Shuttle will be desirable. Easy MetroLink access will draw more people to the college.
- Bus Service is insufficient and scarce and do not tie well with college timings.
- Access from west (Airflight ramp) is an issue. From east students and staff prefer I-170 access ay Natural Bridge or St. Charles Rock Road.
- College is satisfied with city services and especially the police department. They would like to see more policies and incentives given to sustainable developments. They will replace HVAC system in building and are looking at creating roof top garden.
- No plans to expand building space at this location or to move. Might add nursing and education programs in this or a new location in South County.

Hotel Representation- Holiday Inn

A hotel manager was interviewed on November 29, 2010, to understand the concerns and challenges that hotels face operating business in the community and gathering ideas and solutions to deal with their concerns.

Location and Clientele: The proximity to the airport is the biggest asset for the hotels. The hotels draw most of their clientele from the airport. Business travelers make up the majority of their clientele. Their peak season is from May to August, when they are able to attract some leisure travelers along with the regular business travelers. A 70-percent occupancy rate of hotel rooms indicates a good business year.

Hotel Taxes: Taxes seem to be on the top of the list of concerns for hotels. According to the hotel managers, taxes are higher than other communities in the area. Business travelers, who are the main clientele for hotels in this area, look at the bottom line when deciding on hotels.

Currently, the hotels pay \$13.50 per room per year, plus the sales tax per rented room. According to a hotel manager, the City wanted to change the taxation from the existing pattern to a nightly room tax of 85 cents per night per rented room. This change was not acceptable to the hotels in the area.

Businesses/ Activity Centers: According to one manager, most travelers have a few hours in the evening that they would like to spend on entertainment and dinner. According to him, some of the activities that might be successful in the area are a small movie theater, driving range, gaming establishments such as Dave and Busters, sit-down dining, and upscale signature bars. Currently, the appearance of the corridor projects an unsafe image to the people coming from outside the region.

While the City has a beautiful park with a swimming pool, access to the park from Woodson Road is an issue. Hotels would recommend the park to their guests if better streetscape and pedestrian facilities were available.

MetroLink: One manager said that the MetroLink is a great asset to the area. Each hotel generally has its own free shuttle service that runs at 20-minute intervals during the peak hours and takes the hotel

guests to the MetroLink station. However, only hotel guests are allowed to use the shuttle services due to insurance and liability issues.

Lambert-St. Louis International Airport

This meeting was scheduled to provide information and open a dialog for coordination between Lambert-St. Louis International Airport and the Woodson Terrace Comprehensive Plan. Below are the highlights of the discussion

- Volunteer noise insulation program- 180 home retrofitted; 5 homes left
- Part 150 Noise Compatibility- Woodson Terrace is not in the 65 Decibel Noise Level (DNL) contour
- Mobile home park was a buyout area- owner was not interested in a buyout and wanted another type of mitigation- to bunker the trailer park
- Number of takeoffs has decreased 500,000 per year to around 190,000
- 30 minutes for lunch time- Access to good break room facilities
- Airport will support I-70 corridor study to address access issues between Cypress Road and I-170
- A shuttle idea would be very good compared to pedestrian bridge over I-70
- Tucking car rental establishments behind quality development along Natural Bridge Road will be a good idea China Hub project: Impacts will be very small and will not add much air traffic. It could help to have additional housing stock in the immediate area
- 2001 County Economic Council Plan will be good to work from and destination type uses along Natural Bridge and Woodson would be very good for the airport

Focus Group Sessions

Three focus group sessions were held as part of Woodson Terrace's public engagement effort. The intent of the sessions was to develop an understanding of issues that affect a particular group of individuals sharing a commonality, based on either location or socio-economic conditions. The following focus group sessions were held:

- Business Community Focus Group: Consisted of members from real estate and business representatives of Woodson Terrace
- Alderpersons Focus Group: Consisted of eight alderpersons (two per ward)
- Mayors Focus Group: Consisted of Mayors, or their representatives, from surrounding municipalities

Typically, a focus session consists of individuals who are carefully selected by the City and Steering Committee. They are pre-screened to ensure that group members are part of the relevant target population and represent a subgroup of that segment of the community. There are usually six to ten members in the group, and the session usually lasts for 1.5 to 2 hours. A moderator guides the group through discussions based on topics that affect that particular segment.

The discussions are loosely structured, and the moderator encourages the free flow of ideas. The moderator is typically given a list of objectives or an anticipated outline. He or she generally has only a few specific questions prepared. The questions initiate open-ended discussions. The Woodson Terrace focus group discussions were recorded in writing.

Business Community Focus Group

The business community focus group session was held at the City Hall on November 4, 2010. Of the 17 business owners that were invited, 3 attended. Overall, the meeting was informative, and some good ideas were generated. The following subsection summarizes the discussion.

Positive Aspects

Location: The participants thought that the location of the City was an asset to the business community. The city is centrally located and close to the airport. While a lack of direct automobile access to the airport is challenging, a large percentage of their clientele are either visitors from the airport or employees who work at the airport.

Demographics: The business community has observed a greater number of younger families moving into the area. Young families with children are a consumer group driven by purchasing, which will help retain businesses in the area. The participants recommended that the City should target the businesses that cater to this age group.

Affordable Housing: The housing prices are very affordable compared to other communities. This market is a positive feature of the community as it allows younger families and first-time homebuyers to afford the area. These demographics, in turn, make communities vibrant, as well as family oriented.

Businesses also benefit from influx of this group as they are more focused towards consumption rather than saving.

Challenges

Zoning Code: The participants believed that the zoning code that was adopted in 1973 is obsolete for today's economy and needs. The industries have changed and so have the businesses. They were concerned that the zoning code is too specific as far as types of businesses that are allowed in particular zones. The zoning code has not been updated to accommodate certain businesses that did not exist at the time it was written and still includes those that are not functioning any longer. According to the participants, the physical layout of the zones also needs to be redefined. Certain zones such as C-2 and C-3 on Woodson Road could be merged to create a single zone. The zoning code does not allow for mix of uses such as residential and retail, which we see in most of the communities with vibrant street life.

The participants also raised their concerns related to signage regulation. They mentioned that the size of signage in some cases is small and is easy for a person in the car to miss. The signage regulation should be compatible with the speed of traffic.

Regulatory Process: The participants mentioned that the regulatory process was slow. The businesses have to wait for months before getting approvals. The council meets once a month and no decisions are made between monthly meetings, which have a discouraging effect on businesses that are trying to establish themselves in the community. They feel that if a request meets City objectives, the approval process should be streamlined to help businesses get up and running.

Access from I-70: According to participants, automobile access from I-70 is one of the most important factors in location of businesses. The participants did not think that the visitors to St. Louis are a huge clientele base. The Lambert-St. Louis International Airport has cut down the volume of its flights and is acting more as a connection rather than a destination. Most of the visitors who board a connecting flight will not leave airport, even if they had a 2-to 3- hour layover, because they may not want to go through security checks more often than is necessary. However, the airport has a large number of employees who might be interested in lunch options. One of the participants who used to work at the airport acknowledged that if there were a direct automobile access from the airport to Woodson Road, he would have been a more frequent customer of the restaurants there. Most airport employees instead opt to go to St. Charles Rock Road for lunch.

Speed Limit: One of the participants mentioned that the speed limit on Woodson Road is too high, which is not good for non-chain establishments. However, the participants did not think that pedestrian accessibility was an issue, except for crossing Woodson Road.

Traffic Volume: The participants mentioned that the Woodson Road has a lower traffic volume and cannot support chain establishments. They believe the City should try to attract destination-type businesses based on the traffic level on the road.

Aging Housing Stock: The participants mentioned that some areas in the community have aging housing stock and project a poor image of the community. Most of the houses are rental properties. Even a few

poorly maintained houses can lower the median price of the housing stock. Better enforcement is needed to make sure that the rental properties are well maintained.

Ideas

The participants gave some interesting ideas and suggestions during the focus group session, including the following:

- Update zoning code to reflect the industries and type of development currently taking place and to accommodate unforeseen uses/industries that might develop in future.
- Streamline the permit process so a business can locate faster with fewest possible hurdles.
- The business community should develop a program to cross-merchandise by offering special discounts for goods and services.
- Encourage destination-type uses that do not depend on traffic volume.
- Promote mix of uses, both horizontally and vertically.

Aldersperson Community Focus Group

The alderpersons focus group session was held at City Hall on November 30, 2010. There were 10 participants in the focus group session, including all eight alderpersons, the mayor, and the City administrator.

At the initiation of the session, the participants were divided into two groups of five participants each. Each group was asked to take approximately 10 minutes and come up with three positive aspects and three challenges of living and working in Woodson Terrace. These broad topics were then listed on a dry erase board and became the topics of discussion for the session. Below is the summary of the discussion.

Positive Aspects

Location: The participants thought that the City is centrally located. The location was the prime reason for the church to choose this community. However, it is not conveniently located for businesses that depend on highway or interstate traffic.

Public Amenities and Services: The participants felt that the city park and pool are assets to the community. The park is well maintained, safe, and beautiful. Bike riding is not allowed inside the parks for safety reasons. Nevertheless, the participants agreed that the parks need better accessibility in terms of pedestrian and bike connections. Bikes are welcomed along Woodson Road and Guthrie Road.

The participants also believed that the police department is very responsive. The police/resident ratio is high compared to the state average. Approximately 60 percent of calls to the police department are from hotels. Participants added that the City needs the support of hotels to continue to provide quality service to these establishments.

Good City Representation: The alderpersons believe that the City officials and staff are very responsive to their residents and businesses. The alderpersons are always ready to listen to their concerns, irrespective of the ward boundaries. They have good communication lines established between

themselves and other officials and staff for information sharing and dealing with City issues as they arise. The City officials project a positive image of the community.

Family Atmosphere and Small Town Feel: The participants value the family atmosphere and small town feel of the community. Many residents have lived here for a long time. The community organizes a few events each year. While these events are a big undertaking, the City would like to continue to host such events and explore the possibility of more events. The group felt that such events not only bring the community together, but also become a marketing tool for the community itself.

Business Retention: The group noted that while there has been a difficulty attracting business in the community, most of the businesses that come to the community choose to stay in the community. The community has lost some businesses in the past, mainly due to problems between owners and renters.

Challenges

Attracting New Businesses and Types of Businesses: The group felt that the community needs a variety of businesses. They agreed that the traffic on Woodson Road might not be enough to support chain establishments and fast-food restaurants. According to them, this area needs to attract destinations where people come to a particular business or restaurant because it is unique and located only at this particular location. A small market area with shops and incubator type establishments might also work well in the area. They also felt that a small movie theater, small bakery, or jewelry shop, etc., could be a possibility in this area.

Aesthetics of Woodson Road and Natural Bridge Road: The group felt that most of the buildings along both Natural Bridge Road and Woodson Road look outdated. There needs to be design guidelines that will help update the appearance of the buildings. In addition, the streetscape itself needs to be improved. Natural Bridge Road, according to the group, is the main approach to the community. It is the first thing that visitors see when they exit the interstate. It needs to be beautified to create a welcoming experience. Woodson Road, they felt, was large enough to include bike and pedestrian accommodations.

Access from I-70: Access from I-70 has always been a problem, not only for the City of Woodson Terrace, but also for the neighboring communities. The design of on- and off-ramps from Natural Bridge Road on the east of Woodson Road, coupled with lack of proper signage, is very confusing for drivers not very familiar with the area. These drivers bring the outside revenue to the community- a very important factor in the economic development of the community. The west side ramps are equally confusing.

Overall Housing Code: The group felt that along with the zoning code, the housing code also needs to be updated. The code is old and amendments are approved on a reactionary basis. Multiple additions that have been made to sections have resulted in a code that is ambiguous and difficult to follow. The City has hired a consultant to organize the code based on sections and suggest changes that will make the code suitable for current times. The updated codes will be available on the City's Web site.

Starter Home Community: The homes in Woodson Terrace are starter homes. While this is not a bad thing for the community, the group felt that there needs to be more housing types in the community.

The younger generation looks for larger homes that are not generally available in the City. Guidelines are needed to show how add-ons to the existing structures can make them larger and more suitable for the younger generation's lifestyle.

Ideas

Some interesting ideas and suggestions were offered by the participants during the focus group session. They are:

- Provide free Wi-Fi in commercial areas to attract younger and student populations in the area.
- Update planning and zoning code and housing code.
- Establish design guidelines for commercial areas.
- Create design options for additions to older homes.
- Attract destination-type businesses to the area.

Mayors' Focus Group

A focus group was arranged with representatives from various communities surrounding the City of Woodson Terrace. The intent of this meeting was to provide brief overview of the vision statement and goals developed to date for the Woodson Terrace comprehensive plan and determine common initiatives that can be included in the plan that is consistent with adjacent communities. A critical item in the plan is communication coordination and cooperation with adjacent communities. The communities that participated in this meeting were Woodson Terrace, St. Ann, Edmundson, Breckenridge Hills, & St. John.

I-70 Corridor

It was asked what were the thoughts of representatives present with regard to access issues to and from I-70 and would they support a comprehensive study of the corridor. Overall all present indicated that they would support a study to improve I-70 from Cypress to I-170.

St. Ann: I-70 is very important to them for a connection standpoint. There are safety issues and issues with standing water and old design with I-70 as it exists today. They have increased enforcement by police on I-70 and have coordinated with others on a travel safe zone. There are many problems that can be solved from a study and implementation of road improvements to I-70.

St. Ann with the support of Woodson Terrace, Edmundson and the Airport secured federal funds through Lacy Clay for the planning (transportation and environmental) of the Pear Tree Lane extension from west of Airflight Drive to Cypress Road to provide additional connections and circulation south of I-70. Cypress Road is a very important north entrance to the City and provides a critical connection to the airport. Pear Tree Lane is a parallel route to I-70 to the south. The study will also look at land use along the extension and will allow easy access off of I-70 to Pear Tree Lane.

Edmundson: John indicated that I-70 is critical to his city and attracting development is an important aspect of Edmundson's sustainability. Major assets to Edmundson are I-70, the airport and MetroLink. Land-use along Natural Bridge is important since it is their front door. The interchange of Airflight Drive and I-70 is the front door of Edmundson, and to the Airport, and they never want to lose that front door.

It was mentioned that red light cameras they installed at the I-70 and Airflight interchange have been successful and is critical for safety.

St. John: I-70 is a secondary way into St. Johns and St. Charles Rock Road is their main focus. Improved flow and safety on I-70 both would be good for the Rock Road since it is used as a bypass when there is a crash on I-70 or traffic flow is heavy.

Breckenridge Hills: No real connection exists between city and I-70 and the Rock Road is their main access for city development.

Woodson Terrace: Access points are a problem in getting to Woodson Road from I-70. It is both confusing and indirect. Woodson Terrace has no direct access to I-70. MetroLink is visible but inaccessible from Woodson Terrace. The idea of a study of I-70 is definitely supported by Woodson Terrace. Overall the access issues crossing I-70 are a problem for all cities in connections to the airport. This would be a major issue to overcome of any study.

Communication, Cooperation and Coordination

Police and Jail Facilities: St. Ann shares police with Edmundson and they jointly use the St. Ann Jail. In addition Edmundson, other communities such as Woodson Terrace, Breckenridge Hills and St. John use the St. Ann Jail. It was suggested that a joint dispatch of area communities would be good for everyone, as long as rates charge to each community is reasonable.

Street Sweeping: All agreed that buying a high quality sweeper that everyone can use would benefit the whole area for cost and labor efficiency.

Shared Resources: Salt domes, police, joint bucket truck purchase and operation, trash and leaf pick-up were all mentioned as shared resource possibilities. All agreed overall that shared resources would be a great effort to continue and expand, as opposed to mergers.

Development District: All seemed to agree that Transportation Development District (TDD) or other similar legally bound district that were coordinated across multiple cities would be beneficial for everyone. Including the airport would be a major benefit.

Land Use: Coordinating land-use overlay across city boundaries was supported among the cities present.

Sustainability

All cities present were interested in livable streets and complete streets, as well as using environmental best practices in development and city operations. Bike facilities were also greatly supported

Area SWOT – Strengths, Weaknesses, Opportunities and Threats

Strengths:

- Good solid housing; however continued maintenance is critical to sustain this strength.
- Housing is relatively diverse
- The area is close to the airport

- The road networks is pretty good
- The area is in a central location and very close to everywhere you could want to go like Clayton or Downtown St. Louis.
- There are a high number of hotels which is good for the area.

Weaknesses:

- The cities cannot let the economic times allow houses to fall into disrepair.
- Absentee land lords are a real issue. Landlord responsibility programs and laws will help.
- Woodson Terrace and Edmundson are landlocked
- The depths of properties on St. Charles Rock Road are 160 feet deep, which is a problem for redevelopment.

Opportunities:

- Sharing of resources
- Shared revenues through TDD's and CID's
- I-70 study from Cypress to I-170 to look at the corridor comprehensively.
- Commercial area and restaurants (known chains) where people want to go would be great for the area.
- Make access and egress simple and easy to understand

Threats:

- Older age of resident for living units. Seniors when they get to a certain point, need to go to St. Charles or other areas for assisted care facilities and have to leave the area..
- Loss of young people who do not have the attachment to the community.
- Diverse housing choices, meaning size and quality of houses.



Town Planning Workshops

A town planning workshop provided a forum for collecting, organizing, and recording public input with respect to three key issue areas critical to the comprehensive plan process: neighborhood stability, economic development, and transportation. The Woodson Terrace town planning workshop was tailored for citizens in the community, with the purpose of using their first-hand knowledge and experiences to identify problems and recommend solutions in a small group discussion format.

The workshop was developed to identify the needs of Woodson Terrace's residents and business owners. The responses from participants provided the planning team with an understanding of the issues that are most important to Woodson Terrace's citizens. The information will contribute to the establishment of a direction for the future of the City and its neighborhoods and businesses. The City of Woodson Terrace provided publicity for the town planning workshop that was held on December 8, 2010, at the City Hall by individual door drops to the residences and businesses, announcements on the Web site, and display of posters at strategic locations. Fifteen (15) participants attended the planning workshop.

EXHIBIT 4.1: PICTURES FROM TOWN PLANNING WORKSHOP



Source: CH2M HILL

The following issues were discussed at the workshop:

- Housing and neighborhood stability
- Economic development and business attraction
- Transportation and services
- Parks and recreation

The workshop consisted of three teams of randomly selected participants. The participants were selected numerically by assigning each member to a team as they signed in to the workshop. This procedure allowed for the creation of a team composition of individuals with varied interests and talents. Each team was provided with the same questionnaire that consisted of several questions related to the topics listed above. Additionally, each team was instructed to select a representative to record responses and recommendations.

Each table was also provided an aerial map of the City, and stickers and markers to sketch ideas and comments graphically. The groups were encouraged to use the maps to present their ideas, visions, and concerns visually. The intent and purpose of the workshop was outlined at the onset of the session, following a short presentation to convey the meaning of comprehensive plan, the process, and the timeline for the planning process.

The following is a compilation of comments and recommendations from the town planning workshop.

Housing and Neighborhood Stability

Diversified residential housing stock is seen as a common need for communities to provide housing options for people of all ages and socioeconomic levels. Diverse housing stock is also thought to provide various housing options because diversification allows people to enter the housing market as a first-time buyer and age-in-place, rather than moving outside the community at some stage of the life cycle. This life-cycle housing is often responsible for community stabilization and vitality. Based on this concept of life cycle housing, the participants were asked if Woodson Terrace has such a housing stock.

While one group of participants thought that the housing types are adequate, the other two groups thought there needs to be more housing types in the area. Housing types that groups believed were in short supply were single-family homes with varied styles and sizes and condominiums of all price ranges. One of the groups also pointed out that the old Shop-n-Save site would be well-suited for a condominium unit. In neighborhoods, the idea of block parties was brought up to help to provide social stability of the area for people get to know each other so more residents would be willing to stay in the area. The groups also identified two specific locations for new housing.

- Old Shop-n-Save site (condominium units)
- Area in the southwest part of the City bounded by Chester, Muriel, Calvert, and Lambert (New, single-family residential units)

Some of the areas with poor housing conditions, crime, and image issues that teams identified were Airline Mobile Park, Pembroke Apartments, Airport Plaza strip mall along Natural Bridge Road, and the old Shop-n-Save site on Woodson Road.

The participant groups identified that public relations and communication was lacking in the community. One suggestion was to communicate safety and security issues to residents by journal or a Woodson Terrace Newsletter.

Economic Development & Business Attraction

The teams did not think that there was adequate supply of commercial, retail, office space, and dining choices in the area. The following commercial, institutional, and recreational facilities were suggested as favorable new additions to the community:

- Retail stores and shops (small mixture of stores)
- Shopping centers/mini mall
- Coffee shops and restaurants (such as Cracker Barrel)
- Walgreens
- Re-open the bowling alley
- Childcare center
- Beauty shop
- Dollar store
- Movie theater

The groups suggested that the City create a committee to follow up on any business wishing to come to this city, help them through the regulatory process, and create a positive atmosphere for economic development. The committee could also be charged with identifying development incentives that are acceptable to the City and expediting the development process. The idea is to encourage businesses to become a part of the community in a mutually beneficial timeframe.

They argued that other cities with airports have developed commerce to accommodate travelers (shops, theaters, etc.) and Woodson Terrace should study these communities and follow their model. They suggested that the City look into advertising in the airport for areas of interest in Woodson Terrace such as restaurants and shops, and place advertisements on a trolley or shuttle between the airport and the City. They also thought a bus service strictly for the elderly would benefit the community and help with economic development in the area.

Transportation and Services

The participants were asked to identify problem areas within the City of Woodson Terrace relating to traffic congestion, parking, access, visibility, and the City's image. The participant groups did not seem to have any issues with traffic congestion, parking, or visibility, but they identified the following areas as having image problems.

- Intersection of Woodson Road and Kathleen Drive
- Empty parking lot along Natural Bridge Road, west of the Pembroke Apartments
- Strip malls on Woodson Road and Natural Bridge Road
- Mobile home park

The following are some services that the participants thought would improve the overall image of the community:

- Educational facilities such as colleges, cyber cafes, and businesses offering services such as homework help
- Community center for all ages
- Services for seniors, such as a senior room and a community shuttle van for shopping, appointments, etc.
- Good bus shelters
- Walkways and trails
- Re-identify area separate from North County mentality, celebrate the Hispanic community with celebrations of holidays such as Cinco de Mayo

Parks and Recreation

The following ideas were suggested by the teams to improve the parks and recreational activities in the community:

- Provide a dog park/play area.
- Get teens involved in helping neighbors with mowing, painting, etc. It was suggested they might enjoy “sock hops.”
- Host contests involving video/animation games such as the Wii.
- Open the gate at Edmundson and Woodson Terrace Road.
- Upgrade the neighborhood park on Stansberry and Herbert streets by getting modern playground equipment.
- Provide family activities in parks, possibly coordinating with St. Louis Ranger Services.
- Build a water park that is infant- and toddler-friendly.
- Offer horse and buggy rides.
- Host neighborhood parties
- Host music events in the John L. Brown Park.
- Enhance walkways and trails.

Community Survey Results

An interactive survey containing questions based on a variety of topics was posted on the City of Woodson Terrace's Web site and made available to the public. The survey allowed citizens to respond to specific questions from the comfort of their homes.

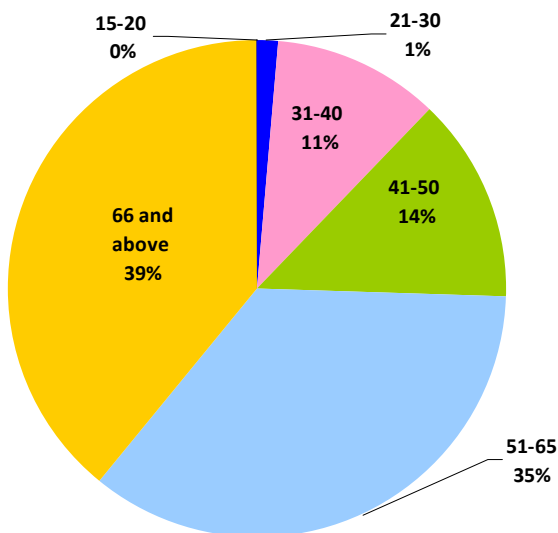
The expected timeframe for completing the survey was 10 to 15 minutes. The questions contained in the survey were carefully selected by the consultants and reviewed by the City and Comprehensive Plan Steering Committee. The intent of the survey was to use technology to reach a large number of citizens and to receive input related to a unified vision for the community.

The hard copies of the survey were also available at various locations throughout the community. Locations were provided for delivery by both mail and drop-off for the convenience of the participants. The survey was posted on the Web site for one week from December 8, 2010, to December 15, 2010.

A copy of the survey questions may be viewed in Appendix 4-1 at the end of the Comprehensive Plan. A total of 79 surveys were received at the end of survey period. The following section summarizes the responses received during the designated period.

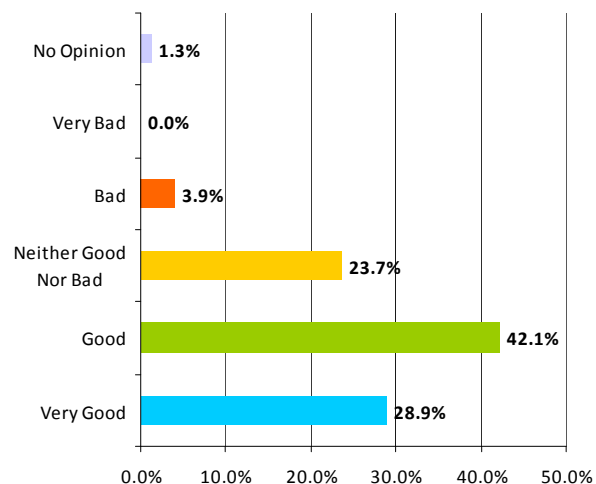
Most people who completed the surveys are 55 years and above in age (68% of total surveys). No surveys were received from 15-20 years age group. 71% people think that Woodson Terrace is a good place to live and raise the family.

EXHIBIT 4-1: SURVEYS RECEIVED BY AGE



Source: Zoomerang, CH2M HILL

EXHIBIT 4-2: OVERALL AS A PLACE TO LIVE

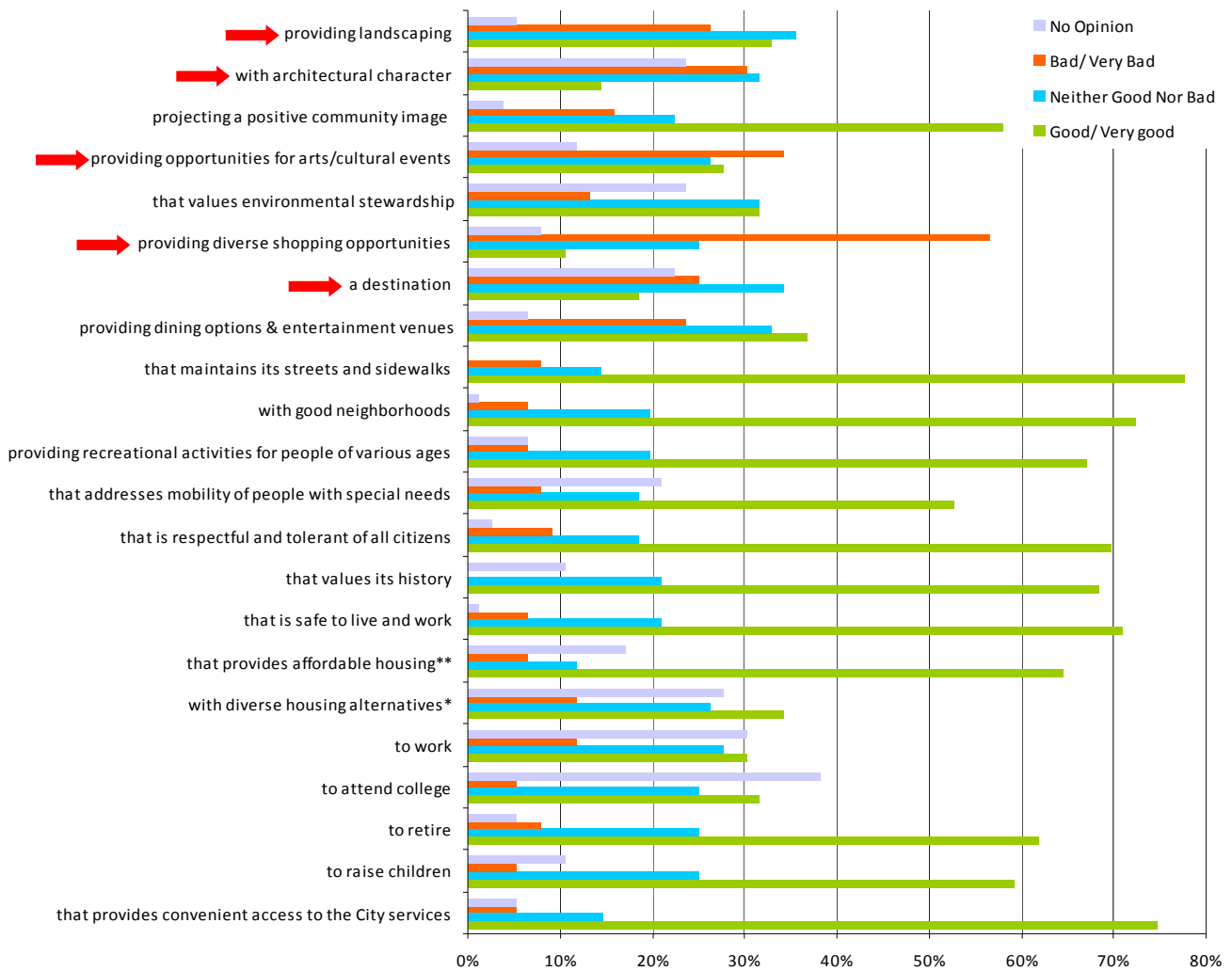


Source: Zoomerang, CH2M HILL

The participants were asked to rate various elements that make Woodson Terrace a community desirable to live work and raise the family (Refer Exhibit 4-3). Most participants rates the following elements favorably

- Maintains its streets and sidewalks
- Good neighborhoods
- Recreational activities for people of various ages
- Mobility of people with special needs
- Respectful and tolerant of all citizens
- Values its history
- Safe to live and work
- Provides affordable housing
- Good place to retire and raise children
- Convenient access to the City services
- Projecting positive image of the community

EXHIBIT 4-3: WOODSON TERRACE AS A COMMUNITY & PLACE



Source: Zoomerang, CH2M HILL



However certain elements that still need attention were

- Landscaping
- Architectural character
- Opportunities for arts and culture
- Diverse shopping opportunities
- Destination

Participants were asked to list 3 things they like the most and least about living in Woodson Terrace. The following were the results

Like most

- Centrally located
- Access to highway
- Close proximity to airport
- Close to employment
- Close to Natural Bridge and St. Charles Rock Rd
- Friendly helpful neighbors and sense of community
- Everyone maintains their homes
- Affordable housing
- Safe environment and low crime rate
- Citizens always speak positively of city and its government
- Alert police and good city services (snow, trash, street maintenance etc)
- Park and Church
- Good school district and great teachers

Like Least

- Empty building space
- Lack of variety of eating places, grocery store, shopping
- Businesses need a face lift, buildings need painting, more flowers and trees for better looking neighborhood
- Few job opportunities
- Lack of attractive features for business travelers
- Lack of public transportation & sidewalks
- Lack of community center, Laundromats, recreational center
- Property maintenance issues & enforcement of code
- Increasing rental base and reducing property values
- Houses are small & lack of low income housing
- Airport noise
- Yard waste removal & trash on properties
- Non-enforcement of speed limits on Woodson Road

The participants were asked to list the business establishments they would like to see developed in the future for Woodson Terrace. Community center and Water Park were the recreational developments that were stated very often in the list of developments

Below is the list of other popular developments

- Grocery store
- Farmer's market
- Movie theater
- Skating rink
- Bowling alley
- Family friendly restaurants and fast food
- Bakery, Coffee shop, Ice-cream shop
- Drug store
- Craft, artist, small boutiques, group of shops
- Bank
- Hardware store
- Thrift store
- Doctor or medical offices
- Beauty and tanning salon
- Laundromat

Participants were asked to list the locations of three areas in the city that they thought are the priorities for the city to redevelop or maintain current land uses.

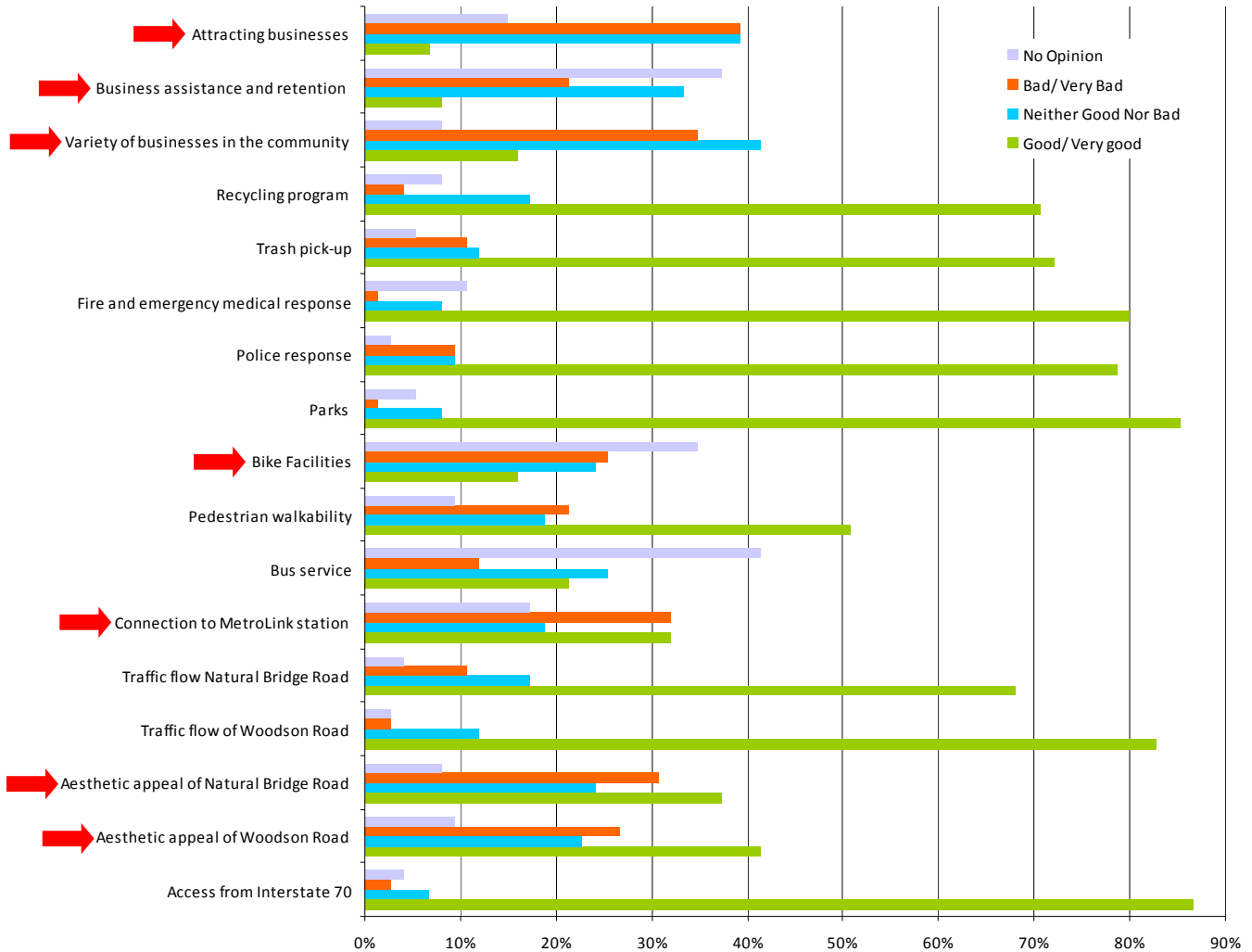
- All strip malls along Woodson and Natural Bridge roads
- Surface parking area around the City Hall and Police Department
- St. William's church soccer field
- Old Shop N Save
- Grone's café/ Celebrity Nites
- Trailer park along Natural Bridge Road
- Housing in Chester Street area
- Parking lot on Natural Bridge Road
- Enhancements to existing parks

They were also asked to explain the kinds of developments they would like to see in these areas. Below is the list of the same

- Grocery store, a movie theatre, or shopping center
- Shops & restaurants, pocket park or get together area
- Old town shopping look
- Space between parking and the street would be perfect for a Farmer's Market
- Community center gym like Overland and St. Ann
- A mall needs with restaurants and small shops
- Small businesses like Payless Shoes or an inexpensive good quality food restaurant
- A place attractive to the area children and parents and senior citizens
- update exterior to look more curb appealing to people that are passing along our community
- A classy or architecturally interesting eating or entertainment establishment or a hotel
- Skating rink or bowling alley
- More flowers, trees, planters

A list of services and amenities were given to the participants and they were asked to rate them from very good to very bad. Exhibit 4-4 summarizes the results. The red arrows on the exhibit indicates the services and amenities that were least liked by the participants. Surprisingly the access from I-70 was rated good or very good by most participants. This might be due to familiarity factor associated with living in the area.

EXHIBIT 4-4: RATING OF SERVICES AND AMENITIES



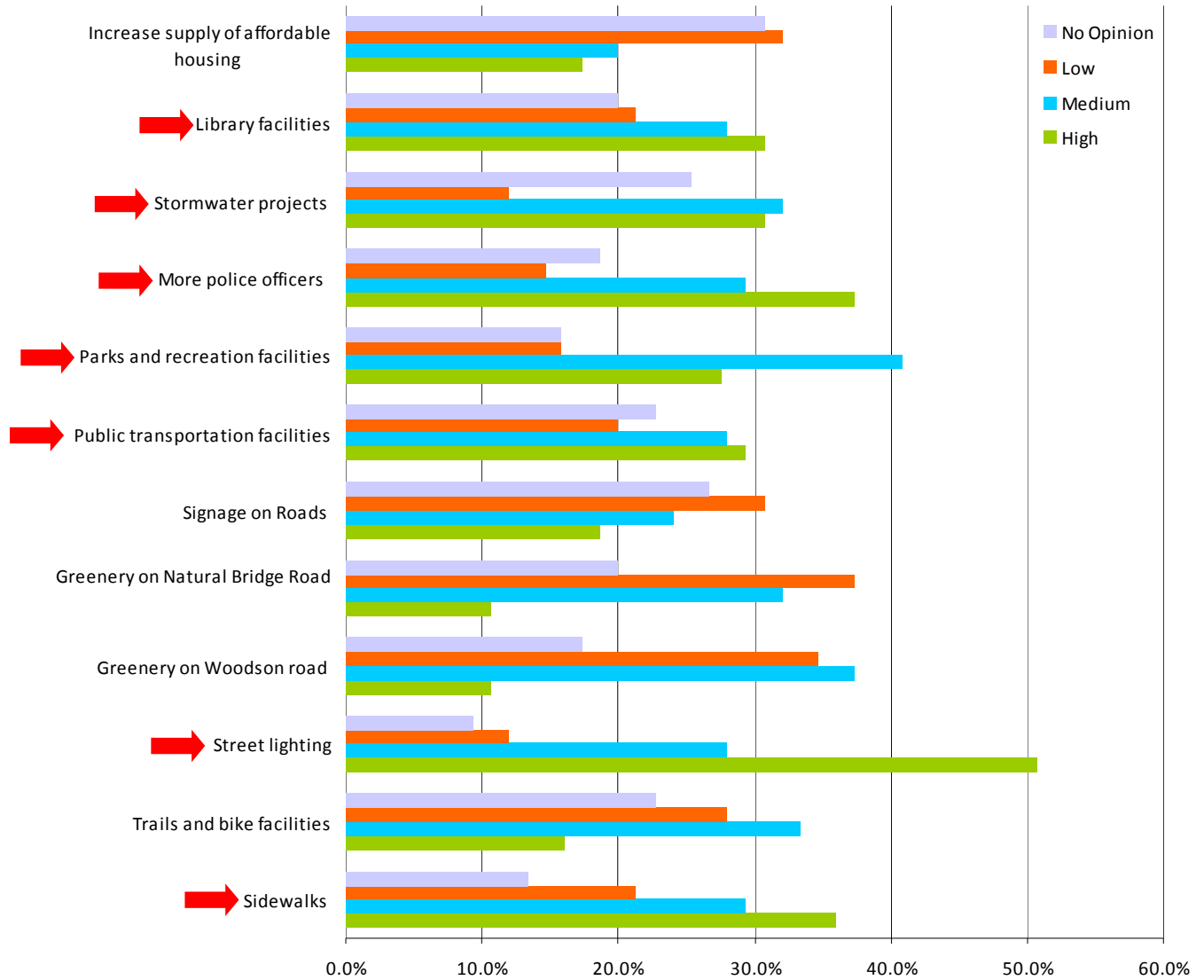
Source: Zoomerang, CH2M HILL

In order to understand of importance of certain services and amenities over others the participants were asked to play a role city staff. They were told that the City of Woodson Terrace must spend a certain portion of its budget to provide and operate basic services. However, if money became available for the facilities, programs or services below, how would they allocate this money among them based on high medium and low priority?

Exhibit 4-5 summarizes the results. Most importantly participants felt that the extra money would be well spent on items listed below. These are indicated by a red arrow on the Exhibit 4-5.

- Sidewalks
- Street lighting
- Public transportation facilities
- Parks and recreational facilities
- Police officers
- Storm water projects
- Library Facilities

EXHIBIT 4-5: IMPORTANCE OF SERVICES & AMENITIES



Source: Zoomerang, CH2M HILL

Open House Summary

An open house was organized on June 7th 2011 for city residents, business owners and employees to comment on the draft plan. Door drops of fliers were done by the city three weeks prior to the meeting informing residents and business community of the upcoming open house. A total of 36 people attended the meeting. Below are pictures of the same (See Exhibit 4.2).

The display boards at meeting were organized to take the participants step by step through the planning process and were coordinated with the chapters in the planning document. A presentation was done by the consultant focusing on the process they followed and asking for their feedback on the broad concepts displayed on the boards. Copies of planning document were also available for review. Note cards were provided at the meeting for participants to record their comments.

All boards and comment box was also available online for the people who were unable to come to the meeting. The commenting period on broad concepts of the plan displayed on the boards began on June 7th 2011 and ended on June 14th 2011.

One comment was received during open house and two from online survey. All comments were supportive of the plan and participants wanted the plan to be implemented.

EXHIBIT 4.2: PICTURES FROM DRAFT PLAN OPEN HOUSE MEETING



Source: CH2M HILL

CHAPTER 5



Planning for Future



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CHAPTER 5

Planning for Future

Planning for the future is a critical element of the comprehensive plan for Woodson Terrace. It will provide the direction for actions taken by the City to achieve the vision and goals of the community. The comments and concerns expressed during engagement activities revealed several important issues that must be considered in defining what, where, and how future development will occur in the City.

Public engagement methods used to define future development included the comprehensive plan steering committee, a public workshop, community surveys, stakeholder interviews, and focus groups discussions.

Detailed information regarding engagement activities is covered in Chapter 4. This information was the basis in planning for the future in the City of Woodson Terrace. Members of the City's appointed Comprehensive Planning Steering Committee were consulted on a regular basis in order to understand issues faced by the City and the committee's vision for the future and to apply this foundation of the plan to plan for the future.

Strength, Weaknesses, Opportunities, and Threats

A critical part of developing a comprehensive plan is to define strengths, weaknesses, opportunities, and threats (SWOT) established during engagement activities. The following SWOT characteristics were identified for the City of Woodson Terrace.

Strengths

- Central location and proximity to Clayton and Downtown St. Louis
- Well-maintained housing stock
- Close to the airport
- Good condition of roads
- Large number of hotels
- Long-term businesses and family-owned restaurants
- Public park (John. L Brown City Park)
- Dedicated city staff and prompt provision of services

Weaknesses

- Lack of diversity in terms of size and style of housing
- Absent landlords
- Landlocked (both Woodson Terrace and neighboring Edmundson)
- Inconvenient, difficult access to MetroLink
- Confusing access to and egress from I-70
- Low visibility of businesses along Natural Bridge and Woodson roads

Opportunities

- Comprehensive study I-70 corridor from Lindbergh to I-170 to provide good access to communities and airport
- Develop new commercial and mixed-use development potential on vacant and under-utilized land along Natural Bridge and Woodson roads
- Create walking/biking corridor in large right of way on Natural Bridge and Woodson roads
- Develop entertainment venues and senior living facilities
- Enlarge housing footprint by retrofitting existing stock and thus create diversified housing stock in addition to redevelopment
- Share resources between adjacent communities
- Share revenues through transportation development districts (TDD) and community improvement districts (CID)

Threats

- Economic crises affecting smaller communities
- Senior flight due to lack of assisted care facilities
- Loss of young people who do not have an attachment to the community
- Lack of diverse housing choices in terms of size and quality
- No funding to carry out a much-needed I-70 corridor comprehensive study and other infrastructure investment



Land Organization

The Future Land Use Plan for the City of Woodson Terrace will be used as a guide for decisions regarding zoning and land-use (see Map 5-1). The future land-use recommendations included in this plan were developed as a result of considerations of current land-use practices, recommendations from the Comprehensive Planning Steering Committee, comments from engagement activities, and state-of-the-art practices related to land-use and urban design principles.

The future land-use plan includes eight - land-use categories. These are shown in Future Land Use Map 5-1. These categories were chosen based on appropriateness of scale related to the study area and the conditions that exist or are likely to exist in the foreseeable future. The future land-use categories identified on Map 5-1 are listed below and discussed in detail in the subsequent sections of this chapter:

1. Low Density Residential
2. Medium Density Residential
3. Neighborhood Mixed Use
4. Community Mixed Use
5. Regional Mixed Use
6. Institutional
7. Industrial/ Utility
8. Parks and Recreation

With public input as a backdrop of information, the planning team also included market-driven information as pertinent to developing areas of the City. These areas are characterized as development districts along Natural Bridge Road and Woodson Road, where development is planned to occur. The two development districts proposed in the Future land-use plan, gateway and town center, are discussed in the following the land-use categories section.

Land-use Categories

General Principles of Development

It is critical to develop land use with the end in mind. Redevelopment is a basis for growth. It enables better utilization of space available for development and connecting those areas to core residential areas on each side of Woodson Road.

The following principles were used to develop future land-use categories and overlay districts:

- Topography and elevations:
 - Discourage development of any slope greater than 15 percent because existing terrain is essentially flat.
 - Conform public and private infrastructure to the natural contours of the sites, eliminating the need for extensive cutting, filling, or terracing.
 - Emulate the topography of the existing slope and do not shape into exaggerated slopes or flatten sites.
 - Prepare new building sites in dense areas at elevations similar to existing structures to ensure continuous façade presences
- Soils: Protect hydric soils¹ which are good for draining stormwater, and include in any site plans, since the cost of transforming hydric soils into compacted developable land is high.
- Views: Protect valuable view sheds by orienting buildings to maximize view potential.
- Historic elements: Respect and preserve when impacted by new or re-development within their surrounding area.
- Natural, social and cultural resources: Protect and preserve.
- Flora:
 - Integrate mature and native trees, as well as existing non-invasive vegetation into the proposed site plan.
 - Incorporate native plant and tree species in landscaping and avoid or remove existing invasive species.²
- Incorporate implementation planning and finance strategies into all planning concepts to assure market-driven and financeable development on a timely basis.
- Include transportation and supporting infrastructure elements in redevelopment proposals to ensure connectivity and fiscal responsibility.

¹ **Hydric soils:** Soils that are wet frequently enough to periodically produce anaerobic conditions, thereby influencing the species composition or growth, or both, of plants on those soils. Available at <http://www.dnr.state.md.us/criticalarea/glossary.html#h>, Accessed April 02, 2011.

² **Native and Invasive Species list:** Available at <http://www.grownative.org/>, <http://www.shawnature.org/nativeland/NativeLandscapingManual/ChapterThree.aspx#major> Accessed April 02, 2011

Low Density Residential

Low density residential areas represent subdivisions with residential lots of varying sizes and houses including varying design amenities (see Exhibit 5-1).

The allowable density is usually one to three units per acre, with most homes being of stand-alone design. This density encourages development of single-family homes on large lots where the City provides urban services.

Higher density homes in this category (for example, four units per acre) are located near adjacent and similar land uses such as medium-density land use. This adjacency helps create buffers for lower density homes from commercial or higher density residential. Density in low-density residential areas should not exceed 25 percent of the adjacent neighborhood density, and units are not stacked vertically. Infill of vacant parcels in existing neighborhoods should be consistent with the density and character of the neighborhood.

The following guidelines apply to this land-use development category:

- Density: one to three units per acre.
- The minimum lot size is 10,000 square feet.
- Maximum height 2.5 stories.
- Density bonuses may also be considered with the provision of public amenities.

Large subdivisions require a planned development permit and comprise planning for existing infrastructure that includes methods to upgrade street configurations, parks, and trails within redevelopment areas.

EXHIBIT 5-1: EXAMPLES OF LOW DENSITY RESIDENTIAL



Source: CH2M HILL



Medium Density Residential

This land-use category includes single-family detached housing, single-family attached housing, townhouses, duplexes, live-work units³, apartments, or condominium-style planned unit developments. More compact than low-density development, these subdivisions produce higher volumes of commuter traffic. The allowable density in this category is 4 to 12 dwelling units per acre (see Exhibit 5-2).

Modulations in density should not be abrupt. An increase of 25 percent from the adjacent density is suggested. Medium-density homes (for example, four units per acre) are recommended to be located away from the major streets and gradually merging with the low-density residential land uses described above. This land-use category, when planned appropriately, can act as an excellent buffer investment between low-density housing family and commercial developments. A mix of housing types such as stand-alone construction, zero lot lines, live-work unit duplexes, town homes, triplexes, fourplexes, courtyard, and garden type apartments or condominium units are encouraged in each neighborhood. Large subdivisions may require a planned development permit. If public amenities are provided, the City could consider awarding bonuses.

The following guidelines are suggested for medium-density residential areas:

EXHIBIT 5-2: EXAMPLES OF MEDIUM DENSITY RESIDENTIAL



Source: CH2M HILL, www.pedbikemages.com

³ The term “live-work” effectively describes accommodations that are specifically designed to enable both residential and business use. This differs from ordinary “work from home conditions” in its nature and in the intensity of business use that may be involved. While in “work from home”, the work use of a unit is small scale and usually secondary to the domestic use, in a “live-work” unit amount of space devoted to the work use or that the work element is designed to accommodate more workers than just the resident and may be designed in a flexible form to encourage business expansion. Available at <http://www.rics.org/Environmental/landandlandconsultancy/Sustainability/Sustainabledevelopment/liveworkarticle040906.html>, Accessed on April 04, 2007

PLANNING FOR FUTURE

- Density of 4 to 12 dwelling units per acre allow for smaller lots within city limits.
- Maximum height of three stories may provide parking on the ground floor or within a parking garage..
- Live-work units are allowed at nodes.
- Residential units can be stacked.
- Modulations in density are gradual, not abrupt.

EXHIBIT 5-3: EXAMPLES OF NEIGHBORHOOD MIXED USE

Neighborhood Mixed Use

Commercial and retail development within this land-use category is designed to serve the surrounding residential areas. It is here that commercial, institutional, and residential land uses are mixed both horizontally and vertically. Commercial uses comprise retail stores, restaurants, offices, daycare facilities, grocery stores, drug stores, coffee and sandwich shops, dry cleaners/Laundromats, salons, daycare facilities, professional offices, medical/dental clinics, retail/gift shops, parks, churches, clubhouses, and public uses and includes public right-of-way improvements needed to ensure safe, convenient pedestrian and vehicular accessibility to economic development opportunity sites.

Individual parcels in this category should be used for a variety of compatible land uses to create a diverse urban fabric. These uses can be mixed horizontally as well as vertically.

The character of mixed-use development is planned to respond to the economic development characteristics of existing development surrounding each location in terms of building height, appropriate use, and proportion.

The following qualities apply to the neighborhood density mixed use category.

- Minimum height is 1.5 stories.
- Maximum height is four stories.
- Maximum footprint of each business is 10,000 square feet.



Source: CH2M HILL, www.pedbikeimages.com

- Developments create a pedestrian-friendly, pleasing environment.
- Residential density is 4 to 10 units per acre.
- Residential use is not allowed on a ground floor.
- One row of parking in front though zero setback from the sidewalks. Extra parking areas are provided at the side or back of buildings.
- Common wall adjacency creates a continuous, undisturbed façade providing for aesthetic appeal and safety to pedestrians by limiting structure separation with drives and loading dock areas.
- Shared side and rear parking, points of entry, and exits can reduce infrastructure costs and increase efficiency in long-term management.
- Common areas and parking lots are landscaped using sustainability principles and best management practices.
- Stormwater management includes underground detention or best management practices.

Community Mixed Use

This classification includes medium-sized businesses and service establishments that serve the immediate neighborhood as well as neighboring communities. The uses allowed in this area serve Woodson Terrace and surrounding communities' day-to-day needs and attract outside transit market bases. Commercial, institutional, and residential land uses are mixed horizontally and vertically (see Exhibit 5-4).

Parcels belonging to this land use category lie along Woodson Road in the northern part of the community and can attract destination-type uses. Creation of a pedestrian-friendly environment with traffic calming devices is vital to the success of such uses.

The uses that are allowed in this category are typically lower traffic generators compared to big-box stores and regional retail developments. However, any planning for commercial areas is recommended to include careful placement of vehicular parking and possibly stacked or decked parking that is augmented by pedestrian-friendly circulation and connectivity. Thoughtful planning or supportive infrastructure adds to the desirability of mixed use areas and enhances potential for economic success for those who choose to invest in these areas.

Commercial uses include large retail stores, restaurants, offices, daycare facilities, large grocery stores, drug stores, coffee/sandwich shops, personal care, home care, spas, professional offices, medical/dental clinics, banks, clubhouses, and public uses. Institutional uses include schools, churches, hospitals and public facilities such as post offices, community centers, city hall, city-owned property, other public agencies, and other not-for-profit agencies.

The following recommendations apply to Community Density Mixed Use.

- Minimum height is 2 stories or 30 feet.
- Lot coverage is less than 70 percent.
- Traffic calming devices attract destination-type uses and create a pedestrian-friendly environment.
- For commercial and retail parcels, plan tenant space is planned based on market-driven tenant needs, including access and visibility from pedestrian and vehicular corridors.
- Residential density is not more than 11 units per acre.
- No residential units on ground floors
- Setbacks:
 - There is zero frontage setback from the sidewalk to achieve the desired streetscape character.
 - Open seating spaces, entry steps to storefronts, flowerbeds or other landscaping along storefronts, public gathering areas, and patios used for café service are part of the structures from the zero setback
 - While zero building set back is preferred, one row of parking in front could be allowed per City approval.
- Common wall adjacency creates a continuous, undisturbed façade providing for aesthetic appeal and safety to pedestrians by limiting structure separation with drives and loading dock areas
- Parking:
 - Underground, decked, or garage parking is encouraged.
 - Shared side and rear parking, points of entry, and exits reduce infrastructure costs and increase efficiency in long-term management.

EXHIBIT 5-4: EXAMPLES OF COMMUNITY MIXED USE



Source: www.pedbikeimages.com



- Common areas and parking lots are landscaped using sustainability principles and best management practices.
- Underground detention or best management practices for stormwater infiltration is expected.

Regional Mixed Use

This classification includes large businesses and service establishments that cater to regional demands and attract traffic from out of the immediate trade area. Residential use is not allowed. Examples include entertainment venues, convention centers, theaters, offices, hotels, large retail developments, department stores, hospitals, etc. (see Exhibit 5-5). Uses allowed in this category are typically high traffic generators (compared to community density mixed use).

The parcels belonging to this land-use category are along Natural Bridge Road due to easy accessibility, highway visibility, and connectivity to transit services, all of which are vital to the success of regional density mixed use.

Planning for commercial areas or institutional uses is recommended to include careful placement easily accessible stacked or decked parking facilities. Thoughtful planning for supportive infrastructure adds to the desirability of mixed use areas and enhances potential for economic success for those who choose to invest in these areas.

The following qualities apply to regional density mixed use.

- It has highway visibility.
- Minimum height is 3 stories.
- It features a pedestrian-friendly environment with traffic calming devices
- Parking:
 - One row of surface parking in front is allowed, plus parking areas at the side or behind buildings.
 - Underground, decked or garage parking is encouraged.
 - Shared side and rear parking can reduce infrastructure costs and increase efficiency in long-term management.

EXHIBIT 5-5: EXAMPLES OF REGIONAL MIXED USE



Source: www.pedbikeimages.com



- Landscaping incorporates sustainability principles and best management practices.
- Major point(s) of ingress and egress into development include curb cuts designed to accommodate truck traffic.
- Shared points of entry and exits can reduce infrastructure costs and increase efficiency in long-term management.
- Common areas are landscaped using sustainability principles and best management practices.
- Underground detention or best management practices for stormwater infiltration is expected.

Institutional

Institutional uses typically include schools, churches, hospitals, and public facilities such as sewer and water treatment plants, stormwater facilities, post offices, community centers, city hall, city-owned property, other public agencies, and other not-for-profit agencies. Some of these operate at limited times or days, such as 9 a.m. to 3 p.m. on weekdays only.

The locations of and potential for such services are determined by the growth of the City and therefore are related to population and commercial needs of the City and region. Some of the institutional uses, such as city hall, churches, school buildings, etc. are seen as identity elements in the community. Therefore their architecture should be sensitive to density and character of the neighboring area and be seen by the community as an element of identity.

The expansion of school facilities depends on the decision of school boards based on the projected numbers for yearly enrollment and the age levels of the student body.

Planning recommendations for future expansion of institutional facilities are given below.

- Minimum height is 1.5 stories or 20 feet.
- A pedestrian-friendly environment with traffic-calming devices can be incorporated.
- Since uses are encouraged to explore shared parking facilities and points of entry and exits resulting in the reduction of infrastructure costs and efficiency in long term management of development areas.
- Parking
 - Encourages underground, decked, or garage parking.
 - Any parking associated with institutional buildings should be adjacent to or behind facilities.
 - However, one row of parking in front could be allowed per City approval.
 - Shared side and rear parking can reduce infrastructure costs and increase efficiency in long-term management.
- Shared points of entry and exits can also reduce infrastructure costs and increase efficiency in long-term management.
- Buildings are encouraged to have a zero setback from the street. However, set-back guidelines for institutional uses can be altered if the front is landscaped or provides plaza/get together areas.
- Underground detention or best management practices for storm water infiltration is expected.

Industrial/ Utility

Industrial developments typically consist of single-story structures of either tilt up or pre-engineered building quality and may include outside storage of material and equipment and employee parking. Because of their use and purpose, industrial development areas may produce conditions that are incompatible with adjacent uses. Therefore, landscaped buffer zones are often used to separate these areas from residential, retail, and commercial investments.

Truck traffic and increased customer and vendor traffic common at industrial sites are additional reasons to isolate these activities through infrastructure placement.

Current industrial uses along Woodson Road and Natural Bridge road are assumed to remain the same in future. However, these parcels generate a gap between retail uses that are expected to create a pedestrian friendly environment along Woodson and Natural Bridge roads. This gap can be lessened by creating an aesthetically pleasing pedestrian environment with landscaping and elements such as green hedges. Other recommendations associated with this category are listed below.

- Use landscaped buffers, including greenways and trails, to separate industrial areas from residential, retail, and commercial investments.
- Encourage use of low-impact design.
- Create visual interest using different textures, complementary colors, shadow lines, and shapes.
- Single-color or blank walls with little detailing should be prohibited along Woodson and Natural Bridge roads and discouraged in the interior areas.
- Use Greenscreen® or landscaping to hide any unpleasant structures or equipment along Woodson and Natural Bridge roads and in the interior areas.

Parks and Recreation

City of Woodson Terrace currently has two parks. The future land use plan does not anticipate creation of new park facilities unless a large development takes place. The following are recommended for park and recreational areas.

- Parks should be easily accessible from neighborhoods and businesses.

EXHIBIT 5-6: EXAMPLES OF INDUSTRIAL DEVELOPMENT



Source: www.pedbikeimages.com



PLANNING FOR FUTURE

- Park facilities should be well maintained, in working order, and safe.
- Lawns areas should be manicured.
- Structures in parks should be sensitive to density and character of neighboring area.
- Low -impact design is encouraged.

The park on the east side of the community could be used innovatively. For example, it could include a community garden, a play area for children, an outdoor classroom, an organic school or urban farming program, or a dog park. Other recommendations for the park include the following elements.

- Improve accessibility from Guthrie Road.
- Erect signage announcing the park at the Guthrie Road entrance.
- Landscape the border and lay attractive, ADA-accessible pavement along the existing 10-foot-wide path.
- Purchase one of the properties on north or south of the existing entrance from Guthrie and create a grander entry and a few parking spots.

EXHIBIT 5-6: EXAMPLES OF SMALL PARK DEVELOPMENT



Source: www.pedbikeimages.com



Development Districts

Creation of development districts leads to concentrated efforts in key areas of the City where redevelopment will be supported by the City. These areas must be distinguishable from the rest of the adjacent community. District boundaries are carefully delineated based on five elements:

- Existing land uses
- Proposed land uses
- Availability of land
- Accessibility from the interstate highway
- Visibility from the interstate highway

While this document provides an outline to set a tone for the district character, each district—gateway and town center—needs its own design guidelines related to streetscape, site planning, building architecture, and signage (on both public and private properties) to fully realize its character and create a unified image throughout its boundaries.

To promote the small-town character of Woodson Terrace, we recommend establishing a merchants' association to represent the collective investment, coordinating advertising, promotion, and distribution of marketing materials through various media. We also recommend that the merchants' association prepare a tenant mix analyses to assure market-driven placement of new businesses and retail uses that complement existing businesses and encourage new investment.

Streetscape is an important part of the district character and is discussed in greater detail in the Local Infrastructure segment of the Future Infrastructure and Facilities section of this chapter.

Gateway District

Although the City of Woodson Terrace is accessed from both north and south of the City, most people (who come from the region or the airport) use the northern entry points. This means that visitors' first impressions come arise from viewing parcels on Natural Bridge Road.

Exhibit 5-7 shows the extent of the gateway district proposed in this area. The proposed future land uses are region density mixed and industrial.

There are three focal points in this district

- West entrance
- East entrance
- Intersection of Woodson and Natural Bridge roads

These entry points, along with building architecture and streetscape improvements, are key opportunities to distinguish this stretch of Natural Bridge Road from an otherwise uninteresting corridor when seen from I-70. This is where appropriately designed focal points, consistent gateway elements, and building architecture can establish a sense of arrival to the visitors and raise curiosity of transient traffic along I-70, ultimately attracting them to the City. Focal points or gateways have a variety of

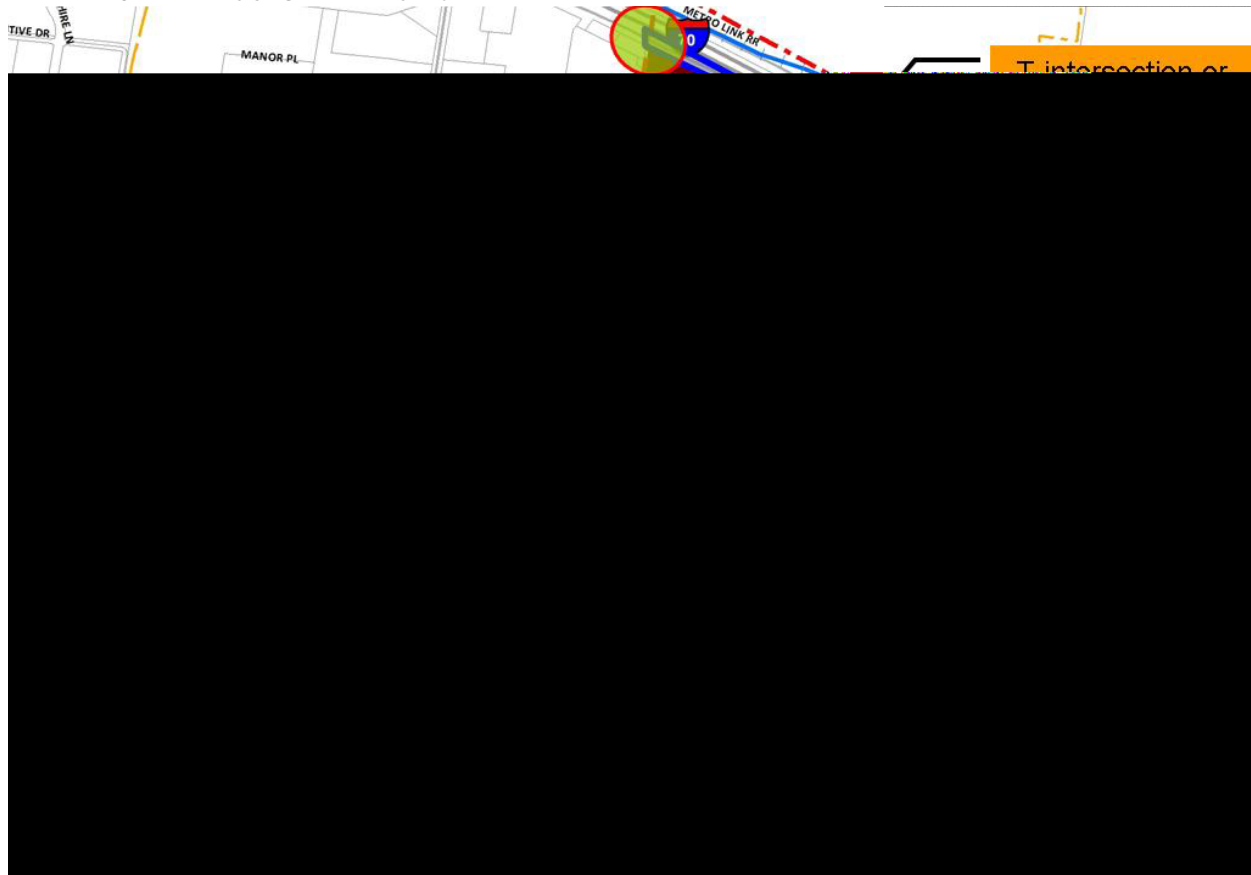
configurations and scales and can be created in various ways such as architecturally, with a monumental, or through landscaping. They should provide a unique sense of identity, transition, and anticipation and relate to the local cultural heritage.

The following recommendations relate to focal points or gateway features (see examples in Exhibit 5-8).

- Design should balance building envelope, architecture, and mass with highway visibility.
- Use landscape elements like signs, views framed by vegetation, structure, and color and lighting design to make a lasting impression on a visitor and transient traffic.
- Encourage public art as a feature of these focal points, and integrate art into streetscape and landscape concepts.
- Consider using a different type of roadway pavement at.

The intersection of Woodson and Natural Bridge roads is the most important focal point of the three points listed above and needs to be grander compared to the east and west entry points. While the current entry has been enhanced, the eastern and western gateways can also be improved to showcase this critical entry to the Woodson Road corridor. This will raise the interest and curiosity of the visitor entering from north of the City and drawing him further down Woodson Road and eventually to the Town Center District. Similarly, a person entering from south of the City will be drawn all the way to Natural Bridge Road.

EXHIBIT 5-7: EXTENTS OF GATEWAY DISTRICT



Source: St. Louis County GIS & CH2M HILL

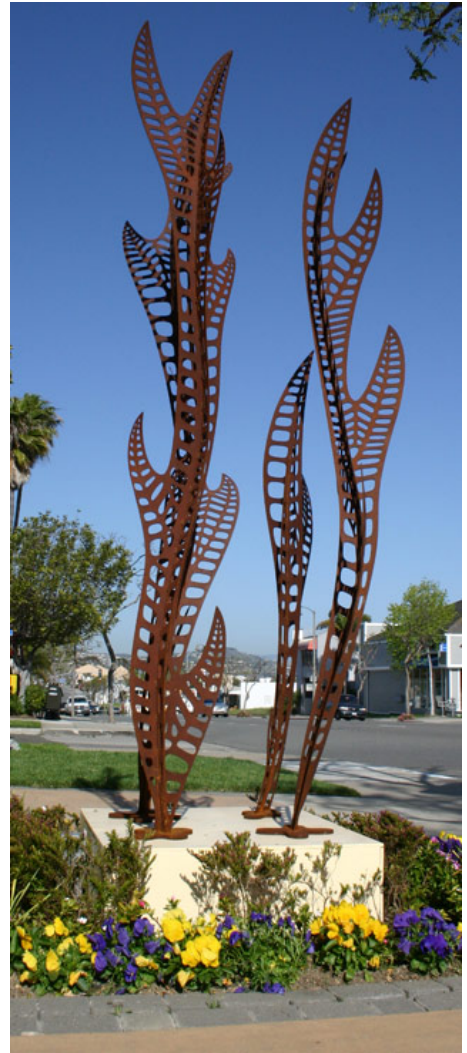
PLANNING FOR FUTURE

Two ways of increase the prominence of this intersection would be to incorporate a roundabout or an enhanced T intersection. Depending on the design, either type of intersection can result in a grand focal point and gateway for the community.

The following lists the pros and cons of both intersection types.

- Roundabouts are less pedestrian friendly compared to T-intersections as they create a continuous flow of traffic.
- The T-intersection has a clear advantage when the purpose at the intersection is economic development or to move pedestrians from one side of the road to the other.
- Since I-70 is on the opposite side of Natural Bridge Road, there is no need for pedestrians to cross at this intersection.
- Roundabouts reduce traffic delays, energy consumption, maintenance costs, and air

EXHIBIT 5-8: EXAMPLES OF GATEWAY FEATURES



Source: <http://www.pedbikeimages.org/browse.cfm>

- pollution compared to traditional T-intersections.
- Roundabouts calm traffic.
- Roundabouts reduce the occurrence of accidents.
- Roundabouts limit access to an intersection, notable in relation to existing and future commercial and residential investments. Any roundabout configuration must consider public access to private property.
- Implementation of a roundabout may warrant redesign of internal circulation on adjacent property.
- Roundabouts create a focal point and give a unique identity to the community. However, landscaped areas of roundabouts are not accessible to the public. Implementation of roundabouts uses public space that could otherwise be used as plaza, outdoor dining, or just gathering space in a traditional T-intersection.

Town Center District

Availability of significant vacant underutilized land in the heart of the community can be a positive aspect of creating a town center for Woodson Terrace. The parcels belonging to the Town Center District are along Woodson Road in the central part of the community. The proposed boundaries are shown in Exhibit 5-9.

Woodson Road is accessed primarily on the north from Natural Bridge Road. Success as a town center will depend on the type of uses that are allowed along this stretch of Woodson Road. Destination-type uses such as one-of-a-kind retail stores, specialized merchandise, family-owned restaurants, farmers' market, etc., are some establishments that will thrive at this location.

A public/private partnership is desirable due to the costs associated with upgrading infrastructure and redeveloping private property within an established network of structures. Refer to The National Council for Public-Private Partnerships website <http://www.ncppp.org/> to learn more about such partnerships.

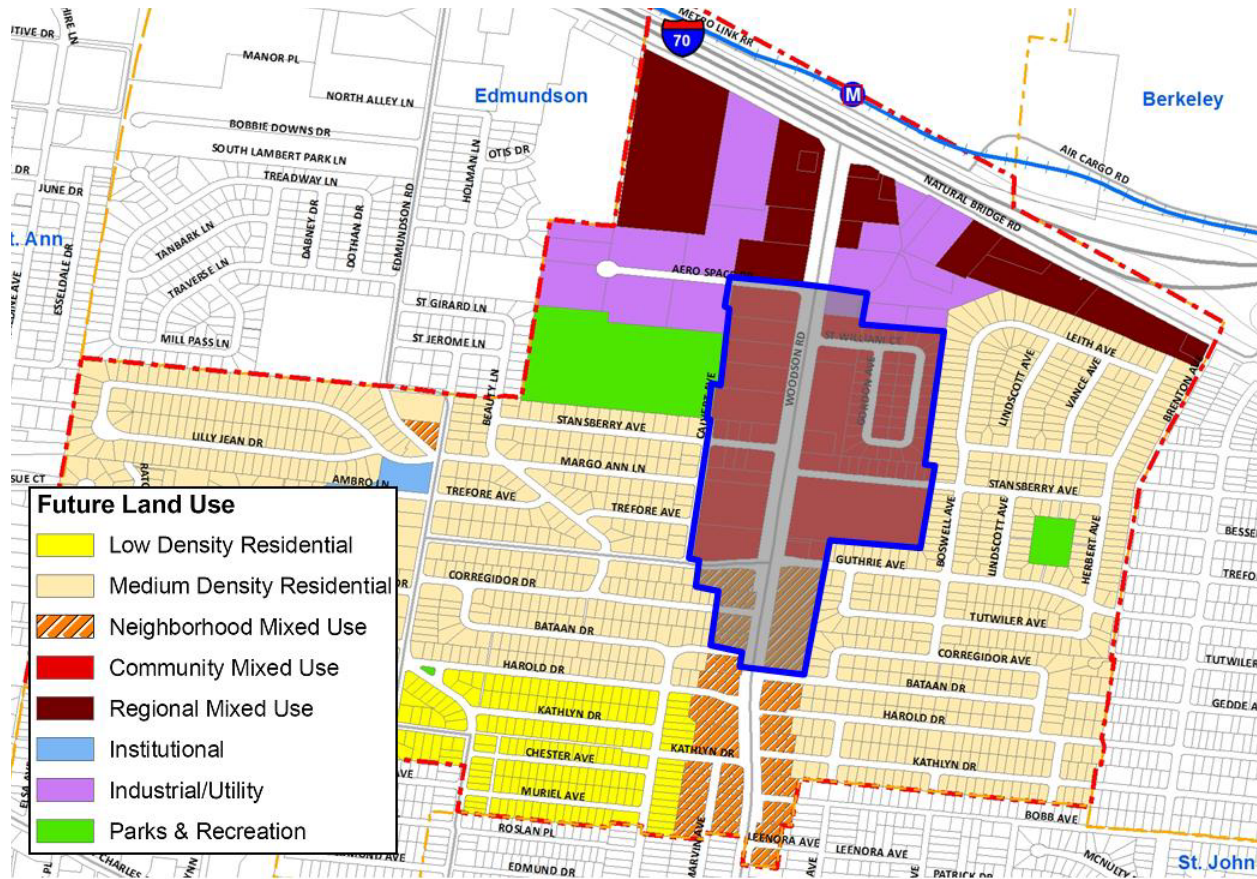
To implement redevelopment of this area, the City can facilitate preparation of a master plan⁴ for the entire district that includes an inventory of land ownership, size of parcels, and desired public enhancements and upgrades that will set this area apart from other locations in the City. A large hard paved plaza is an integral element of a town center. Such a plaza should be open to the elements, designed to encourage public activities, and be framed with small shops and restaurants. Public seating and gathering areas around fountain(s) and landscaped areas can be planned to support seasonal activities such as Fourth of July celebrations, holiday activities, parades, and private celebrations such as weddings or outdoor parties.

Permanent, lit kiosks strategically located throughout the plaza can attract attention to areas within the plaza and provide food, products, and services. Kiosks may be owned by the City and leased to vendors based on products sold, variety of products, products of interest, and informational material. The buildings that frame the plaza are ideal places for stores that sell products unique to Woodson Terrace and not found in chain stores. The town center design may include commercial uses that cater to

⁴ The town center master plan is not in current scope of study and will have to be carried out as a separate project. However the master plan shall coordinate with the comprehensive plan.

PLANNING FOR FUTURE

EXHIBIT 5-9: EXTENTS OF WOODSON TERRACE TOWN



Source: St. Louis County GIS & CH2M HILL

restaurants and entertainment venues. Hotels or inns can add a distinctive quality to the area and encourage transit market participation.

Special design elements bring excitement to the tenant mix and the configuration of tenant spaces to maximize the convenience; visibility, aesthetics, and uniqueness of the district (see Exhibit 5-9). Other ways to contribute to the success of development are listed below:

- Establish design standards to encourage creation of aesthetically pleasing architecture and landscaping that respect the history of the area while adding excitement to public gathering places
- Address overall awning and signage issues to create a unified image throughout the district
- Include branding and way finding signage that sets the area apart
- Create a pedestrian friendly environment that incorporates access management and traffic-calming techniques
- Incorporate an open, visible, and accessible plaza, a vital element for the success of a town center
- Design a streetscape that is grander in its core area than the rest of the street
- Require pedestrian furniture, landscaping, and lighting along sidewalks and pathways for safety and to add an opportunity for whimsical design elements and way finding

PLANNING FOR FUTURE

- Make available amenities such as public phones and restrooms
- Locate main parking areas to accommodate those driving to the area (although a corridor plan will strategically route traffic to avoid vehicular access to the plaza and will warehouse automobiles within walking distance of the plaza)
- Form a defined edge among building alignments while encouraging interesting structures, (such as patios for eating establishments and common rest areas and public gathering areas) along the sidewalk
- Combine interesting building alignments with sidewalks, rows of trees, other plantings, creative signage, and way-finding elements to create an environment for small commercial investment
- Encourage zero frontage setback from the sidewalk to achieve the above-mentioned streetscape character, however, open seating spaces, entry steps to storefronts, flowerbeds or other landscaping along the storefronts, public gathering areas, and patios used for café service are to be included as part of the structures from the zero setback
- Stipulate that ground-floor store frontage be at least 60 percent transparent and 24 inches above the sidewalk, which enables visibility into the stores and/or display windows, creates a human scale to the street characteristics, and enhances visitor interrelationship with goods and services

EXHIBIT 5-10: EXAMPLES OF TOWN CENTER FEATURES



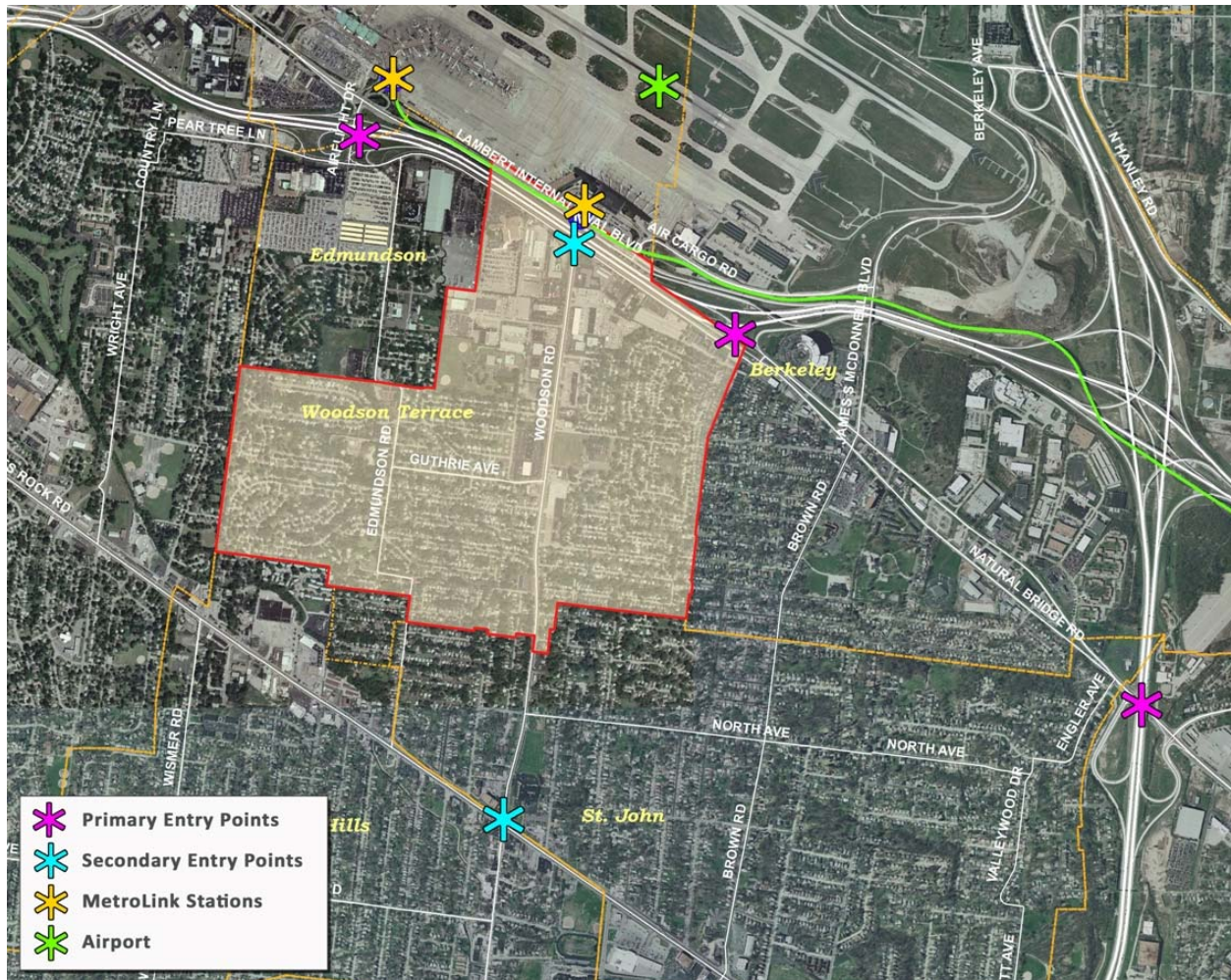
Source: <http://www.pedbikeimages.org/browse.cfm>

Future Regional Infrastructure

Transportation infrastructure is essential to market access and visibility. Infrastructure connects people and places and adds value to real estate resulting from that connectivity. Woodson Terrace is immediately adjacent to significant region-wide infrastructure including the following (see Exhibit 5-11):

- I-70
- I-170
- MetroLink
- Lambert-St. Louis International Airport
- Natural Bridge Road (also known as State Route 115)
- St. Charles Rock Road (also known as State Route 180)

EXHIBIT 5-11: INFRASTRUCTURE INVESTMENT AROUND WOODSON TERRACE



Source: St. Louis County GIS & CH2M HILL

Significant infrastructure investment associated with the airport makes this location ideal for redevelopment and land-use planning associated with more dense development. The desire for increased public and private investment that meets the needs of existing and future consumers accessing this area will be reliant upon this infrastructure. However, the current infrastructure configuration and access do not serve the City well. This impacts valuable land and investment in the community. Examples of these infrastructure conditions include but are not limited to the following:

- I-70 interchange at Natural Bridge (Pear Tree Lane) – This interchange terminates into a parking lot for an aging Marriott Hotel south of the highway requiring clumsy vehicular movement to access the airport north of the highway and restricting development opportunities along Pear Tree Lane.
- Terminus of MetroLink at the airport – MetroLink, located on the north side of I-70, provides no direct access to the City of Woodson Terrace
- I-70 intersection with Natural Bridge Road – This convoluted intersection east of the City makes access to the City difficult and unattractive for visitors and prospective consumers
- I-70 alignment configuration resulting in interchanges that do not serve adjacent land – Interchanges along I-70 provide little economic development benefit to adjacent property and communities between Lindbergh Boulevard and I-170. Interchanges are designed without access ramps in some cases and restricted access in several locations.

Although major infrastructure investment lies adjacent to and contiguous with Woodson Terrace, there is no direct access to any of these transportation amenities except along Natural Bridge Road. The Airflight interchange on I-70 west of Woodson Terrace in Edmundson is the only direct highway access to the City. The intersection of I-70 with Natural Bridge Road in Berkley, just east of Woodson Terrace, offers direct but confusing access to the City. Therefore, to attract public and private investment and provide long-term economic sustainability, solutions need to be developed that provide access to major infrastructure investment around the City. Without improved access, the prospect of new development will be limited and the pace of investment slowed.

The following sections describe potential solutions to infrastructure challenges.

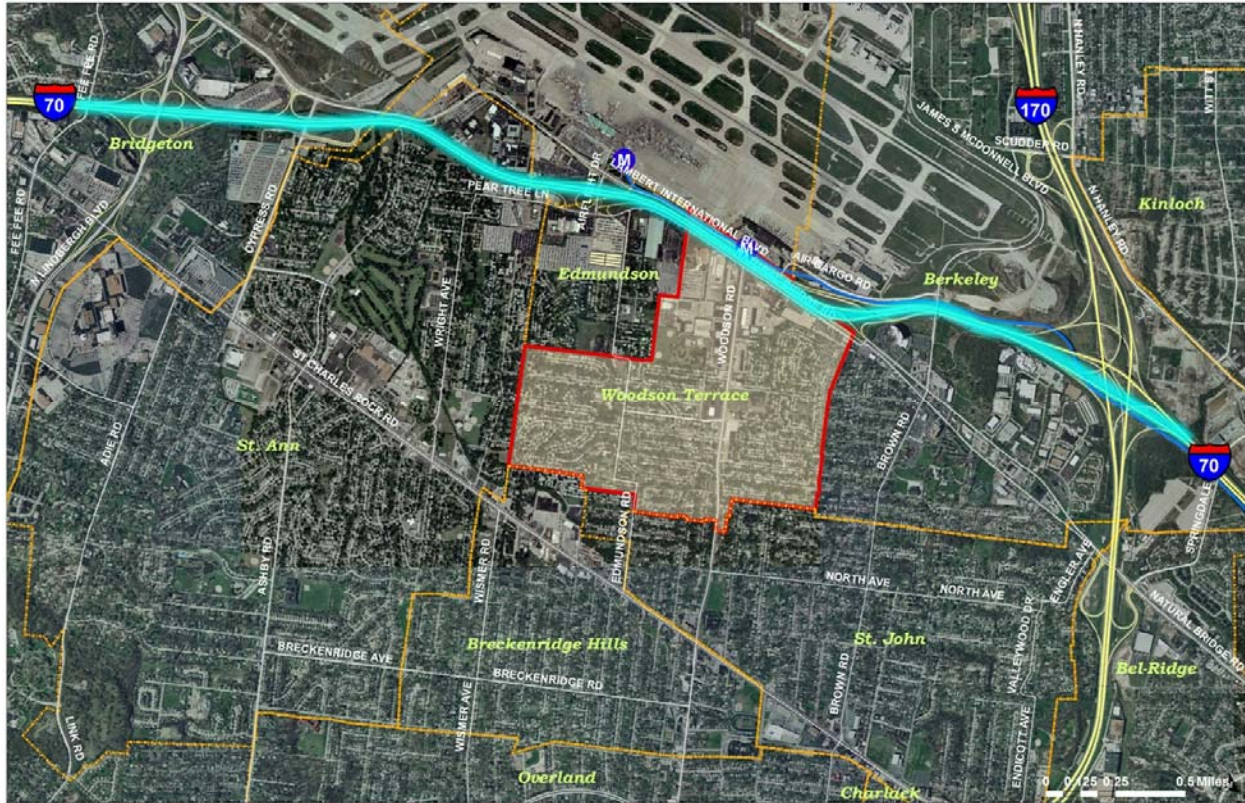
Comprehensive I-70 Study

A long-term solution to solving the challenges related to access is to reconstruct I-70 and its interchanges. A comprehensive study to upgrade and update about 4 miles of I-70 between Lindbergh Boulevard east to I-170 is needed to create synergies between the transportation network and land uses along this corridor (see Exhibit 5-12). The study should recommend alignment and reconfiguration of interchanges to provide direct access to the airport and communities along this stretch of the corridor. This will foster reinvestment in the communities along I-70.

The study should also look at the possibility of raising a section of interstate between the Airflight Drive interchange and the Brown Road Bridge. This will connect Woodson Road to the airport, allowing pedestrian and vehicular access between the north and south side I-70 to and from the City of Woodson Terrace. The goal of this option is to create an aesthetically pleasing environment for pedestrians traveling from one side of the interstate to the other. Existing conditions such as elevations, soil conditions, and federal funding requirements related to highway construction and design alternatives will greatly affect such an option. The plan should be required to provide the safe, aesthetic human

design elements of the underpass so that ceiling height, color, lighting, finish materials, way finding, and the physical environment are given serious consideration.

EXHIBIT 5-12: EXTENTS OF PROPOSED COMPREHENSIVE I-70 STUDY

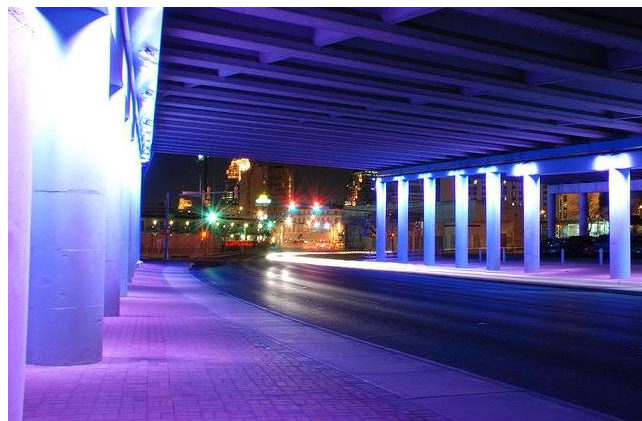


Source: St. Louis County GIS & CH2M HILL

An intergovernmental agreement is recommended between the cities of Edmundson and Woodson Terrace to plan and redevelop the I-70 interchange at Natural Bridge Road (Pear Tree Lane). It should include new investment, land-use optimization, and improved access for both communities. This planning may coincide with the phased development plan associated with consolidation of land and increased density along Natural Bridge Road.

Although the I-170 and Natural Bridge intersection east of the City provides access to Woodson Terrace, that access is convoluted and indirect. Natural Bridge traffic that wishes to continue to Woodson Terrace must stop, turn left, and then turn right onto Natural Bridge Road. For visitors outside the immediate vicinity, this movement is confusing and not easily navigated.

EXHIBIT 5-13: EXAMPLE OF PEDESTRIAN-FRIENDLY, LIGHTED UNDERPASS



Source: <http://flicker.com/>

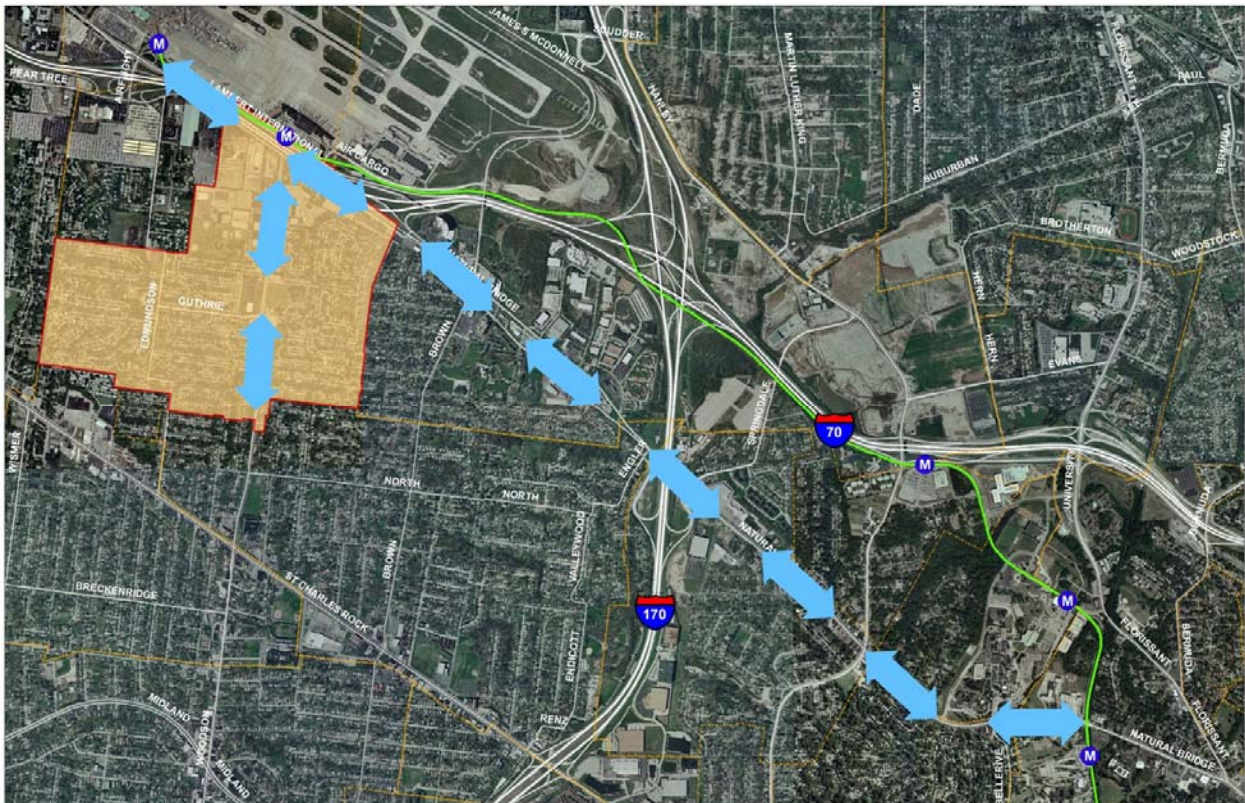
The realignment of I-70 and interchange designs that acknowledge and encourage economic development—in association with interstate redesign between Lindbergh Boulevard and I-170—would help create long-term economic stability for the City as well as the entire region.

I-70 is listed as one of the projects under “Tier 1 corridor study project” in the East West Gateway’s Regional Transportation Plan 2040. The plan suggests carrying out an interchanges and corridor study of I-70 corridor from I-170/ Hanley to I-270. Hence, any study should coordinate with East West Gateway Council of Governments. The area should be considered in the HUD Area Planning lead by East West Gateway Council Of Governments (EWGCOG).

MetroLink Shuttle

MetroLink is a regional light rail transit (LRT) system serving core city and county areas of the St. Louis region in Illinois and Missouri. It is vital to creating jobs and developing economic opportunities for the region and it will continue to be valuable in the future. Running north of I-70 to serve the airport, the MetroLink alignment has no direct connection to Woodson Terrace south of the highway. A long-term solution may include a MetroLink shuttle service extending south from the existing MetroLink station and extending along Natural Bridge Road to the University of Missouri – St. Louis (UMSL) MetroLink station on Natural Bridge Road (see Exhibit 5-14) and connect the airport with cities and businesses south of I-70, as well as the wider community along Natural Bridge Road to the east. Connection to the UMSL station location reinforces businesses along Natural Bridge Road and can increase airport hotel patronage.

EXHIBIT 5-14: PROPOSED SHUTTLE ROUTE CONNECTING METROLINK STATIONS, WOODSON ROAD, AND NATURAL BRIDGE



Source: St. Louis County GIS & CH2M HILL

As part of this solution, consideration should be given to working with Metro to establish a station at Woodson Road at which Metro can create a comfortable and accessible station for transferring MetroLink and bus passengers. The station may be designed to accommodate some small retail tenants such as coffee and newspaper shops and restaurants that can serve the transfer station as well as adjacent hotels and businesses. There may also be an opportunity for reciprocal parking on a temporary basis due to large surface parking fields now located in this area. As parking needs increase, they may generate another market for parking garage investment.

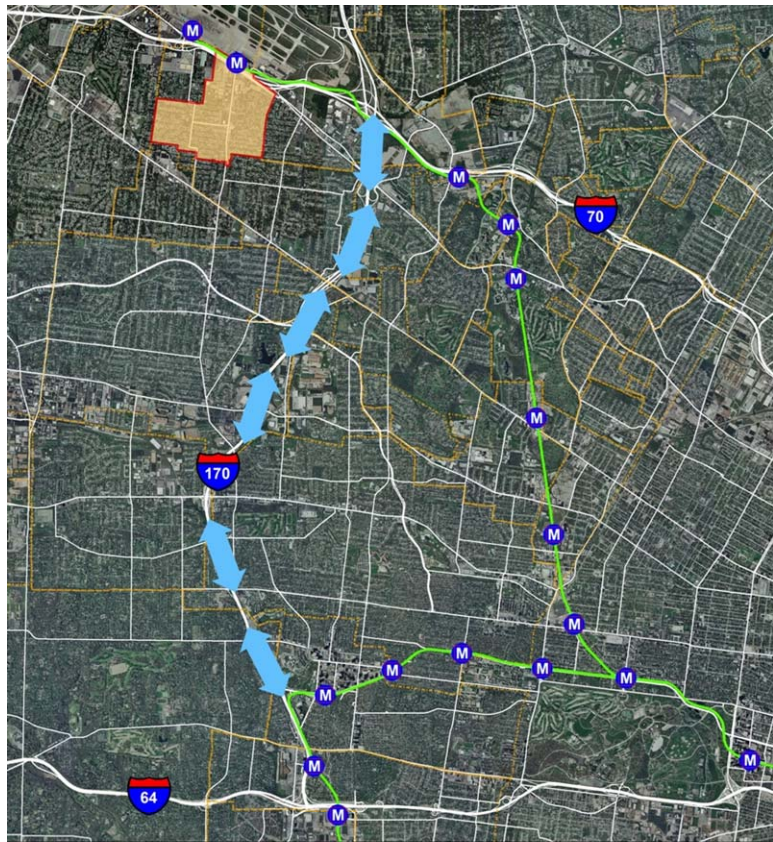
MetroLink

The Metro long-term plan features a proposed route along the I-170 corridor (see Exhibit 5-15). This extension provides MetroLink benefits and access to Woodson Terrace while increasing MetroLink travel options between the airport and Clayton.

The economic impact of linking Clayton and the airport includes providing MetroLink service to dense employment bases along Natural Bridge Road and I-170. Examples of the employment base include but are not limited to the following:

- Woodson Terrace businesses, which lack immediate access to regional infrastructure
- World Parkway industrial park at the intersection of I-70 and I-170, an industrial development and employment center
- Cities of Bel-Ridge and Charlack intersecting I-170 at Natural Bridge Road and St. Charles Rock Road, which respectively lack access and job creation and redevelopment that MetroLink contributes to the market
- Cities of Overland and Vinita Park area at Page Avenue and I-170, home to one of the largest concentration of office/warehouse developments in the region
- University City and Olivette at Olive Boulevard, which experiences limited and/or aging commercial development at its interchange with I-170
- University City at Delmar and the City of Clayton at Ladue Road, which are experiencing aging and/or unrealized economic development areas of opportunities

EXHIBIT 5-15: PROPOSED METROLINK ROUTE ALONG I-70



Source: St. Louis County GIS & CH2M HILL



The market impact associated with extending MetroLink along this alignment is significant and adds long-term planning strength to future MetroLink connections to the Airport and North County. This proposed extension, approximately 8 miles long, can link the City to major transit infrastructure and increase economic development opportunities in the City. In view of the amount of underutilized land in the City, the increased market exposure thanks to transit linkage would make the City an appealing location for new mixed-use investment.

Lambert-St. Louis International Airport Shuttle

Lambert-St. Louis International Airport represents a significant market enhancement to the City's economic planning and implementation development process. The airport provides market potential through the traveling public, employees at the airport, military facilities, and Boeing Company. The capture of these potential markets, local and transient, depends on access and visibility. A shuttle service to serve hotels, motels, and existing and future commercial and retail development in Woodson Terrace is a viable solution to the present lack of access. A shuttle service, incorporated into the day-to-day operation- of various businesses along Natural Bridge Road, the airport, the military installation, and Boeing provides an opportunity for merchants' promotions and increased market communication between the north and south sides of I-70. This shuttle service can be scheduled to coordinate with car rental businesses such as Alamo and National car rentals, to existing bus lines, commercial needs (such as lunchtime schedules), and MetroLink schedules. Such a solution could lay the foundation for a long-term shuttle connection to the proposed Normandy shuttle service. (A shuttle connection to destinations in the Normandy area is proposed as a part of Natural Bridge Great Streets project spearheaded by East West Gateway).

Creative Signage-St. Charles Rock Road

St. Charles Rock Road is located south of the Woodson Terrace city limits and is a major, secondary east/west corridor in the region. Historic development patterns and road configurations at the intersection of Woodson Road and St. Charles Rock Road provides no significant economic signal for consumers to proceed northward on Woodson Road to access commercial options in the City.

An intergovernmental agreement is recommended between the City of Woodson Terrace and the City of St. John that will provide for creative signage announcing activities (shopping, entertainment, shuttle service) along Woodson Road, in both the north part of St. John and in Woodson Terrace. Effective signage will serve to attract daily travelers and visitors to an area (Woodson Terrace commercial development) that may otherwise be bypassed due to lack of visibility and/or knowledge of activities in the City.

In summary, Woodson Terrace is located adjacent to significant regional infrastructure investment. However, due to historic development patterns and modifications to infrastructure to accommodate major airport improvements, the community has been left with limited access to this infrastructure. In order to plan for future development and the optimization of land uses and values in the community, access to infrastructure should be enhanced, and connections to the airport and MetroLink should be improved. Any developments that are planned or will occur within the City should be considered short-term solutions to real growth potential and realization that will result from major infrastructure upgrade and enhancements to the I-70 corridor between Lindbergh Boulevard and I-170, expansion of MetroLink

to the south, and implementation of an efficient and timely shuttle service to move people around within the local market.

Bus Routes, Schedules, and Stops

There are businesses along Woodson Road and Natural Bridge Road that will benefit from more frequent bus service. The bus line that currently serves Woodson Road is The Route 66 Metro bus connects the MetroLink station to St. Charles Rock Road in this region. However, in this region it makes only three trips from 6:00 am to 7:30 am and three trips from 3:30pm to 6:00pm, and there is no night-time or weekend service.

At stakeholder interviews at Columbia College, many students expressed concerns with the lack of bus service for those taking evening classes. This makes access difficult for students who don't own cars.

There are two bus shelters in the City; both are on Natural Bridge Road. One is located near the Hilton Hotel along Natural Bridge Road, and the other is just east of Woodson Road. As discussed in the existing conditions report, bus stops located as close as 400 feet from one another (the optimum being 650 and 900 feet) slows service significantly.

A request by the City and college to Metro regarding a study of bus stop locations and period of service to better serve Woodson Road should be initiated as soon as practical. Schedule adjustments should also be requested, and be complemented by new bus stop enhancements and improved public environments at stop locations.

Regional Bike Master Plan

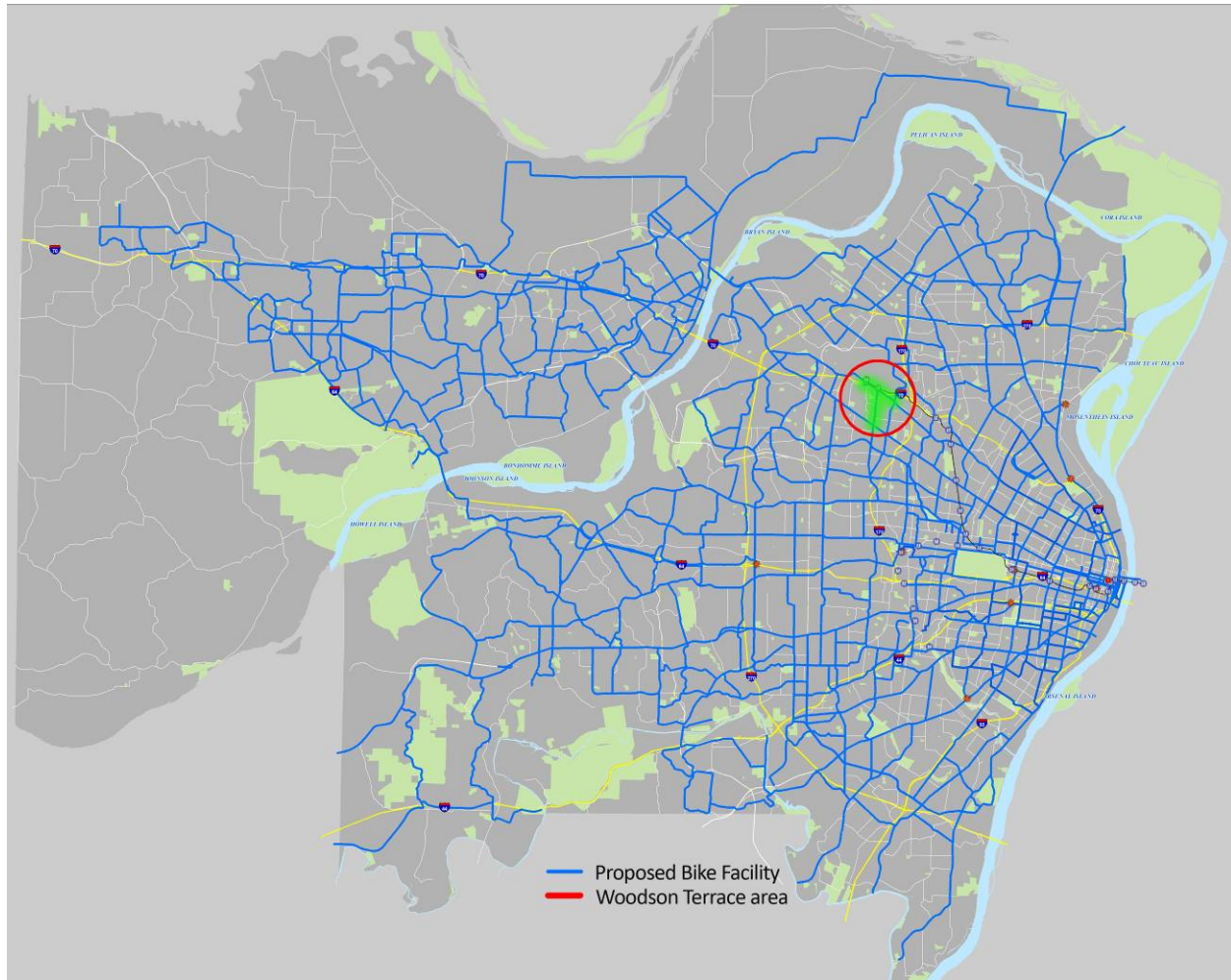
In 2009, the Great Rivers Greenway (GRG) Board of Directors allocated resources to fund the Regional Bicycle Plan for St. Louis County, City of St. Louis, and the urbanized communities of St. Charles County. Close to 100 municipalities are located within the planning area. In 2010, consultants began to develop a regional bicycle plan.

The primary purpose of the plan is to provide a coordinated vision for accommodating and encouraging bicycling as a viable transportation mode in the region. One of the main goals is to create a fully interconnected, seamless, and safe bicycle facility network that connects areas within the Great Rivers Greenway jurisdiction. The plan focuses primarily on roadways classified as collectors and arterials, although local roadways are also considered where necessary. More than 1,000 miles of appropriate bicycle facilities have been proposed depending on existing width of the roadway and speed of vehicles and with the input from the public, St. Louis and St. Charles Counties, MoDOT, the City of St. Louis, the East-West Gateway Council of Governments, Metro, advocacy organizations, and municipalities within the plan area.

The proposal calls for bicycle lanes along Woodson Road and Natural Bridge Road in City of Woodson Terrace, ultimately resulting in a bicycle connection with the entire region (see Exhibit 5-16). A variety of federal, state, and local funding sources have been identified in the plan for pedestrian and bicycle facility enhancements. The planning process is expected to complete by June 2011. More information

regarding the plan can be found on <http://www.greatrivers.info/Default.aspx> and <http://stlbikeplan.com/>.

EXHIBIT 5-16: PROPOSE BICYCLE MASTER PLAN NETWORK



Source: St. Louis County GIS, Great Rivers Greenway District & CH2M HILL

Future Local Infrastructure

Map 5-2 shows future infrastructure upgrades within Woodson Terrace city limits. They include the following:

- Improvements along Natural Bridge Road
- Improvements along Woodson Road
- Improvements in other locations
 - New roadway development to connect Natural Bridge Road with industrial area in the west of the City
 - Improvements along Guthrie
 - Improvements along streets leading to Woodson Road
 - Residential neighborhoods
- Utilities and stormwater drainage have also been discussed under this segment.

General Guidelines for Commercial Corridors

Natural Bridge Road and Woodson Road are the two commercial corridors in the City. Both corridors will benefit greatly from streetscape improvements connected to the future land-use plan. Development of these roadway corridors should achieve the following:

- Reflect the character of Woodson Terrace
- Allow for a comfortable and safe pedestrian experience
- Contribute to economic vitality in the City by retaining existing businesses and attracting new business
- Be functionally complete, providing a balance of modal choice
- Preserve and improve infrastructure
- Create an attractive place that promotes social activity
- Integrate green technologies into the design and construction

Well designed, attractive, and inviting streets are vital to achieving the above goals. And while the architecture, massing, and type of buildings may vary from parcel to parcel a continuous well designed streetscape becomes a unifying factor and creates a lasting impression on people using the corridor.

Street design in Woodson Terrace development corridors should focus on efficient parking, access, and circulation. An effective design provides for the safe, efficient, convenient, and functional movement of multiple transportation modes both on and off the street. It should incorporate ingress and egress, circulation, and parking locations on property immediately adjacent to the corridor. Additionally, effective street design minimizes pedestrian, bicycle, and vehicle conflicts and provides for alternate modes of transportation, including public transit, sidewalks, and trails.

The following are standards and suggestions can go a long way toward for improving Woodson Road and Natural Bridge Road.

- Follow ADA standards to ensure handicap accessibility to all public improvements along Woodson and Natural Bridge Roads.

- Make sidewalks at least 6 feet wide, though 8 feet is preferred. Patterned and shaped (for example, curvilinear) sidewalks help break the monotony of sidewalk design and reduce the perception of excessive length. Such patterns and shapes can also become an identity element for neighborhoods. Use of permeable pavers and other green materials such as rubber sidewalks are recommended for consideration.
- Specify street furnishings that maintain consistency along the corridor. Examples include benches, planters, recycling/trash containers, functional and decorative lighting, bicycle racks, bollards, and water fountains.
- Make planting strips at least 5 feet wide (if they are to be provided as part of the streetscape design), which is enough to grow trees between street and sidewalk. Tree grates or tree wells are other options that can be used for planting trees where sidewalk is adjacent to the curb lines.
- Use environmentally sensitive native plant and tree varieties wherever possible. Such plants and trees create water-conserving landscape patterns and need little to no maintenance once established.
- Space trees to provide shaded canopies over sidewalks.
- Screen unsightly equipment or larger parking areas that can be directly viewed from Woodson or Natural Bridge Roads using garden walls, decorative fencing, hedges, berms, or other landscaping treatment and such that it does not interfere with the total aesthetic appeal of the corridor.
- Select and install streetlights so they promote perceived safety and security of pedestrians and do not create light pollution in adjacent neighborhoods. Maintain proper spacing between luminaries and set backs from curb edges to ensure consistent lighting of roadway and pedestrian areas.
- Provide features such as emergency telephone boxes to promote safety
- Encourage use of excess land on or off public right of way for the placement of information points, outdoor seating, or art on or off public right of way.

Natural Bridge Road

Natural Bridge Road is a gateway to the community. Building architecture, gateway elements, and overall street design are important elements of creating a lasting impression on residents and visitors to the City. Vertical gateways instantly attract attention, but an aesthetically pleasing, pedestrian-friendly, and functional street is needed to retain that attention and encourage repeated visits to the community. Gateway elements are critical to Natural Bridge Road and these elements are directly related to land uses outlined for future land use categories. Exhibits 5-17 & 5-18 show conceptual street design section that may function well in this corridor.

The approximate right of way available along Natural Bridge Road is 80 feet with development to be located on the south side and I-70 on the north side of the corridor. The corridor is separated from the interstate by a fence and the street has wide shoulders on both sides. The conceptual section in Exhibit 5-17 proposes a two-lane roadway with bike lanes. The south side of the corridor shows a continuous 10-foot pedestrian realm, part of which can be used for outdoor seating/dining for development. Separating the sidewalk from the bicycle lane is a bio-swale with native plantings and street trees. Because of the presence of the interstate highway and resulting lack of pedestrian activity, sidewalks are not needed on the north side of corridor. Instead, the available space is used to create a landscaped

PLANNING FOR FUTURE

buffer that includes a bio-swale. This buffer is periodically interrupted to provide space for bus stops/shelters (see Exhibit 5-18). A mid-block crosswalk should be included at these locations for transit access.

EXHIBIT 5-17: PROPOSED CONCEPT ALONG NATURAL BRIDGE CORRIDOR

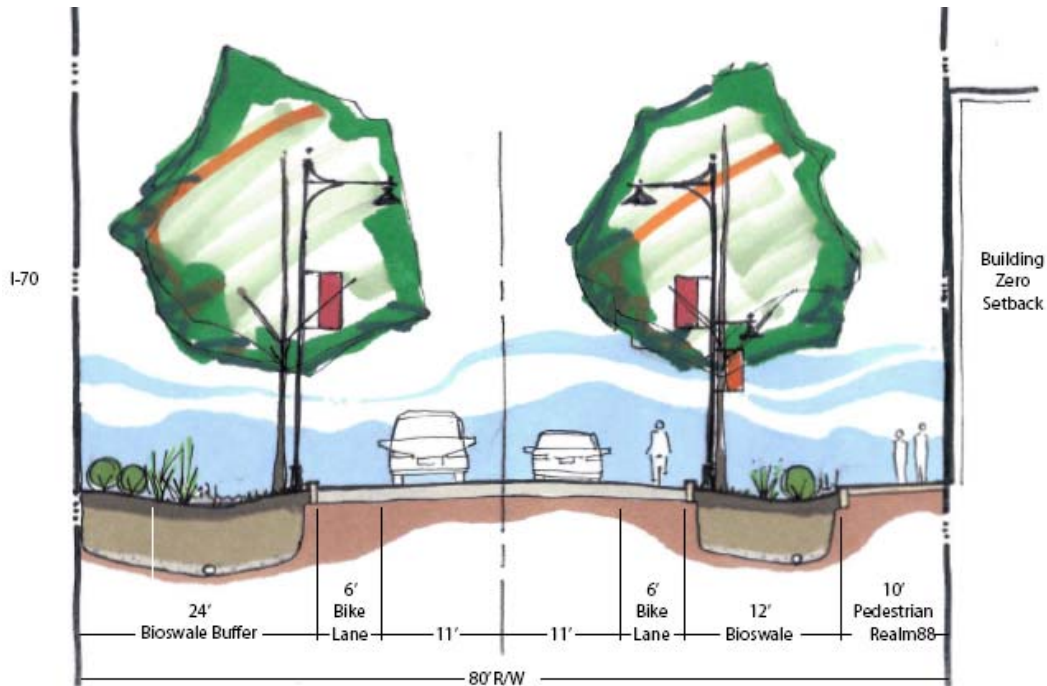
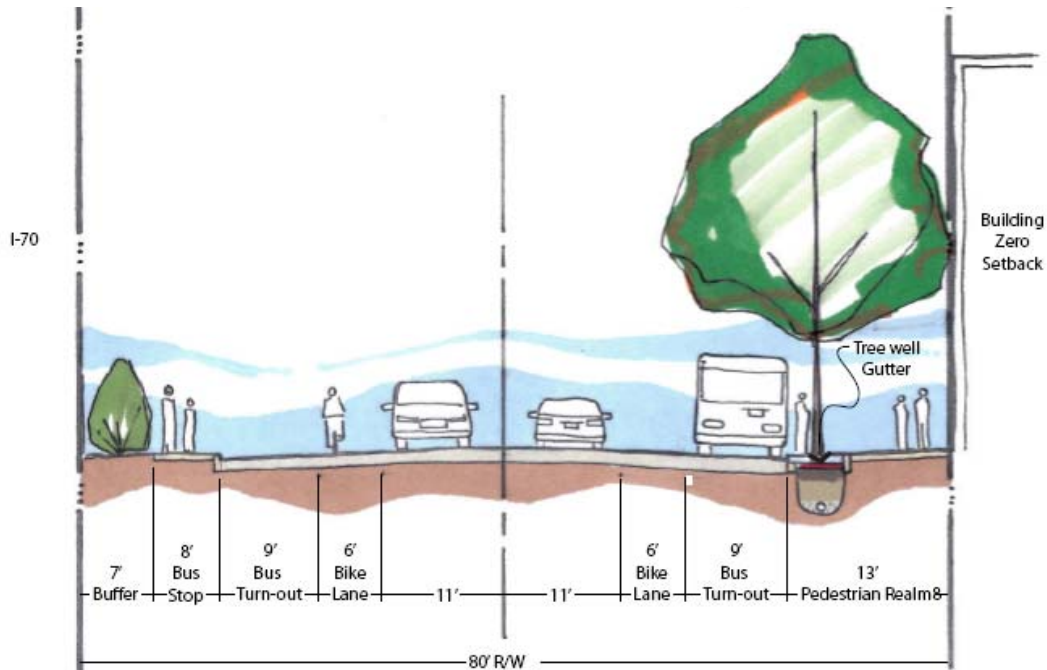


EXHIBIT 5-18: PROPOSED CONCEPT ALONG NATURAL BRIDGE CORRIDOR



Source: CH2M HILL



CH2MHILL.

PLANNING FOR FUTURE

Woodson Road

Woodson Road is another major commercial corridor running in the City. It runs north-south and acts as a collector street for neighborhoods on the east and west sides of the community. Similar to Natural Bridge Road, Woodson Road acts as a gateway to travelers entering the City from the south. Presently, this is a four-lane roadway with turn lanes at Guthrie, and mountable curbs to shoulders used as sidewalks. Large portions of right of way are green space that acts as a buffer between the roadway and parking lots, but does not serve any supporting purpose for development. The total available right of way along Woodson Road is approximately 140 feet wide.

EXHIBIT 5-19: PROPOSED CONCEPT-1 ALONG WOODSON ROAD

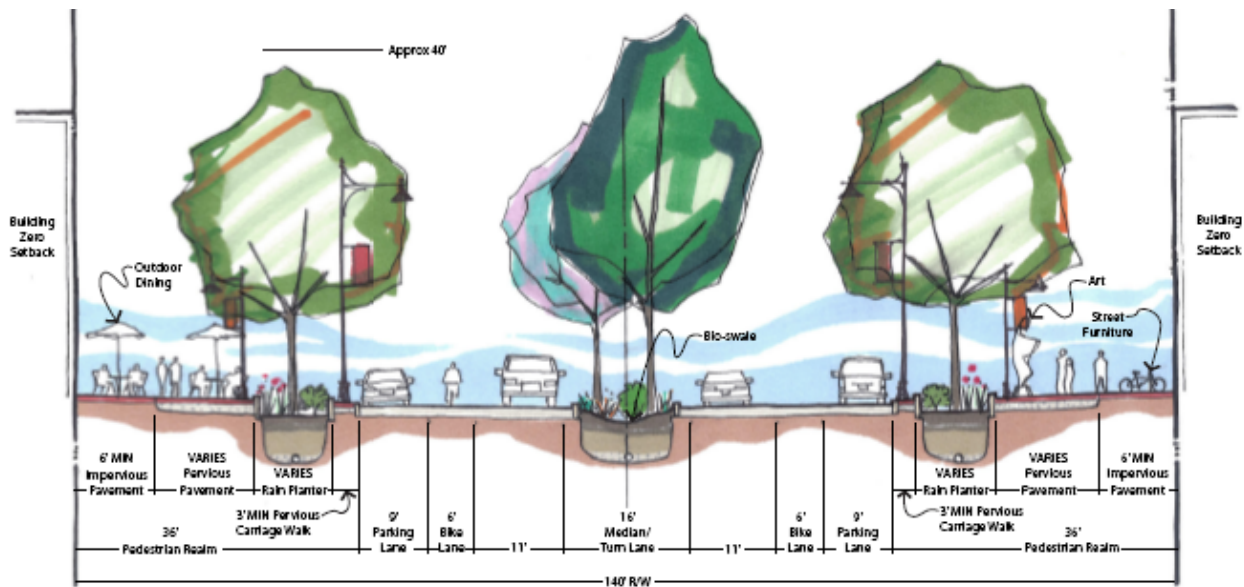
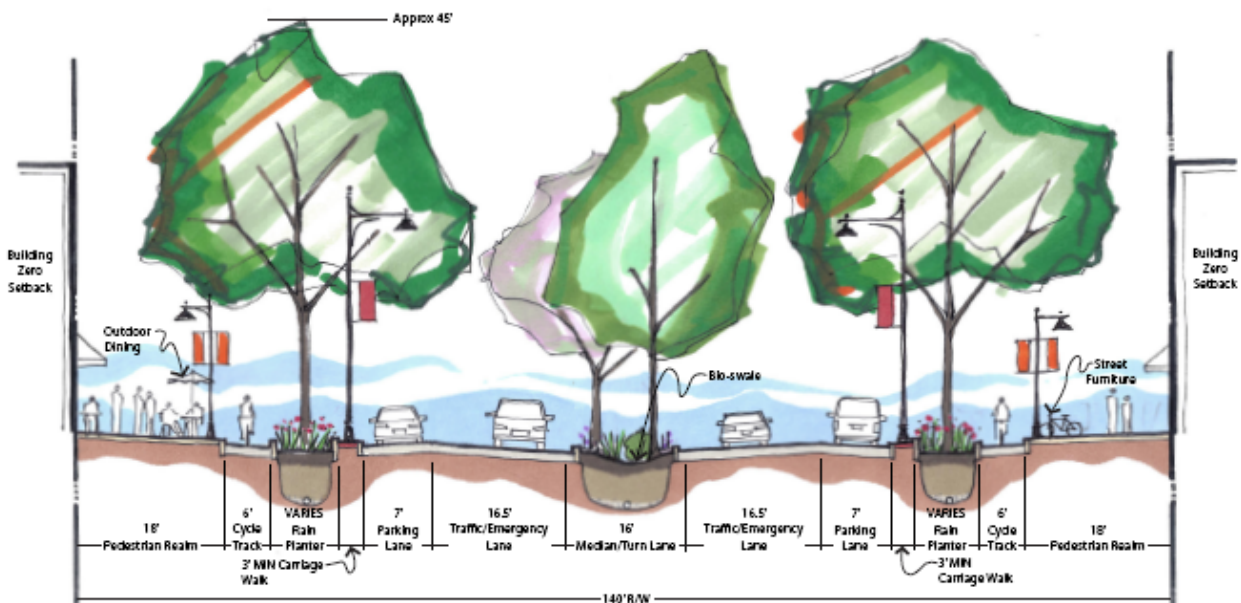


EXHIBIT 5-20: PROPOSED CONCEPT-2 ALONG WOODSON ROAD



Source: CH2M HILL

MoDOT is resurfacing Woodson Road, adding bicycle lanes by narrowing travel lanes, and adding space adjacent to the gutter areas. This is a short-term improvement that will enhance the corridor for bicycles, as well as enhance safety for pedestrians by adding another buffer between motorists and pedestrians.

Approximately 9,000 cars travel on Woodson Road every day. This low traffic volume, along with wide travel lanes and a wide-open feel to the corridor, encourages motorists to speed through this section of the corridor. This discourages pedestrian use and impacts access to businesses along this corridor. The roadway is a candidate for elimination of one travel lane in each direction and addition of a center turn lane that will allow landscape opportunities, pedestrian refuge areas, and ability of left-turn traffic to move out of through travel lanes. This is commonly referred to as a “road diet.”

Two road-diet concepts are proposed for this corridor along Woodson Road:

- Concept 1 (see Exhibit 5-19) proposes a two-lane roadway separated by a median. The median uses a bio-swale with native plantings and trees. Bicycle lanes and on-street parking is provided on both sides of the corridor. Thirty-six feet of pedestrian realm can provide for a variety of activities including outdoor seating, street furnishings, and places for art, planting strips, and street trees.
- Concept 2 (see Exhibit 5-20) proposes a cycle track (buffered bike facility) as opposed to a bike lane adjacent to traffic and wider traffic lanes (13 feet) to allow for emergency vehicles.

Improvements in Other Locations

- Create a roadway connection with sidewalks from Natural Bridge Road to Industrial Drive on the west side of the Hilton Hotel (see Map 5-2). Such a connection can improve access to the industrial area of the City and divert truck traffic destined for the industrial court away from Woodson Road.
- Add sidewalks and bike facilities (shared lane markings) on Guthrie Road. Guthrie (west of Woodson Road) is one of the few roads that has right of way (36 Feet) for such facilities. This section can easily accommodate 6 feet sidewalk on both sides of the road. However, the roadway narrows east of Woodson Road (26 Feet). Nevertheless, a 5 feet sidewalk could be accommodated on the north side of the road. The proposed sidewalk facility will connect the John L Brown Park on the west of the community to the little park in the east. Shared lane markings are proposed for bicycles on Guthrie. East of Woodson Terrace, in the City of Berkley, Guthrie connects to Brown Road, which is one of the routes in the Regional Bicycle Master Plan. Thus, these improvements would connect to the regional network of bicycle facilities.
- Add sidewalk connections into adjacent neighborhoods where street activities will increase on Woodson Road to ensure pedestrian safety (see Map 5-2). Accommodations on streets leading to Woodson Road should be at least a parcel depth from the development.
- Make sidewalks part of the street design in larger developments such as the low-density residential development area and town center development area identified in the Future Land Use Map (see Map 5-1).

Utilities

Installing utilities (including electrical and telephone services) underground or placing them in an alley assures the safety and aesthetic integrity of the entire marketplace by eliminating unsightly wires crisscrossing vehicular and pedestrian ways. Although underground utilities may add greater expense to construction costs associated with initial design and installation, the long-term benefits are worth considering when planning new streetscape environments. Revitalization of any market includes “reinventing” market conditions and physical space. Success associated with revitalization relies on creating a safe environment and aesthetic elements that make local and regional visitors comfortable and interested in returning to experience the corridor. The elimination of overhead lines and power poles adds to the clean, unobstructed ambiance of major commercial corridors.

Stormwater Management

Low-impact development (LID)⁵ techniques that allow neighborhoods to develop in a sustainable fashion are to be encouraged and incentivized by the City. LID is an approach to site design and stormwater management that seeks to maintain the site’s pre-development rates and volumes of runoff, which is accomplished through the minimization of impervious cover; strategic placement of buildings, pavement, and landscaping; and the use of small-scale distributed runoff management features that are collectively called integrated management practices (IMPs).

The management features suggested here relate to water-control methods such as bio-retention areas, permeable paving, vegetated roofs, and use of native planting that may be appropriate for consideration in certain parts of the City.

Bio-retention

Bio-retention is an integrated stormwater management practice that uses the chemical, biological, and physical properties of plants, microbes, and soils to remove or retain pollutants from stormwater. These retention areas are usually designed as shallow depressions with planting soil mix and a variety of plant material. These retention areas are usually designed as a conveyance system. Applications include the following:

- Individual lots for rooftops, driveways, and other site-impervious surface infiltration
- Shared facilities located in common areas
- Land areas within loop roads and cul-de-sacs
- Shared public alleyways
- Landscaped areas in parking lots
- Right of ways- medians and sidewalk areas
- Common landscaped areas in apartment complexes or other multi-family housing locations
- Integration into garden areas
- Integration into large institutional facilities such as hospitals, large industrial sites, airports, and university campus sites

⁵ **Low Impact Development (LID):** Refer <http://www.epa.gov/owow/nps/lid/> for detail information on site development using Low impact techniques. Accessed April 02, 2011.

Permeable Paving:

- Permeable paving is the preparation of site surfaces that accommodate pedestrian, bicycle, and vehicular traffic while allowing infiltration, treatment, and storage of stormwater. These methods are applicable to various levels of development and may be applied as a standard for the City associated with stormwater maintenance and overall aesthetics.
- Water immediately penetrates and is stored underneath porous pavement. After being filtered, it either infiltrates the soil or is released into the city pipe system. Porous pavement is low maintenance and its life-cycle cost is comparable to conventional pavement. Examples include porous asphalt, porous concrete, decorative permeable pavers, and grass pave.

Vegetated Roofs

Roofs occupy 30 percent of surface area in urban environments. Green roofs use light-weight materials that capture and/or slow rainwater. The water is absorbed, evaporates, or is filtered before leaving the roof. Green roofs can last three times longer than conventional roofs and also can be enjoyed as gardens.

Native Plant Species

Native plants are those that originated in a given geographic area without human involvement or arrived there without human intervention. By contrast, non-native plants (also called alien, exotic, or non indigenous plants) owe their presence in a given geographic area to intentional or unintentional human involvement.

- Besides helping manage stormwater runoff, native plant species offer the following features.
- Needs low level of maintenance
- Requires less water
- Replenishes groundwater
- Conserves soil
- Does not require application of fertilizer
- Resists destructive insects and disease
- Survives harsh winter weather
- Supports a variety of wildlife



CHAPTER 6



Goals, Objectives, and Policies



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CHAPTER 6

Goals, Objectives, and Policies

The opportunities presented within this Comprehensive Plan are not only to guide the future growth of Woodson Terrace and promote the general welfare of the community, but also to create a “place” that has a high quality of life, retains and attracts citizens, commercial enterprise, and tourism. Identifying the key attributes of “Place” makes it possible to list the intangible elements for development of a holistic Vision Statement and Goals to realize that vision. This chapter details out policies and evaluation measures needed to reach these goals, achieves the objectives, and measures their success on an ongoing basis. Exhibit 6.1 below summarizes the three tiers of “Place”, which include broad categories for defining goals & objectives (orange color), policy elements (green color), and the evaluation attributes to measure the implementation of these policies (turquoise color).

EXHIBIT 6-1: PLACE MAKING DIAGRAM



Source: <http://www.pps.org>, Accessed June 02, 2007

● Goal ● Policies ■ Evaluation
Categories

Vision Statement

The Vision Statement encompasses the direction of decision making in the community. Vision statement takes into account the current status of the community, and serves to provide the end picture of where the community wishes to go. It identifies the values that other communities will see, and provides the image it wishes to project. The Woodson Terrace Vision Statement is based on the existing conditions analysis, market research, and the input derived from all the public engagement efforts of the Comprehensive Plan document. The critical issues and suggestions for future development that were gathered in community engagement activities are used as a background in developing the following vision statement for the City of Woodson Terrace.

“The City of Woodson Terrace will be a community where small town atmosphere will provide the basis for integrated sustainability and development.”

- Distinct and identifiable community
- Orderly growth and development
- Promote economic and recreational opportunities
- High quality shopping and entertainment experiences
- Offer diverse (life cycle) housing types
- Provide multi-modal transportation options
- Environmental stewardship
- Attractive and healthy active living environment

Goals, Objectives, and Policies/Action Items

Goals, objectives, and policies assist in establishing the conditions and details necessary to fulfill the vision. Goals are broad statements that address four key attributes: Sociability, Uses & Activities, Access & Linkages, and Comfort & Image and are shown in the Figure 5.1. These elements provide a guide to the community’s long-range plans and desired outcomes and provide the framework for the recommended policies of the Comprehensive Plan.

Policies are actions or procedures that should be taken or developed to help attain goals of the community. An evaluation criterion, on the other hand, allows the community to measure the progress of the plan and provide the understanding of how well actions or policies have worked and what changes will be needed to improve them in yielding favorable outcomes in the future. The tier between policy and evaluation is implementation of the policy. Implementation techniques for specific aspects of the Comprehensive Plan are discussed in detail in Chapter 8- Implementation and Finance Strategies of this document.

The goals, objectives, and policy items presented strive to identify Woodson Terrace’s challenges and to provide clear actions and public policy, that when implemented, create a more livable community. Goal objectives and policies are outlined to assist public officials in guiding their decisions related to the future development of Woodson Terrace. These decisions, along with public participation, are the ingredients necessary for successful implementation of this plan. They also provide the residents and businesses in the community a clear picture of the future that they can embrace.

Goal Category: Sociability

Encourage the development of healthy neighborhoods and social environments that strengthen the community

Objective 1.1: To foster a safe, supportive, and optimistic public environment by maintaining existing properties & neighborhoods.

- **Action:** Update/create a Property Maintenance Code that establishes minimum standards for the overall maintenance of owner occupied and rental housing, vacant and abandoned buildings, commercial properties, and undeveloped parcels in the City of Woodson terrace. The standards shall be designed to maintain a healthy, safe, and clean environment and to preserve the quality of life for residents and businesses in the community.
- **Policy:** Enforce property maintenance codes and ordinances. Use help of willing owners, City staff, construction companies, and engineering companies willing to donate time and materials to educate owners and assist with maintenance or reconstruction. This policy may also include low interest loan programs through the State of Missouri.
- **Policy:** Encourage voluntary neighborhood groups for beautification through programs that involve competition and recognition on the City's website, special awards ceremonies, and local newspapers.
- **Action:** Create voluntary neighborhood organizations to assist in the education of housing maintenance programs and encourage the business community and other professional organizations to participate with funds and community volunteer activities.

Objective 1.2: To provide a variety of housing choices with new development and redevelopment that integrates with existing housing.

- **Policy:** Assist and support residential growth of different housing types and density through programs, policies, regulations, oversight, and incentives.
- **Action:** Perform a housing study to document the existing housing types in the community and create design guidelines for add-on footage to each housing type in such a manner as to retain the character of the community.
- **Policy:** Encourage a balanced range of good quality housing options that meet all socio-economic needs of the community and ensure a variety of residential uses, including assisted living and alternative living facilities for the elderly, multi-family units and planned residential neighborhoods.

Objective 1.3: To coordinate redevelopment proposals with existing neighborhoods and businesses to enhance property values and neighborhoods.

- **Policy:** The City shall develop and utilize design guidelines for the Gateway and Town Center Districts for all new development This extends to redevelopment proposals that specifically provide expectation of development including, but not limited to, land uses, architecture, and development.

- **Action:** Create planning and development regulations that protect residential neighborhoods from incompatible activities or land uses that may have a negative effect on the residential living environment and the value of property.
- **Action:** Establish a review committee for the oversight of site plans proposed that includes both professionals and non-professionals from the community.
- **Policy:** The City will encourage synergism between policies, and create opportunities related to the integration of policies to the benefit and common good of the community.

Evaluation Measures:

- Increase or decrease in land and property values
- Housing square footage
- Number of new residential units built & units rehabilitated
- Owner occupied versus rental housing
- Increase or decrease in crime rates, vandalism, and destruction of private property
- Unemployment rate
- Median household income

Goal Category: Uses and Activities

Community development will concentrate on projects that will promote private investment through a collaborative framework for innovative land-use, development, and revitalization along the City's non-residential corridors.

Objective 2.1: To attract commercial uses that stimulates and enhances the existing commercial community.

- **Policy:** Preserve the overall small town character of the City of Woodson Terrace in all development.
- **Action:** Create a short term Action Plan that prioritizes specific projects for implementation. The plan shall enable focused, directed, and systematic development of prioritized areas in the City that are market driven and appropriate for the solicitation of funds.
- **Action:** Retain professional planning services on an on-call basis, or in coordination with other cities.
- **Action:** Initiate a program to improve communications and enforcement of planning regulations and initiatives, including new development in the city.
- **Action:** Develop a marketing campaign to attract development and promote existing and future attractions and investments through media, websites, personal meetings, and participation in local regional chambers of commerce.
- **Action:** Identify resources and incentives available for quality, market driven development to take place.

- **Action:** Develop an informational packet and help for existing and startup small businesses that are willing to locate in the community using community resources, staff, and volunteers. The information may include, but is not limited to, names and address of existing commercial businesses in the City, socio-economic summaries, land use & design guidelines summary procedures and fees, contact information of staff heading relevant city departments, and services provided by the City.
- **Action:** Streamline the permit approval process to foster a business friendly climate in the City, provided plans are consistent with the comprehensive plan and design guidelines that result from the plan.
- **Action:** Create and maintain a current database of commercial properties that are vacant or underutilized, and work with property owners to maximize the occupancy of these spaces.
- **Action:** Partner with the business community in the area to create a cross a merchandising strategy.

Objective 2.2: To create a vibrant business environment improving tax base thus, increasing property values and investment potential in the area.

- **Policy:** Promote a mix of land uses both horizontally and vertically in commercial corridors consistent with the future land use plan.
- **Action:** Update the Zoning Code to create synergy between the Zoning Code, proposed land use, and infrastructure contained with the Comprehensive Plan.
- **Action:** Create various “District” design guidelines to define architectural character, public realm, and signage through design guidelines in accordance with the Chapter 5: Planning for future in this document.
- **Policy:** Coordinate planning of land use changes and conditional uses with transportation infrastructure- vehicular access points, multi-modal access, sidewalks, street furnishings, light poles, art installations, bus stops, traffic signals, and median breaks.

Objective 2.3: To coordinate community development initiatives with adjacent cities and public entities.

- **Policy:** Expansion of commercial, office, and industrial development shall be limited to the specific areas identified in the future land use plan where transportation infrastructure can support such uses, and where they can support the city and adjacent cities.
- **Policy:** Incorporate future land use plans along with the Gateway and Town Center District Plans as part of the City’s Zoning Code, in accordance with the maps included in the Comprehensive Plan document.
- **Policy:** Participate in creation of improvement districts such as Community Improvement District (CID) or a Transportation Development District (TDD) provided the distinct benefits to the City of Woodson Terrace including existing and future businesses, as well as residents.
- **Action:** Create a Community Improvement District (CID) or a Transportation Development District (TDD) in accordance with Chapter 7: Implementation and Finance strategy.

- **Policy:** Based on the Implementation Strategies (described in Chapter 7), the City will actively seek and apply for grants and other sources of funding from State of Missouri and Federal resources and explore creative ways to fund recommended projects within this Plan, as well as partner with adjacent communities on these opportunities to leverage overall community development.

Evaluation Measures:

- Number of new businesses started & existing businesses retained
- Increased tax base for the City from sales tax
- Building vacancy rate
- New commercial construction/ improvements and permits
- Number of applications sent out to receive grants and number of grants approved

Goal Category: Access and Linkages

Ensure that transportation, public services, and utilities are maintained and enhanced to meet the community's present and future needs.

Objective 3.1: To implement Complete Streets and Great Street concepts in redevelopment and public improvement projects.

- **Policy:** Provide and support alternative transportation and pedestrian connections.
- **Policy:** Promote and Identify safety improvements for all transportation system components owned by the city as part of its' capital improvement program.
- **Action:** Adopt model Complete Streets policy/ordinance.
- **Action:** Adopt neighborhood guidelines that encourage pedestrian friendly environments.
- **Action:** Develop streetscape plans for key travel way corridors- Woodson, Guthrie and Natural Bridge Roads that create pedestrian and bike friendly environments that encourage walking and biking as an alternative to vehicular modes of transportation.
- **Action:** Provide pedestrian connections from existing residential neighborhood edges to commercial and mixed-use areas per Future Local Infrastructure Map- 5-2.
- **Action:** Implement projects that will provide multimodal improvements and roadway connectivity identified in the chapter 5- Planning for Future of this comprehensive plan.
- **Action:** Conduct annual existing roads assessment to monitor the conditions of pavement, alignment configuration, and proposed enhancement possibilities for City streets. Develop a pavement preservation plan that limits impact on budget, businesses, and residents based on assessments.

Objective 3.2: To coordinate transportation improvements with regional entities and adjacent communities.

- **Policy:** Coordinate with and support Metro’s “Moving Transit Forward” Plan.
- **Action:** Partner with neighboring communities and public agencies to lobby for MetroLink route along I-170 corridor for the economic development of the area in accordance with regional infrastructure improvements explained in Chapter 5: Planning for Future.
- **Policy:** Coordinate with and support the Regional Bicycle Master Plan developed by Great Rivers Greenway including the regional bicycle network.
- **Policy:** Coordinate and support the East West Gateway Council of Governments Legacy 2030 Plan and Regional Transportation Plan 2040.
- **Action:** Partner with East West Gateway, neighboring communities, and airport to carry out a comprehensive study of I-70 corridor between Lindbergh and I-170 in accordance with regional infrastructure improvements explained in Chapter 5: Planning for Future.
- **Action:** Cooperatively develop a public circulator system that can be used by the City of Woodson Terrace, businesses, and adjacent communities for connectivity with the airport and MetroLink stations on Natural Bridge Road and the airport.

Objective 3.3: To ensure public services, infrastructure, and utilities enhance health, safety and well being of residents, businesses and visitors and to coordinate with neighboring cities and public entities.

- **Policy:** Establish long-range capital improvement program based on city’s financial resources, grants, and other outside funding.
- **Policy:** Encourage development that utilizes built-in protection components, such as an automatic fire sprinkler system, security alarm etc., as a strategy to maximize the protection of life, property, jobs, revenues, investment ,and business continuity of developed properties, while reducing the impact on needed infrastructure.
- **Policy:** Explore opportunities to partner with neighboring communities to share resources and services such as trash pick-up, recycling, snow removal, street cleaning etc.
- **Action:** Evaluate an opportunity to outsource services that lead to financial savings and efficient use of time of higher paid personnel in the city. Examples of such opportunities are report filing in police department that consumes valuable officer time and other city services such as customer service, human resources, accounting, and information technology, public works, transportation, parks and recreation, and planning and zoning. These could be done in partnership with other adjacent communities.
- **Action:** Begin conversation with the Bi-state agency to determine appropriate locations for bus stops and to increase bus service along Woodson Road.
- **Action:** Partner with the Bi-state agency and other surrounding communities to start a shuttle service from the MetroLink station to business in the area and later expand it to the MetroLink station south of UMSL campus in accordance with regional infrastructure improvements explained in Chapter 5: Planning for Future.

Evaluation Measures:

- Improved traffic flow throughout the City
- Number of accidents and public emergencies
- Linear feet of sidewalks, bicycle lanes, and trails
- Number of people using alternative transportation
- Ratio of firemen and policemen to population compared to acceptable ratio

Goal Category: Comfort & Image

Enhance the qualities and characteristics that represent a small town and establish the City of Woodson Terrace as a model of sustainable development practices.

Objective 4.1: To provide adequate recreational activities in order to meet the needs and preferences of people belonging to all ages and walks of life.

- **Action:** Create a special events committee to hold festivals and events that encourage the community to get together and attract people from outside the community.
- **Action:** Solicit input on facilities and activities that will be financed and supported by the city. This can be done via focus group sessions, surveys, and contests etc., conducted by special events committee.
- **Policy:** Partner with neighboring communities to hold larger events and advertise regionally. Examples include food festivals, art and entertainment, book festivals, children's activity camps etc.
- **Policy:** Ensure that parks, recreation, and community facilities are maintained and upgraded to enhance the quality of life within the City.
- **Action:** Offer a community based initiative to name the park in the east of the community and explore opportunities to enhance the park and its' entries from adjacent streets. Possible enhancements may include converting it into a community garden along with upgrading the children's play area.
- **Action:** Expand recreational programs to include after school and vacation activities that will use youths' energy and creativity in constructive ways to enable them to develop unique vocational skills. Projects that may foster job training and community outreach include small trail development, maintenance of existing park and trail projects, and maintenance of City common areas such as right of way areas.
- **Action:** Expand recreational programs for the elderly and encourage them to get involved with volunteer activities such as organizing special events, education of owners and renters about benefits of up-keeping the neighborhoods, planting along Woodson & Natural Bridge Roads, advertizing the events regionally and so on.
- **Policy:** Review, pursue, and create funding and financing options to enhance and maintain park and recreation facilities on a regular basis.

Objective 4.2: To create a marketing strategy and project a positive image of the Woodson Terrace to the regional community.

- **Action:** Create new branding for the community that focuses on its values and projects a unique identity of the Woodson Terrace to the regional community.
- **Action:** Develop a plan to advertise available vacant land graphically with information of interest to developers, including strategic location, amenities, connectivity to infrastructure, availability of vacant land and structures, city policies, and incentives for developers through city's website.
- **Action:** Explore the possibility of advertising available along vacant land through North county Inc., RCGA, and other agencies website.
- **Action:** Explore possibility of advertising the existing businesses and amenities at the airport.
- **Action:** Create calendar of coupon events distributed regionally including the airport that draws new customers and interest regular customers.
- **Action:** Explore the possibility of creating a free Wi-Fi zone along commercial corridors in the city.

Objective 4.3: To minimize environmental damage resulting from future development.

- **Policy:** Encourage the use of green infrastructure through programs, regulations, and incentives.
- **Policy:** Encourage development that emphasizes open space planning, and environmentally sensitive land preservation through regulation and incentives.
- **Action:** Create minimum standards for green infrastructure for building structures, parking areas, public infrastructure, and open spaces.
- **Action:** Implement sustainable Best Management Practices (BMP's) in developments through policies and guidelines established by the Metropolitan St. Louis Sewer District, as well as current practices and available guidance to absorb as much storm water runoff as possible.
- **Action:** Implement sustainable BMP's in public buildings and infrastructure improvements through policies, providing adequate city resources and coordination with neighboring municipalities and public entities.
- **Action:** Conduct an assessment of carbon emissions in the community to set a baseline for measuring emissions on a regular basis.
- **Policy:** Maintain a flexible development plan process that will allow developers and city to work together in utilizing infrastructure and natural characteristics through innovative and cost effective design and construction practices.

Evaluation Measures:

- Report analytics of Website on a Monthly Basis to Board of Alderman and Mayor and other relevant committees

- Number of enquiries for commercial development in the city
- Number of events and attendees
- Number of public/private cooperative programs and volunteer programs
- Tourist activity in town
- Reduction in carbon emissions
- Amount of storm water discharge

CHAPTER 7



Implementation Strategy



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CHAPTER 7

Implementation Strategy

Market Positioning for Future Development

Regional Market

Large infrastructure investment lies adjacent to and contiguous with the City of Woodson Terrace. However, the City has no direct access to any of these transportation amenities except along Natural Bridge Road serving as a frontage road. In order to attain public and private investment and provide long-term economic sustainability in the City of Woodson Terrace, solutions need to be developed that provide access to major infrastructure investment around the City. Without direct and improved access, the prospect of new and varied development will be limited and the pace of investment slowed.

Potential solutions pertaining to regional infrastructure discussed in Chapter 5: Planning For Future, include the following:

- Comprehensive I-70 study
- MetroLink shuttle
- New MetroLink route
- Lambert St. Louis Airport shuttle
- Creative signage along St. Charles Rock Road

To plan for future development and optimize land uses and values in the community, access to infrastructure needs to be enhanced and connections to the airport and MetroLink improved. Any developments that are currently planned for the City should be considered short-term steps toward real growth potential. Valuable long-term growth requires major infrastructure enhancements between Lindbergh Boulevard and I-170, expansion of MetroLink to the south, and implementation of an efficient shuttle service to move people around within the local market.

Local Market

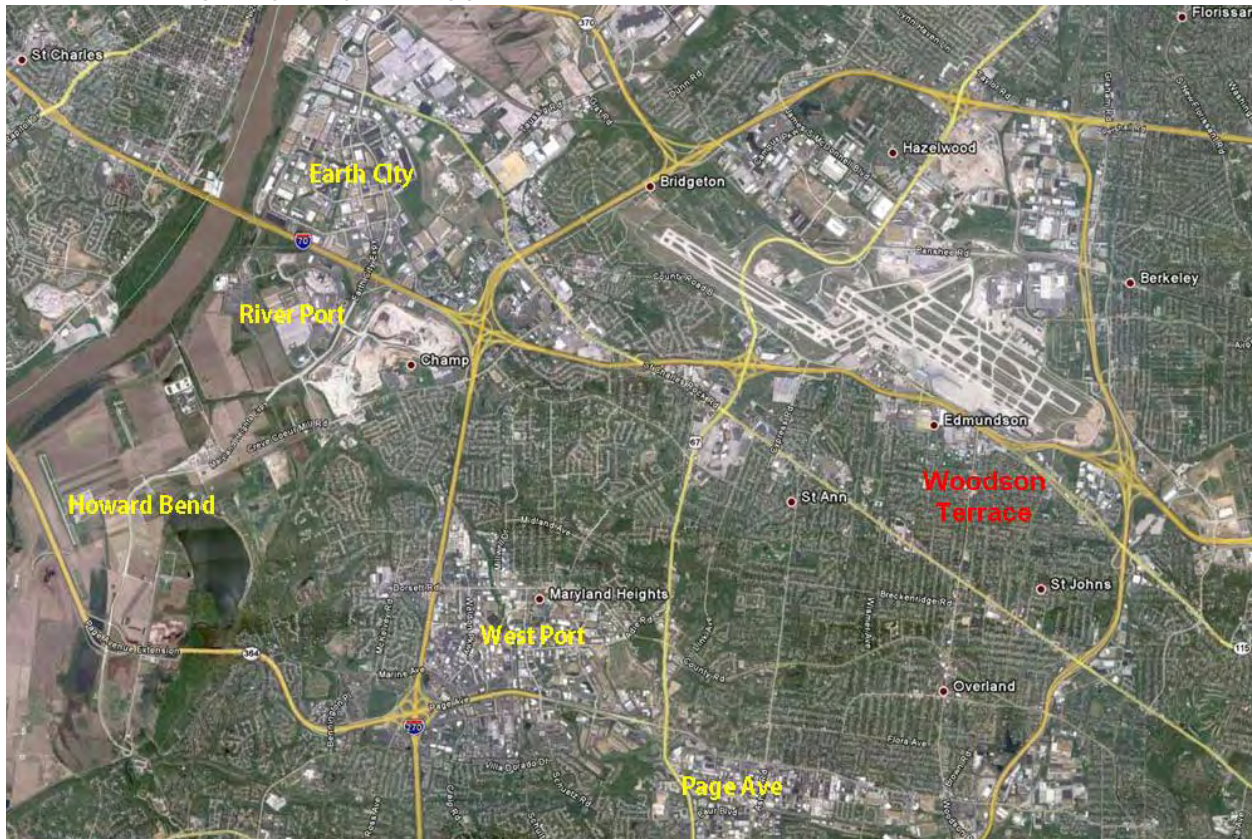
Commercial and warehousing development has typically followed highway systems within the local market around the City. These development patterns are concentrated adjacent to highway interchanges and some are part of planned urban development concepts. Others have developed based on market demand and critical massing of certain types of land uses.

In general, highway access enhances and in most cases dictates development patterns. In looking at the local commercial and warehouse market, it is also evident that although the airport should attract adjacent commercial/warehouse development, larger development has occurred miles from the airport due in part to highway configurations. There are five commercial and warehouse development areas

within 10 miles of the I-70–Natural Bridge Road (Pear Tree Lane) interchange. They distribute services and products to market and accommodate access to workers and visitors as follows (See Exhibit 7-1):

- Earth City – approximately 8 miles from interchange – relies on Highway 70 and the Earth City Expressway
- Riverport – approximately 5 miles from the interchange – relies on I-70 and the Maryland Heights Expressway
- City of St. Louis Northport Industrial area – approximately 10 miles from the interchange – relies on I-70 and Broadway
- Westport – approximately 8 miles from the interchange – relies on Highway 270
- Page Avenue/I-170 Industrial Area – approximately 8 miles from the interchange – relies on I-170 and Page Avenue

EXHIBIT 7-1: LARGE INVESTMENTS IN THE REGION.



Source: Google, CH2M HILL

Airport-related development that has occurred within the city limits of Woodson Terrace are associated with the warehousing of automobiles and more *service to airport*-driven uses rather than *consumer to service*-type development. And although there are hotel and motel developments within the city limits, these uses are destination driven, not impulse driven. Due to infrastructure configuration and limited access, proximity to the airport has not facilitated unique, mixed-use development, nor has it enhanced future development options within the local marketplace.

Future long-term planning will require the agreement and participation of local and federal agencies and elected officials to facilitate infrastructure investment, effect real change, and stimulate economic growth around the airport. Working successfully with these entities will require a plan of vision to convey the importance new infrastructure investment and the impact that investment will have, not only on the City of Woodson Terrace but the entire St. Louis region.

Development Phasing

Immediate Commercial Development Options — Natural Bridge Frontage

Immediate development options are recommended to be associated with the growth and potential redevelopment of existing investment in the City. Commercial development has occurred primarily along the Natural Bridge Road frontage and, as mentioned, is generally associated with automobile rental and storage associated with land travel demands created by the airport and airport patrons.

Hotel and motel development has also been significant along Natural Bridge Road due to their destination-driven market, again related to airport travelers. These businesses have acquired large parcels of land and appear to have given little thought to the conservation of land or the value that is created by dense development.

An aerial view of the frontage along Natural Bridge Road shows the ratio of open, surface parking lots to building sizes. (Appendix 7-1) contains a list of land parcels and owners and a map of this area. This list is pursuant to information available from St. Louis County records as of the date of this document and may be subject to change at any time. Future development strategy and implementation activities will require timely research and documentation of this information.)

Future development, long and short term, needs to focus on the value that can be created along Natural Bridge Road and the increased economic opportunities available to Woodson Terrace and neighboring cities by consolidating parking and providing additional development sites for commercial and retail investment. This concept will need the cooperation of land owners and the cities' representatives working together to develop an investment strategy allowing for the reciprocal use of land. City policies related to development must be open and adaptive to accommodate new options that may evolve from this strategy.

Zoning for the city's development vision should not be tied to a particular picture of how the city looks, but instead grounded in how the city will work.

*Donald L. Elliott (Denver city planner),
A Better Way to Zone: Ten Principles
to Create More Livable Cities (Island
Press, 2008)*

Creating future development options associated with these land uses will be dictated by the following:

- Availability of land
- Willingness and agreements among land owners and the City to increase density and land uses within existing locations
- Identification of underutilized parcels
- Implementation planning of the land adjacent to the Natural Bridge Road frontage
- Access modification to allow for internal circulation on larger sites
- Policy changes associated with the future land use plan for increased density and mixed uses
- Creation of a development strategy that can be efficiently and effectively introduced to affected governmental entities such as St. Louis County, Missouri Department of Transportation (MoDOT), Metro, and elected officials at local, and state levels

- Availability of funding including joint venture partnering among present land ownership, the City, public agencies, and private funding resources

The solution to future development opportunities in the City of Woodson Terrace is associated with the cooperative efforts of land owners, adjacent municipalities, and the City of Woodson Terrace to optimize land uses, increase density and work cooperatively with public agencies to put forth a plan (the vision) for infrastructure improvements and the solicitation of various means to fund those improvements.

It would benefit the City of Woodson Terrace and parties to any agreement (other municipalities and/or land owners) to work with professionals regarding land planning as well as strategic planning to carry out concepts discussed in this document. Professional services can bring the experience, contacts, regional understanding, and expertise needed to assist in phasing development, leading to long-term success and development options. Assistance with the phased planning will yield the focused, coordinated approach needed throughout the process.

Examples of the types of additional consulting services may include, but are not limited to the following. They do not represent the full spectrum of expertise and strategic planning needed to implement phased redevelopment.

- Market-driven planning, implementation strategies, and policy recommendations
- Public engagement
- Engineering
- Legal (policy, Intergovernmental agreements, land transactions)
- Funding coordination (negotiations and management of terms)
- Bond sales and management
- Management of investments (such as city- or joint venture-owned parking garages)

Implementation and redevelopment along Natural Bridge Road will be accomplished by the relationships the City of Woodson Terrace creates based on a vision for the future. Negotiations with landowners, municipalities, agencies, and politicians will need to be prioritized and meetings phased within a defined strategy of building consensus among the parties. A strategy should be developed based on the City's understanding of key parties interested in new investment, optimization of land uses, and participation in the process. Building on this foundation of support, contacts will expand to include other parties that can contribute to the renewal process.

The green dots on Exhibit 7-2 illustrate acres of land used for vehicular storage and the lack of density now present within the City's prime commercial area. By working with land owners to consolidate vehicular warehousing, many acres may become available for denser, higher valued use of the land. The creation of a decked or structured parking facility financed and shared by multiple owners, including the City, is one recommendation for an initial project. This approach gives the City an opportunity to set the stage for later phases related to redevelopment of the entire area, including the following:

- Developing cooperative relationships with land owners
- Facilitating reciprocal use of land in the development of parking structures, access, and internal circulation
- Establishing a united group of stakeholders when dealing with state and federal agencies

- Funding for implementation planning of the entire Natural Bridge Road frontage area

EXHIBIT 7-2: LAND USED FOR VEHICULAR STORAGE



Source: St. Louis County GIS, CH2M HILL

As property becomes consolidated and denser land uses are implemented, it becomes possible to look at internal circulation and the creation of smaller parcels of land that typically are more valuable for destination-type retail such as banks, small office buildings, and entertainment venues. A grid public street network would connect the redevelopment areas to the community and existing transportation network. Implementation should also focus on connecting to MetroLink and shuttle stations with dense commercial nodes adjacent to the station to supplement economic development opportunities.

In summary, the strength of development options lies with the land owners and the City and their ability to cooperatively plan and implement consolidation of existing vehicular storage to increase density, land uses, circulation, access, and land values in the area.

Core Commercial Development Options- Woodson Road

The Future Land Use Map (Map 5-1) defines an area within the core of the community for commercial development consistent with existing development patterns in the area. Small strip centers line Woodson Road and contain a variety of retail and service tenants supported by the local market. There are high vacancy rates at these sites due to economic conditions and lack of access to wider local and

regional markets. Tenancy today is supported by nearby residential areas, hotel/motel occupants, and Columbia College students. Tenancies in these spaces include, but are not limited to the following :

- Subway
- U.S. Customs Office
- Columbia College
- Airport Billiards
- Unite Here
- CRS Printing
- Howard's Car Wash
- Catholic Health Association
- Yesterdays Restaurant
- State Farm Insurance
- 7-Eleven
- Las Palmas Mexican Restaurant and Las Palmas Mexican Bakery

In a broader market sense, there is a high rate of vacancy due to lack of visibility and accessibility from larger marketplaces within the region. The location of the dated buildings, tenant spaces, and properties and their consequent lack of market share growth options do not attract new tenants and modern retailers.

It is recommended that a new strategy be applied to this area to stimulate interest and long-term economic sustainability in a neighborhood retail area. Increased population, newer space, and commercial/retail tenancy designed to meet the needs of the existing and newer populations are recommended. It is also important to physically and with improved tenancy link this location with development along the Natural Bridge Road frontage which can increase the market share and encourage pedestrian movement along Woodson Road. Providing interesting restaurants and entertainment venues will attract hotel occupants as well as local consumers. Improved streetscape and Woodson Road corridor improvements can make the journey on foot or by automobile more pleasurable and strengthens the image of Woodson Terrace, as well as linkage between Natural Bridge and Woodson Roads.

Exhibit 7-3 illustrates a redevelopment concept based on development of the following market dynamics:

- Cooperative land-use planning among existing land owners
- Increased retail/commercial density
- Introduction of senior/assisted living development
- Consolidation of land to accommodate new development needs
- Improved streetscape and corridor public amenities
- Creation of a redevelopment district to oversee public and private development within a designated mixed use development district

EXHIBIT 7-3: CORE COMMERCIAL DEVELOPMENT AREA



Source: St. Louis County GIS, CH2M HILL

The creation of a designated development area, planned and implemented as a cooperative investment with existing land owners and future investors can generate improvements within the local marketplace that can increase land values throughout the City, increase commercial investment opportunities, and provide a long-term economic sustainability for the community. As a designated development area, each land use may be financed as a stand-alone investment while the district, including infrastructure, may be financed separately. New development may then be assessed its pro rata share of infrastructure costs as it occurs.

Finance tools to be considered for designated development area projects include Community Investment Districts (CIDs) and Tax Incremental Financing (TIF). Other creative uses of public and private finance options may include contribution of land by owners, use of additional public funds in combination with private investment (including local banks), and the sale of bonds.

An important aspect of this type development is its relationship to adjacent commercial and residential development and the blending of land uses and optimization of the land to create a stronger, denser development options throughout the City to assure long-term growth and economic wellbeing.

Consolidation of Market Strengths

Although it is tempting to look at various sectors of the City separately, there are compelling reasons to consolidate the planning, phasing, and finance strategies along Natural Bridge and Woodson Roads. The core development area will be very difficult to redevelop as a traditional commercial/retail strip center area. The location is isolated from the greater local and regional markets and development trends have abandoned strip centers for a more traditional neighborhood development with buildings close to the street and parking at the rear of buildings.

There are greater possibilities for successful redevelopment by including elderly, assisted living development as part of the overall development strategy. This strategy represents a significant financial investment coming to the community, bolsters the local market, and increases land values to adjacent properties. Planned elderly communities also attract tenancy and services that are appropriate to the larger marketplace, as well such as pharmacies, restaurants, medical buildings, banks, post offices, and other services that are suitable to the vision of a walkable community.

EXHIBIT 7-2: LAND USED FOR VEHICULAR STORAGE



Source: St. Louis County GIS, CH2M HILL

The most viable, market driven approach for development along Natural Bridge and Woodson roads is achieved by the consolidation of development planning that considers existing development as one large redevelopment area. Exhibit 7-4 illustrates the impact and opportunities that become available in the long-term planning associated with this area. Consolidation of land uses, increased density, improved internal circulation, and the addition of senior and multi-family residential development become part of a long-term planning strategy appropriate to this area and economically sustainable.

Broadening the development area increases the political capital of the City by:

- Facilitating a comprehensive plan that includes mixed-use development
- Developing the cooperative participation of land owners and adjacent municipalities
- Leading efforts to reconfigure major infrastructure
- Creating financial partnering opportunities among private and public entities
- Creating a redevelopment site of regional market proportions adjacent to the airport
- Exerting economic impact beyond the city limits to enhance the regional marketplace

Short-term and Long-term Implementation Strategies

Step 1 – Woodson Terrace Leads the Redevelopment Efforts with a Vision for the Future of the Area

It is important for the City to create a vision that not only is within its own municipal boundaries, but that integrates with the visions of adjacent cities. Locations of infrastructure, access limitations, and land-use transitions between communities are important considerations of infrastructure design. By cooperatively creating a vision and planning with adjacent cities, Woodson Terrace can more definitively control its own destiny and provide much needed market access to future investment strategies (both short and long term). All statutory funding sources require a plan demonstrating the location and land uses proposed for development by the municipality.

Following adjacent communities' concurrence for a cooperatively planned vision, an intergovernmental agreement can be executed that defines the affected areas and the roles of the cities participating in the agreement. This cooperative effort strengthens the City's role as initiator. But the combined efforts of multiple cities carry greater weight with elected officials, landowner stakeholders, and banks (or other lending institutions) that may provide support for financing and can shorten the time it takes to initiate redevelopment.

For example, an intergovernmental agreement between Woodson Terrace, Edmundson, and St. John provides Woodson Terrace a place at the table concerning infrastructure redevelopment options at the I-70–Airflight interchange. At the interchange of I-70 and Natural Bridge Road east of the City, agreement and planning strategies related to future highway improvements, which may include design and construction of elevated portions of I-70 at Woodson Road, would require participation of the City of Berkley.

Step 2 – Getting Buy-in from Stakeholders

Due to the amount of under-utilized land along Natural Bridge Road south of I-70 and the opportunity for consolidation and reciprocal development, the City will need to seek cooperation and commitment from these landowners. Coordinating discussions and seeking an understanding, acknowledgement, and support of the vision are desirable. The goal is to gain their understanding and buy-in of willing to participate in redevelopment efforts that will increase density (through joint partner parking garages), increase land use, and encourage mixed used development. Developing and implementing design guidelines along the Natural Bridge is also essential to increase land values and access along Natural Bridge Road.

The condition of existing highway infrastructure and failure to provide safe, convenient access to adjacent property makes design changes paramount in the long-term development vision for this area. Without modifying existing infrastructure, it will be difficult to effect any real change in the City. The current highway layout violates one of the cardinal rules of development investment, accessibility. Stakeholders include, but may not be limited to the following:

- Lambert St. Louis Airport – an important participant in the visioning and participation of implementation strategies. Due to the locations of the airport and Woodson Terrace, improvements on the south side of I-70 may also impact and improve conditions on the

north side of the I-70. A new interchange at I-70 and Airflight is an example of adjacent stakeholders potentially benefiting from working together to received improved access.

- Lambert Military Installation – an important participant in the visioning and implementation strategies. Located along I-70 at the entrance to Lambert St. Louis Airport, any new highway planning and reconfiguration will affect this land. Military cooperation will be essential to long-term redevelopment options and viability.
- Fee owners of land along Natural Bridge Road frontage in the cities of Edmundson and Woodson Terrace – these owners hold the key to increased density and new development opportunities along the Natural Bridge Road frontage

Step 3 – Getting Buy-In from Public Representatives:

A portion of project funding related to the community vision will likely come from state and/or federal resources. The approach to seeking appropriate funding will relate to market-driven development options based on available private and municipal funding augmented by available state development tools and federal infrastructure funding. In order to establish clear lines of communication with state agencies and the support of federal entities, it is recommended that congressional representatives and senators be invited to understand the municipal vision and the need for their assistance. Representatives of various state departments should be contacted to help establish designed development districts and identify sources of funding.

Federal officials can also help in terms of finding funding for the reconfiguration of major infrastructure projects and long-term development concepts. Therefore, it is recommended that federal representatives be invited to become involved and kept apprised of progress.

The following officials are suggested.

State Senator: Maria Chappelle-Nedal (Senate District 14)

201 West Capitol Ave., Room 421
Jefferson City, MO 65101
(573) 751-4106
<http://www.senate.mo.gov>

Representative: Eileen McGeoghegan (District 077)

State House of Representatives
201 West Capitol Avenue, Room 116-1
Jefferson City, MO 65101
(573) 751-0855
Eileen.McGeoghegan@house.mo.gov
<http://www.house.mo.gov>

US Congressional District Representative: Todd Akin (District 2)

301 Sovereign Ct., Ste. 201
Ballwin, MO 63011
(314) 590-0029
117 Cannon House Office Bldg
Washington, DC 20515

(202) 225-2561

<http://www.akin.house.gov>

Senator Claire McCaskill

506 Hart Senate Office Building

Washington, DC 20510

(202) 224-6154

<http://www.mccaskill.senate.gov>

Senator Roy Blunt

260 Russell Senate Office Building

Washington, DC 20510

(202) 224-5721

<http://blunt.senate.gov/public/>

Step 4 – Getting Buy-in from Public Agencies

Agencies respect joint partnerships associated with redevelopment visioning. Buy-in from adjacent cities and local stakeholders that share common goals and expectations is encouraged at the federal level and demonstrates opportunities for more immediate change. By bringing public, municipal, and private entities together through a common and comprehensive vision, the City will be able to effectively present the vision to various agencies that control physical and jurisdictional aspects of the redevelopment process.

Agencies that need to know about the vision and participate as necessary include, but may not be limited to:

- East West Gateway Council of Governments
- St. Louis County Government
- Missouri Department of Transportation
- Metro (Bi-state Development Agency)
- Local, state, and federal political representatives of the people within the vision impact areas

Step 5 – Getting Buy-in from State Development Services

With the vision and partnership arrangements in place, the cultivation of contacts at the state level becomes important in order to understand existing legislative development tools and to cement relationships with the departments that administer funding to redeveloped communities.

The following departments lead funding efforts based on sound planning and viable, market-driven concepts. Funding does not usually come from one source but many, and is layered and designed to match projects with multiple funding sources. The following departments work with communities and developers to optimize state funding options.

Missouri Department of Economic Development

Division of Business and Community Services

Development Finance Team

301 West High Street, Room 770
P.O. Box 118
Jefferson City, MO 65102
(573)522-8004 Fax: 573-522-9462
<http://ded.mo.gov/>

Missouri Development Finance Board

Governor Office Building
200 Madison Street, Suite 1000
P.O. Box 567
Jefferson City, MO 65102
Contact: Finance Officer
(573) 522-4527 Fax: 573-526-4418
<http://www.mdff.org/>

In summary, although the City of Woodson Terrace is in a great location, only in partnership with adjacent communities can it conceive a vision for economic development that will enhance the overall area, and position itself as a leader among its peers. By facilitating intergovernmental agreements and seeking political support for its development strategies, the City can remain a leader in the process and achieve its goals.

Development Strategies and Funding Options

The following development strategies and funding options are proposed as a guide to actual negotiations with various stakeholder groups and individuals.

- Area 1: Commercial property along Natural Bridge Road and its intersection with Woodson Road
- Area 2: Commercial property along Woodson Road between Stansberry on the north and Bataan on the south
- Area 3: Comprehensive development area shown under Consolidation of Market Strengths section of this chapter and encompassing areas 1 and 2 above.

Table 7-1 summarizes the concepts discussed here including the definition of short term and long-term development strategies based on existing conditions (short term) and infrastructure modification conditions (long term). These recommendations will need to be tempered by actual conditions when the City initiates discussions with stakeholders. There may be opportunities or constraints related to these recommendations that require redirection in thinking and planning. Therefore, these recommendations are general suggestions that may need to be modified.

TABLE 7-1: DEVELOPMENT STRATEGIES BY AREA

Project Location	Short-term Development	Long-term Development
<p><u><i>Area 1: Natural Bridge Road at or near Woodson Road</i></u></p> <p>POTENTIAL SHORT-TERM FUNDING</p> <ul style="list-style-type: none"> • Business Use Incentives for Large-Scale • Brownfield Redevelopment Program • Transit Development District (TDD) <p>POTENTIAL LONG-TERM FUNDING</p> <ul style="list-style-type: none"> • Rebuilding Communities Program • Community Investment District (CID) 	<ul style="list-style-type: none"> • Meet with land owners • Discuss vision and consolidation/reciprocal use of land • Discuss joint venture development of parking garages to free land for new development • Discuss new land use options and internal circulation • Finalize agreement for short and long-term development potential • Work with Metro to develop a bus terminal station and staging area for bus/shuttle transfers to airport and beyond 	<ul style="list-style-type: none"> • Same as Short Term • Work with land owners to increase density, develop more mixed use • Work with Department of Economic Development and Finance Board • Work with Metro to extend MetroLink from the airport to I-170 and south to Clayton • Work with MoDOT to redesign existing Highway 70 corridor and interchanges between Lindbergh Boulevard and I-170
<p><u><i>Area 2: Woodson Road between Stansberry and Bataan</i></u></p> <p>POTENTIAL SHORT-TERM FUNDING</p> <ul style="list-style-type: none"> • Neighborhood Improvement District (NID) 	<ul style="list-style-type: none"> • Meet with land owners • Meet with City of St. John seeking signage at St. Charles Rock Road and Woodson Road • Meet with City of Edmundson to seek participation in any discussion related to the interchange at Highway 70 and Natural Bridge Road (Pear Tree Lane) 	<ul style="list-style-type: none"> • Same as short term • Work to consolidate multiple parcels to create a joint venture development concepts that includes an assisted living complex for seniors, mixed use commercial/retail, and medical offices

IMPLEMENTATION AND FINANCE STRATEGY

<p>POTENTIAL LONG-TERM FUNDING</p> <ul style="list-style-type: none"> • Tax Incremental Financing (TIF) • HUD – ALCP Conversation to elderly • Housing units 	<ul style="list-style-type: none"> • Discuss vision and concepts for redevelopment of the existing small retail centers • Discuss owners level of interest in the participation of new land uses in the area • Work with owners to locate new companies willing to invest in assisted-living (senior) - and mixed use developments 	
<p><u><i>Area 3: Comprehensive Development Plan</i></u></p> <p>POTENTIAL SHORT AND LONG TERM FUNDING</p> <ul style="list-style-type: none"> • Community investment District (CID) 		<ul style="list-style-type: none"> • Sign an intergovernmental agreement with the cities of Edmundson and St. John • Create a detailed development master plan illustrating consolidation, new development concepts, and land use density options • Provide a development agreement among land owners to solidify consolidation and redevelopment of commercial land along Natural Bridge Road and commercial/retail development along Woodson Road • Negotiate with agencies to agree to infrastructure needs and to commit funding for proposed changes • Seek support of state and federal politician with jurisdiction • Meet with private lenders • Finalize bond sale and management if appropriate to structured financing

Detailed Funding Options

Opportunities for state and federal funding are constantly changing as legislators create and eliminate options related to economic development potential. Therefore, the statutory funding options listed below will need to be verified as the City gets closer to cementing its redevelopment plan. Later options that may become available should be researched through the Missouri Department of Economic Development when implementation begins.

Brownfield Redevelopment Program

Purpose

Provide financial incentives for the redevelopment of commercial/industrial sites that are contaminated with hazardous substances and have been abandoned or underutilized for at least 3 years.

Authorization

Sections 447.700 to 447.718, RSMo

Locations

Statewide

Project Eligibility Criteria

- The applicant cannot be a party who intentionally or negligently caused the release or potential release of hazardous substances at the project.
- If the property is not owned by a public entity, the city or county must endorse the project.
- The project must be accepted into the “Voluntary Cleanup Program” coordinated by the Missouri Department of Natural Resources (DNR).
- The project must be projected by the Missouri Department of Economic Development (DED) to result in the creation of at least 10 new jobs or the retention of 25 jobs by a private commercial operation.

Program Benefits

- **Remediation Tax Credits**
DED may issue tax credits for up to 100 percent of the cost of remediating the project property. DED will issue 75 percent of the credits upon adequate proof of payment of the costs; the remaining 25 percent will not be issued until a clean letter has been issued by DNR. The tax credit may also include up to 100 percent of the costs of demolition that are not directly part of the remediation activities, provided that the demolition is on the property where the voluntary remediation activities are occurring, the demolition is necessary to accomplish the planned use of the facility where the remediation activities are occurring, and the demolition is part of a redevelopment plan approved by the municipal or county government and DED. The demolition may occur on an adjacent property if the project is located in a municipality which has a population less than 20,000 and the above conditions are otherwise met. The adjacent property shall independently qualify as abandoned or underutilized. The amount of the credit available for demolition not associated with remediation cannot exceed the total amount of credits approved for remediation including demolition required for remediation.

The tax credits can be applied to:

- Ch. 143 – Income tax, excluding withholding tax
- Ch. 147 – Corporate franchise tax
- Ch. 148 –
 - Bank Tax
 - Insurance Premium Tax
 - Other Financial Institution Tax

These chapter can be foyuund under Missouri Revise Statutes Title X Taxation and Revenue
<http://www.moga.mo.gov/STATUTES/STATUTES.htm#T10>.

The remediation tax credit's special attributes:

- Carry forward 20 years
- Sellable or transferable

Funding Limits

The total state costs of the project tax credits must be less than the projected state economic impact of the project, as determined by DED. The amount of remediation tax credits issued must be the least amount necessary to cause the project to occur.

Application Procedure

An applicant must submit an application to DED for determination of eligibility and request for remediation tax credits. An application must also be submitted to the Department of Natural Resources (DNR) for participation in the Voluntary Cleanup Program. Acceptance into this program is a requirement of the Brownfield Redevelopment Program. Remediation that is performed prior to receipt of a written authorization for remediation tax credits from DED will not be eligible for tax credits and may jeopardize the project's overall eligibility for the program. Applications may be submitted year-round. Each application is reviewed on a case-by-case basis.

Contact

Missouri Department of Economic Development
Division of Business and Community Services
301 West High Street, Room 770
P.O. Box 118, Jefferson City, MO 65102
Phone: 573-522-8004 Fax: 573-522-9462

Missouri Development Finance Board
Governor Office Building
200 Madison Street, Suite 1000
P.O. Box 567, Jefferson City, MO 65102
Contact: Finance Officer
Phone: 573-522-4527 Fax: 573-526-4418

Business Use Incentives for Large-Scale Development (BUILD)

Purpose

Provide a financial incentive for the location or expansion of large business projects. The incentives are designed to reduce necessary infrastructure and equipment expenses if a project can demonstrate a need for funding.

Authorization

Sections 100.700 to 100.850, RSMo

Locations

Statewide

Project Eligibility

An eligible industry in manufacturing, processing, assembly, research and development, agricultural processing or services in interstate commerce must invest a minimum of \$15 million; or \$10 million for an office industry (regional, national, or international headquarters; telecommunications operations; computer operations; insurance companies; or credit card billing and processing centers) in an economic development project; and create a minimum of 100 new jobs for eligible employees at the economic development project or a minimum of 500 jobs if the economic development project is an office industry or a minimum of 200 new jobs if the economic development project is an office industry located within a distressed community as defined in Section 135.530, RSMo. Ineligible: Retail, health, or professional services; intra-state relocations; or replacement facilities.

Program Benefits

The bonds may be used to finance public or private infrastructure to support the project or new capital improvements of the business at the project location. Bond proceeds may not be used for working capital, inventory, or other operating costs of the business or another entity.

This tax credit can be applied to:

- Ch. 143 - Income tax, excluding withholding tax
- Ch. 148 - Bank Tax, Insurance Premium Tax, Other Financial Institution Tax

This credit's special attributes:

- Refundable

Funding Limits

The amount of bonds to be issued will be determined by the DED and MDFB based on the need for funding to initiate the project, and limited to the state's economic benefit. The minimum bond issue is \$500,000.

Application Approval

The business must submit an application to DED and MDFB for review. Applications are due 15 business days prior to the first Monday of the month. DED and MDFB will review applications on a case-by-case basis.

Reporting Requirements

Businesses must report semi-annually to MDFB the number of new jobs, the total amount of salaries and wages paid to eligible employees and investment in capital improvements during the initial 3-year build out phase and annually for the term of the credits.

Special Program Requirements

The following conditions must be met for a project to be approved:

- **Sale of Bonds:** Unless otherwise approved by the board, the applicant will be required to purchase the bonds.
- **Cooperative Effort:** The political subdivisions benefiting from the project or other local entities must commit significant local incentives relative to their economic benefit compared to the state. Such incentives may include tax abatement, discounted utility fees, or others, to the extent allowed by law.
- **But-for Test:** The company may not start the project prior to MFDB approval of the application. This would include any public announcement, construction, or receipt of new machinery or equipment at the project site related to the new project. DED and MDFB must determine that the program is a material factor in the company's decision to initiate the project, and this is certified by the business.
- **Positive State Economic Impact:** The amount of new direct and indirect state taxes over an 8- to 15-year period, as calculated by DED, must exceed the total amount of incentives provided by the state.
- **Requirements:** New full-time (35+ hours per week) jobs in a new or expanding business (not including identical jobs filled by recalled workers, replacement jobs, or jobs which previously existed in the business) are considered to be "new jobs." The business or a related taxpayer cannot have employed them during the preceding 12 months. The wages for such employees must be above the average wage for the area.
- **Clawbacks:** In the event the business does not fulfill the commitments made regarding the number of new jobs or capital investment, the tax credits will be reduced proportionately. In the event the business relocates or reduces the operation below the minimum standards for new jobs or capital investment prior to the term of the bonds, the tax credits received prior to that time must be repaid in full.
- **Bond Purchase:** Since the MDFB cannot guarantee the bonds, the business will likely have to purchase the bonds.

Contact

Missouri Department of Economic Development
Division of Business and Community Services
Business and Community Finance Team
301 West High Street, Room 770
P.O. Box 118
Jefferson City, MO 65102
Phone: 573-751-4539 Fax: 573-522-4322
Email: dedfin@ded.mo.gov

Missouri Development Finance Board
Governor Office Building
200 Madison Street, Suite 1000
P.O. Box 567
Jefferson City, MO 65102
Contact: Finance Officer

Phone: 573-522-4527 Fax: 573-526-4418

E-mail: mdfb@ded.mo.gov

Web: www.mdfb.org

Rebuilding Communities

Purpose

To stimulate business activity in Missouri's "distressed communities" by providing tax credits to eligible businesses that locate, relocate, or expand their business within a distressed community.

Authorization

Section 135.535, RSMo.

Location

Distressed communities only. For a list of cities and census block groups that are distressed communities, visit DED's Web site or call (573) 751-0717.

Eligibility

Businesses that **locate, relocate, or expand** their business within a distressed area or distressed Missouri community.

Eligibility Criteria

- Must have more than 75 percent of its employees at the facility in the distressed community.
- Must have fewer than 100 employees total at all facilities nationwide (before commencing operations or relocating).
- Primarily engaged in manufacturing, biomedical, medical devices, scientific research, animal research, computer software design or development, computer programming (including Internet, web hosting, and other information technology), telecommunications (wireless, wired or other), or a professional firm.

Categories of Business:

New or Relocating Businesses

Eligible new or relocating businesses may choose one of the 40 percent tax credits and the employees may receive the 1.5 percent Employee Tax Credit.

Existing Businesses

Eligible businesses already located in a distressed community may be eligible for the 25 percent Equipment Tax Credit. Existing businesses that double the number of full-time employees in the distressed community from the previous year may choose one of the 40 percent tax credits.

Tax Benefits Available:

40 Percent Income Tax Credit:

State tax credit based on 40 percent of the amount of state income tax owed by the business.

40 Percent Equipment Tax Credit:

State tax credit based on 40 percent of the amount of funds expended for computer equipment and its maintenance, medical laboratories and equipment, research laboratory equipment, manufacturing

equipment, fiberoptic equipment, high-speed telecommunications, wiring, or software development expense in the calendar year.

1.5 Percent Employee Tax Credit:

Employees of an eligible business may receive a tax credit against state individual income tax equal to 1.5 percent of their gross annual salary paid at the project facility. The business must receive one of the 40 percent tax credits each year for the employees to be eligible for this credit.

25 Percent Equipment Tax Credit:

State tax credit based on 25 percent of the amount of funds expended for eligible equipment in a taxable year that exceeds the average of the prior 2 years' expenditures for such equipment. Eligible expenditures are computer equipment and its maintenance, medical laboratories and equipment, research laboratory equipment, manufacturing equipment, fiberoptic equipment, high-speed telecommunications, wiring, or software development.

Program Benefits

The 40 percent Income Tax Credits and the 25 percent and 40 percent Equipment Tax Credits can be applied to:

- Ch. 143 – Income tax, excluding withholding tax
- Ch. 147 – Corporate franchise tax
- Ch. 148 –
 - Bank tax
 - Insurance premium tax
 - Other financial institution tax

And have these special attributes:

- Carryback 3 years
- Carryforward 5 years
- Sellable or transferable

The 1.5 percent Individual Tax Credit can be applied to:

- Ch. 143 – Individual income tax

And has this special attribute:

- Sellable or transferable

Funding Limits

Program Limit:

- All credits: \$8 million/year
- 25 percent Equipment Tax Credits: \$750,000/year

Per-business Limit

- 40 percent Income Tax Credit: \$125,000/year
- 25 percent and 40 percent Equipment Tax Credits: \$75,000/year

Eligibility Period

- 40 percent Equipment Tax Credit: Year of commencement of operations plus three calendar years thereafter
- 40 percent Income Tax Credit: Three tax years after commencement of operations

- 1.5 percent Employee Tax Credit: Three tax years after commencement of operations

Approval Process

- New or relocating businesses should submit a pre-application to DED prior to commencing operations in the distressed community.
- Businesses applying for the 25 percent Equipment Tax Credit should submit a Pre-Application for each year that they intend to request tax credits.
- Applications for tax credits must be submitted to DED prior to February 15th of the calendar year following the year in which the credits were earned.
- Tax credits will be issued on a first-come, first-served basis.

Reporting Requirements

The "Tax Credit Accountability Act" reporting form must be submitted to DED by June 30 each year for 3 years following the year of the first issuance of tax credits. A business can only earn the 40 percent tax credits under this program for one eligibility period. No business can earn credits under this program if earning Missouri Quality Jobs, Enterprise Zone, Enhanced Enterprise Zone, Business Facility or Brownfield Jobs and Investment Tax Credits for the same project for the same tax period. If a project is eligible for more than one such program, the business must choose only one program.

Contact

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Transportation Development District

Purpose

A TDD may be created to act as the entity responsible for developing, improving, maintaining, or operating one or more "projects" relative to the transportation needs of the area in which the TDD is located. A TDD may be created by request petition filed in the circuit court of any county partially or totally within the proposed district. There are specific rules that provide filing procedures and content requirements of TDD creating petitions. The DED facilitates the creation and administration of a TDD.

Before beginning to build or fund any project, the TDD will submit the proposed project to the Missouri Highways and Transportation Commission for approval. If the proposed project is not intended to be part of the state highways or transportation system, the TDD will also submit its plans for approval by the local transportation authority that will become owner of the project. A "local transportation authority" may be any local public authority(s) or political subdivision(s) having jurisdiction over any transportation service, improvement, or infrastructure in which the TDD is located.

Typical Budget Items

A TDD serves to fund, promote, plan, design, construct, improve maintain, or operate one or more “projects” or to assist in such activity. Projects may include any:

- Street, highway, road, interchange, intersection, bridge, traffic signal light, or signage
- Bus stop, terminal, station, wharf, dock, rest area, or shelter
- Airport, river, or lake port, railroad, light rail, or other mass transit, and any similar or related improvement or infrastructure

Financial Resources

Funding of TDD projects may be accomplished through the creation of district-wide special assessments or property or sales taxes with a required majority vote or petition approval. Other funding sources requiring voter majority approval may include establishing tolls or fees for the use of the project. The TDD may also issue bonds, notes, and other obligations in accordance with the authority granted to the entity for such issuance.

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Community Improvement District

Purpose

A CID may be either a political subdivision or a not-for-profit corporation. CIDs are organized for the purpose of financing a wide range of public-use facilities and establishing and managing policies and public services relative to the needs of the district.

Organization

By request petition, signed by property owners owning at least 50 percent of the assessed value of the real property, and more than 50 percent per capita of all owners of real property within the proposed CID, presented for authorizing ordinance to the governing body of the local municipality in which the proposed CID would be located. Language contained in the petition narrative must include a 5-year plan describing the purposes of the proposed district, the services it will provide, the improvements it will make and an estimate of the costs of those services and improvements, and the maximum rates of property taxes and special assessments that may be imposed within the proposed district. Other information must state how the CID would be organized and governed, and whether the governing board would be elected or appointed. There are specific rules that provide the required elements of a CID petition, and the procedures for publication, public hearings, etc.

Supporting Organizations

Unlike an NID, a CID is a separate legal entity, and is distinct and apart from the municipality that creates the district. A CID is, however, created by ordinance of the governing body of the municipality in which the CID is located, and may have other direct organizational or operational ties to the local government, depending upon the charter of the CID.

Typical Budget Items and Responsibilities

A CID may finance new facilities or improvements to existing facilities that are for the use of the public. Such public-use facilities include convention centers, arenas, meeting facilities, pedestrian or shopping malls, and plazas

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Neighborhood Improvement District

Purpose

An NID may be created in an area desiring certain public-use improvements that are paid for by special tax assessments to property owners in the area in which the improvements are made. The kinds of projects that can be financed through an NID must be for facilities used by the public, and must confer a benefit on property within the NID.

Local Government/Voter Initiative

An NID is created by election or petition of voters and/or property owners within the boundaries of the proposed district. Election or petition is authorized by a resolution of the governing body of the municipality in which the proposed NID is located. Language contained in the petition narrative or ballot question must include certain information including, but not limited to a full disclosure of the scope of the project, its cost, repayment, and assessment parameters to affected property owners within the NID.

Typical Budget Items

1. Acquisition of property
2. Improvement of streets, sidewalks, crosswalks, and all related components
3. Drainage, storm and sanitary sewer systems, and service connections from utility mains, conduits, and pipes
4. Improvement of street lights and street lighting systems
5. Improvement of waterworks
6. Improvement of parks, playgrounds, and recreational facilities
7. Improvement of flood control works
8. Improvement of pedestrian and vehicle bridges, overpasses, and tunnels

9. Landscaping streets or other public facilities including improvement of retaining walls and area walls on public ways
10. Improvement of property for off-street parking

Responsibilities and Challenges

Public hearings concerning the specifics of the project, its costs, and other specific information pertinent to the project must be conducted prior to commencement of work on any project of the NID so that any written or oral objections may be considered.

The ability of Missouri's neighborhoods to establish NIDs for the purpose of improving their public use facilities for the enjoyment, convenience, safety, and common good of all citizens is an outstanding example of local economic development excellence. The Missouri Department of Economic Development has additional information available and strongly recommends retaining qualified professional consultation or assistance of counsel in the formation of a special district.

Contact

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Tax Increment Financing

Purpose

Local Tax Increment Financing (Local TIF) permits the use of a portion of local property and sales taxes to assist funding the redevelopment of certain designated areas within your community. Areas eligible for Local TIF must contain property classified as a blighted, conservation, or economic development area, or any combination thereof, as defined by Missouri Statutes.

Typical Budget Items

TIF may be used to pay certain costs incurred with a redevelopment project. Such costs may include, but are not limited to:

- Professional services such as studies, surveys, plans, financial management, legal counsel
- Land acquisition and demolition of structures
- Rehabilitating and repairing existing buildings onsite
- Building necessary new infrastructure in the project area such as streets, sewers, parking, or lighting
- Relocation of resident and business occupants located in the project area

Local Tax Increment Financing (TIF) Revenues

The idea behind Local TIF is the assumption that property and/or local sales taxes (depending upon the type of redevelopment project) will increase in the designated area after redevelopment, and a portion

of the increase of these taxes collected in the future (up to 23 years) may be allocated by your municipality to help pay certain project costs, partially listed above.

Responsibilities of the Governing Body of the Municipality and the Local TIF Commission

Missouri's TIF Act defines a municipality as an incorporated city, town, village, or county. The governing body of the municipality is required to establish a TIF commission, composed of certain members including representatives of other local taxing authorities within the redevelopment project area as defined by state statute. The municipality is also responsible for the approval of ordinances (or resolutions if a county) that establish a comprehensive redevelopment plan, and for approval of the specific TIF redevelopment project.

Responsibilities of the TIF commission are many, and may include working with the local government in creating the redevelopment plan and TIF redevelopment project parameters, holding required public hearings, preparing economic impact reports and revenue projections, blight studies, and other documents to justify the need for TIF and as required by state statutes governing Local TIF projects.

Contact

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Assisted-living Conversion Program (ALCP)

Purpose

To provide private nonprofit owners of eligible developments with a grant to convert some or all of the dwelling units in the project into an assisted-living facility (ALF) for the frail elderly

The facility must be licensed and regulated by the state (or if there is no state law providing such licensing and regulation, by the municipality or other subdivision in which the facility is located). ALFs are designed to accommodate frail elderly and people with disabilities who can live independently but need assistance with activities of daily living (such as eating, bathing, and grooming, and dressing and home management activities). ALFs must provide support services such as personal care, transportation, meals, housekeeping, and laundry.

Type of Assistance

Typical funding will cover basic physical conversion of existing project units, and common and services space. The ALCP provides funding for the physical costs of converting some or all of the units of an eligible development into an ALF, including the unit configuration, common and services space, and any necessary remodeling, consistent with HUD or the state's statute/regulations (whichever is more stringent). There must be sufficient community space to accommodate a central kitchen or dining facility, lounges, recreation, and other multiple-areas available to all residents of the project, or office/staff spaces in the ALF. Funding for the supportive services must be provided by the owners,

either directly or through a third party, such as Medicaid, SSI payments, state or area agency on aging, etc.

Eligible Grantees

Only private nonprofit owners of Section 202, Section 8 project-based (including Rural Housing Services' Section 515), Section 221(d)(3) Below Market Interest Rate, Section 236 housing developments that are designated primarily for occupancy by the elderly for at least 5 years are eligible for funding. A private nonprofit of a unused/underutilized commercial property is also eligible.

Eligible Customers

Eligible residents who meet the admissions/discharge requirements as established for assisted-living by state and local licensing, or HUD frailty requirements under 24 CFR891.205 if more stringent. The residents must be able to live independently but need assistance with activities of daily living (eating, bathing, grooming, dressing, and home management activities).

Application

Applicants must submit an application for funding, in response to the Notice of Funding Availability (NOFA) published in the Federal Register each fiscal year. Applicants that apply for the ALCP compete for program funds allocated to each individual multifamily hub office. Awards are generally announced in September.

Technical Guidance

The program is authorized under Section 202b of the Housing Act of 1959, as amended. HUD's Office of Multifamily Housing is responsible for administering the ALCP.

Contact

www.HUD.org

Drive Time: 5 minutes**Summary Demographics**

2010 Population	34,109
2010 Households	14,636
2010 Median Disposable Income	\$37,464
2010 Per Capita Income	\$23,415

Industry Summary

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$293,700,302	\$333,363,032	\$-39,662,730	-6.3	288
Total Retail Trade (NAICS 44-45)	\$247,999,885	\$256,393,869	\$-8,393,984	-1.7	196
Total Food & Drink (NAICS 722)	\$45,700,417	\$76,969,163	\$-31,268,746	-25.5	92

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$59,361,658	\$35,641,194	\$23,720,464	25.0	35
Automobile Dealers (NAICS 4411)	\$51,953,227	\$20,281,161	\$31,672,066	43.8	18
Other Motor Vehicle Dealers (NAICS 4412)	\$3,903,846	\$8,202,060	\$-4,298,214	-35.5	4
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$3,504,585	\$7,157,973	\$-3,653,388	-34.3	13
Furniture & Home Furnishings Stores (NAICS 442)	\$9,088,300	\$2,816,884	\$6,271,416	52.7	4
Furniture Stores (NAICS 4421)	\$5,325,176	\$1,120,153	\$4,205,023	65.2	2
Home Furnishings Stores (NAICS 4422)	\$3,763,124	\$1,696,731	\$2,066,393	37.8	2
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$8,971,477	\$4,375,354	\$4,596,123	34.4	9
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$9,692,535	\$4,958,687	\$4,733,848	32.3	16
Building Material and Supplies Dealers (NAICS 4441)	\$8,529,981	\$4,717,029	\$3,812,952	28.8	14
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$1,162,554	\$241,658	\$920,896	65.6	2
Food & Beverage Stores (NAICS 445)	\$49,674,505	\$42,447,069	\$7,227,436	7.8	29
Grocery Stores (NAICS 4451)	\$48,272,227	\$38,797,944	\$9,474,283	10.9	18
Specialty Food Stores (NAICS 4452)	\$626,317	\$2,106,314	\$-1,479,997	-54.2	5
Beer, Wine, and Liquor Stores (NAICS 4453)	\$775,961	\$1,542,811	\$-766,850	-33.1	6
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$7,387,744	\$14,949,743	\$-7,561,999	-33.9	16
Gasoline Stations (NAICS 447/4471)	\$43,557,047	\$87,099,394	\$-43,542,347	-33.3	17
Clothing and Clothing Accessories Stores (NAICS 448)	\$12,532,805	\$3,379,510	\$9,153,295	57.5	15
Clothing Stores (NAICS 4481)	\$9,553,432	\$2,603,903	\$6,949,529	57.2	11
Shoe Stores (NAICS 4482)	\$1,430,277	\$51,933	\$1,378,344	93.0	1
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$1,549,096	\$723,674	\$825,422	36.3	4
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$4,090,935	\$1,786,067	\$2,304,868	39.2	15
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$1,668,585	\$1,015,644	\$652,941	24.3	12
Book, Periodical, and Music Stores (NAICS 4512)	\$2,422,350	\$770,423	\$1,651,927	51.7	3

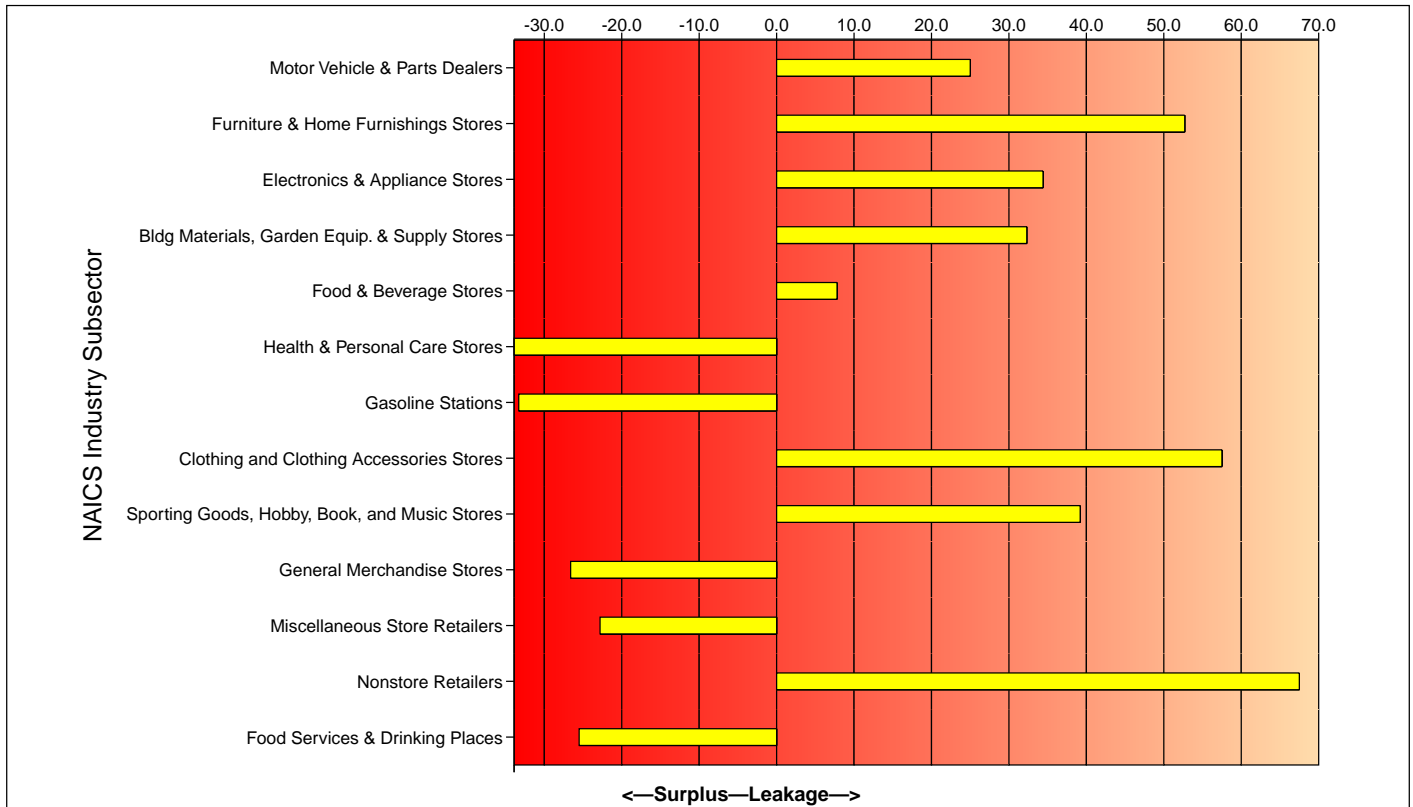
Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Sources: Esri and Infogroup

Drive Time: 5 minutes

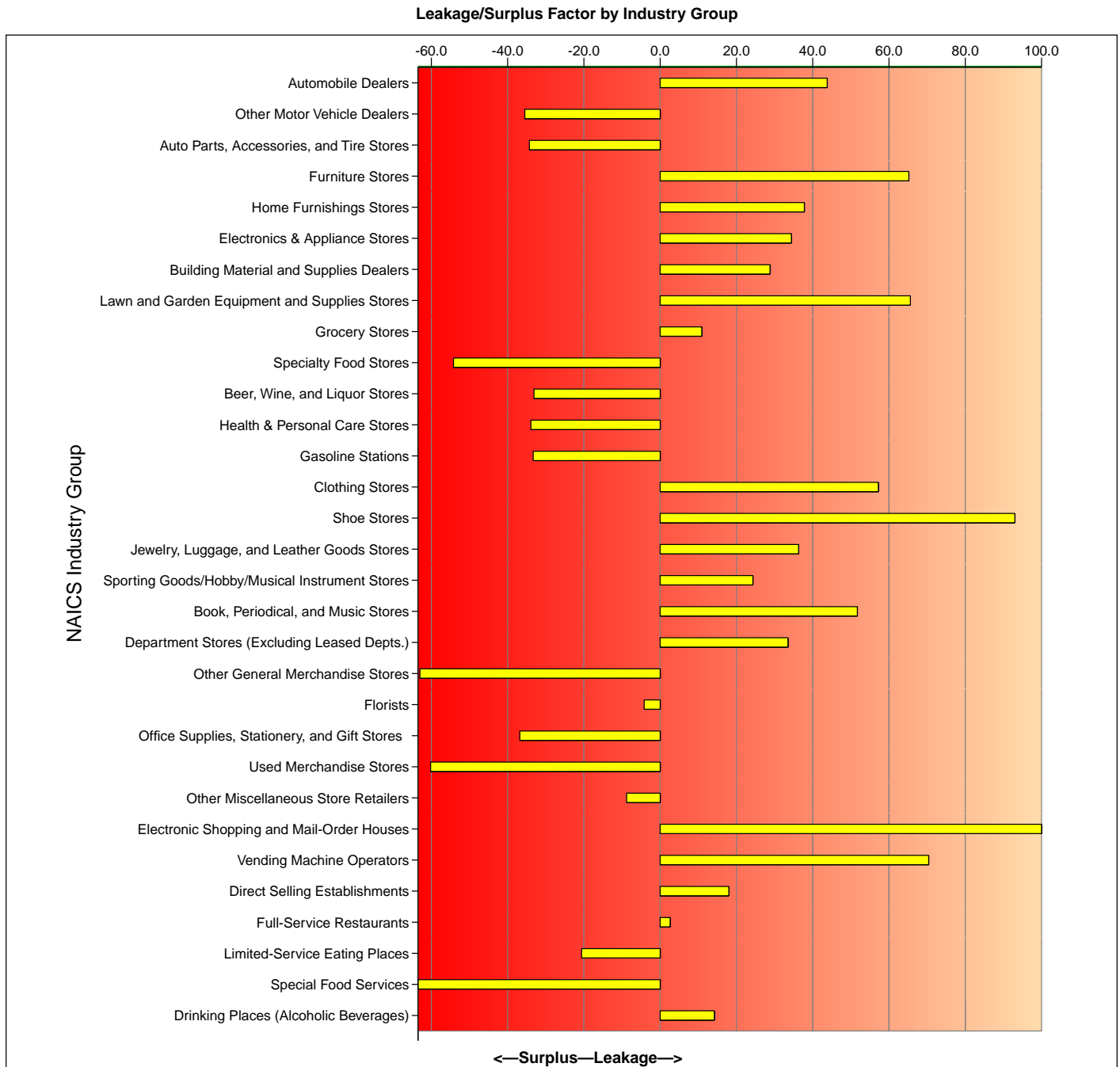
Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$28,587,260	\$49,301,152	\$-20,713,892	-26.6	9
Department Stores Excluding Leased Depts.(NAICS 4521)	\$19,612,476	\$9,775,616	\$9,836,860	33.5	2
Other General Merchandise Stores (NAICS 4529)	\$8,974,784	\$39,525,536	\$-30,550,752	-63.0	7
Miscellaneous Store Retailers (NAICS 453)	\$4,805,732	\$7,649,859	\$-2,844,127	-22.8	28
Florists (NAICS 4531)	\$500,676	\$544,254	\$-43,578	-4.2	6
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$1,302,398	\$2,817,514	\$-1,515,116	-36.8	5
Used Merchandise Stores (NAICS 4533)	\$250,140	\$1,006,369	\$-756,229	-60.2	4
Other Miscellaneous Store Retailers (NAICS 4539)	\$2,752,518	\$3,281,722	\$-529,204	-8.8	13
Nonstore Retailers (NAICS 454)	\$10,249,887	\$1,988,956	\$8,260,931	67.5	3
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$5,653,329	\$0	\$5,653,329	100.0	0
Vending Machine Operators (NAICS 4542)	\$2,315,589	\$402,733	\$1,912,856	70.4	1
Direct Selling Establishments (NAICS 4543)	\$2,280,969	\$1,586,223	\$694,746	18.0	2
Food Services & Drinking Places (NAICS 722)	\$45,700,417	\$76,969,163	\$-31,268,746	-25.5	92
Full-Service Restaurants (NAICS 7221)	\$19,422,390	\$18,432,551	\$989,839	2.6	44
Limited-Service Eating Places (NAICS 7222)	\$16,737,487	\$25,437,333	\$-8,699,846	-20.6	27
Special Food Services (NAICS 7223)	\$6,956,120	\$31,157,694	\$-24,201,574	-63.5	8
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$2,584,420	\$1,941,585	\$642,835	14.2	13

Leakage/Surplus Factor by Industry Subsector



Sources: Esri and Infogroup

Drive Time: 5 minutes



Sources: Esri and Infogroup

Drive Time: 10 minutes

Summary Demographics

2010 Population	239,268
2010 Households	98,182
2010 Median Disposable Income	\$37,779
2010 Per Capita Income	\$24,169

Industry Summary

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$2,169,805,835	\$3,873,466,790	\$-1,703,660,955	-28.2	2,295
Total Retail Trade (NAICS 44-45)	\$1,831,387,424	\$3,346,054,597	\$-1,514,667,173	-29.3	1,672
Total Food & Drink (NAICS 722)	\$338,418,411	\$527,412,193	\$-188,993,782	-21.8	623

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$441,593,414	\$739,020,558	\$-297,427,144	-25.2	210
Automobile Dealers (NAICS 4411)	\$386,984,767	\$655,795,601	\$-268,810,834	-25.8	100
Other Motor Vehicle Dealers (NAICS 4412)	\$28,203,904	\$32,825,807	\$-4,621,903	-7.6	25
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$26,404,743	\$50,399,150	\$-23,994,407	-31.2	85
Furniture & Home Furnishings Stores (NAICS 442)	\$67,716,880	\$109,395,595	\$-41,678,715	-23.5	75
Furniture Stores (NAICS 4421)	\$39,539,867	\$52,030,284	\$-12,490,417	-13.6	31
Home Furnishings Stores (NAICS 4422)	\$28,177,013	\$57,365,311	\$-29,188,298	-34.1	44
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$65,237,702	\$102,595,539	\$-37,357,837	-22.3	113
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$74,590,259	\$122,192,868	\$-47,602,609	-24.2	120
Building Material and Supplies Dealers (NAICS 4441)	\$66,458,480	\$111,806,627	\$-45,348,147	-25.4	100
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$8,131,779	\$10,386,241	\$-2,254,462	-12.2	20
Food & Beverage Stores (NAICS 445)	\$354,919,500	\$529,643,447	\$-174,723,947	-19.8	205
Grocery Stores (NAICS 4451)	\$344,035,606	\$509,855,265	\$-165,819,659	-19.4	131
Specialty Food Stores (NAICS 4452)	\$4,981,740	\$10,192,797	\$-5,211,057	-34.3	38
Beer, Wine, and Liquor Stores (NAICS 4453)	\$5,902,154	\$9,595,385	\$-3,693,231	-23.8	36
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$54,955,729	\$187,972,798	\$-133,017,069	-54.8	153
Gasoline Stations (NAICS 447/4471)	\$315,700,131	\$464,635,677	\$-148,935,546	-19.1	96
Clothing and Clothing Accessories Stores (NAICS 448)	\$92,709,865	\$176,414,470	\$-83,704,605	-31.1	283
Clothing Stores (NAICS 4481)	\$70,584,945	\$128,294,692	\$-57,709,747	-29.0	187
Shoe Stores (NAICS 4482)	\$10,589,346	\$26,959,609	\$-16,370,263	-43.6	46
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$11,535,574	\$21,160,169	\$-9,624,595	-29.4	50
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$28,936,414	\$31,501,061	\$-2,564,647	-4.2	97
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$11,661,430	\$16,254,114	\$-4,592,684	-16.5	70
Book, Periodical, and Music Stores (NAICS 4512)	\$17,274,984	\$15,246,947	\$2,028,037	6.2	27

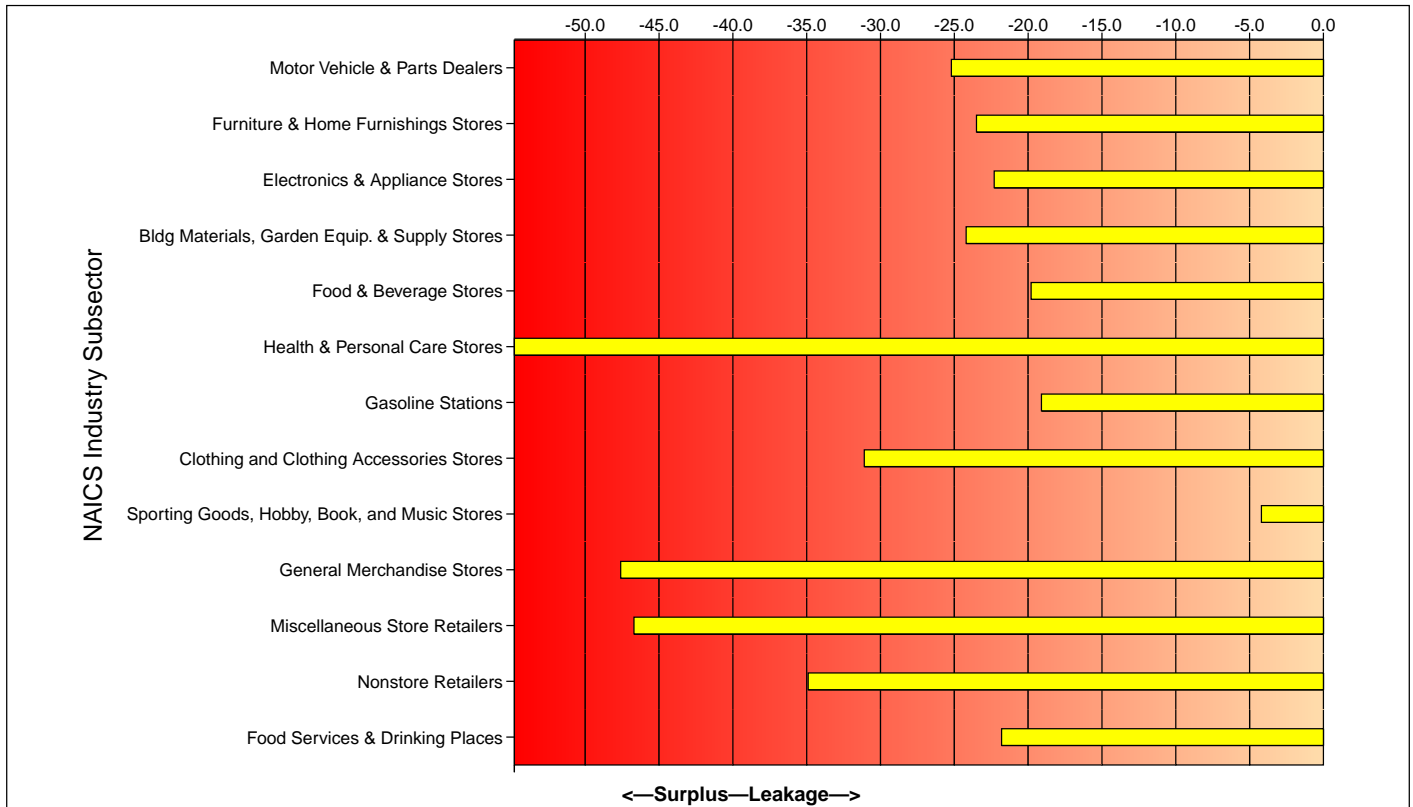
Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Sources: Esri and Infogroup

Drive Time: 10 minutes

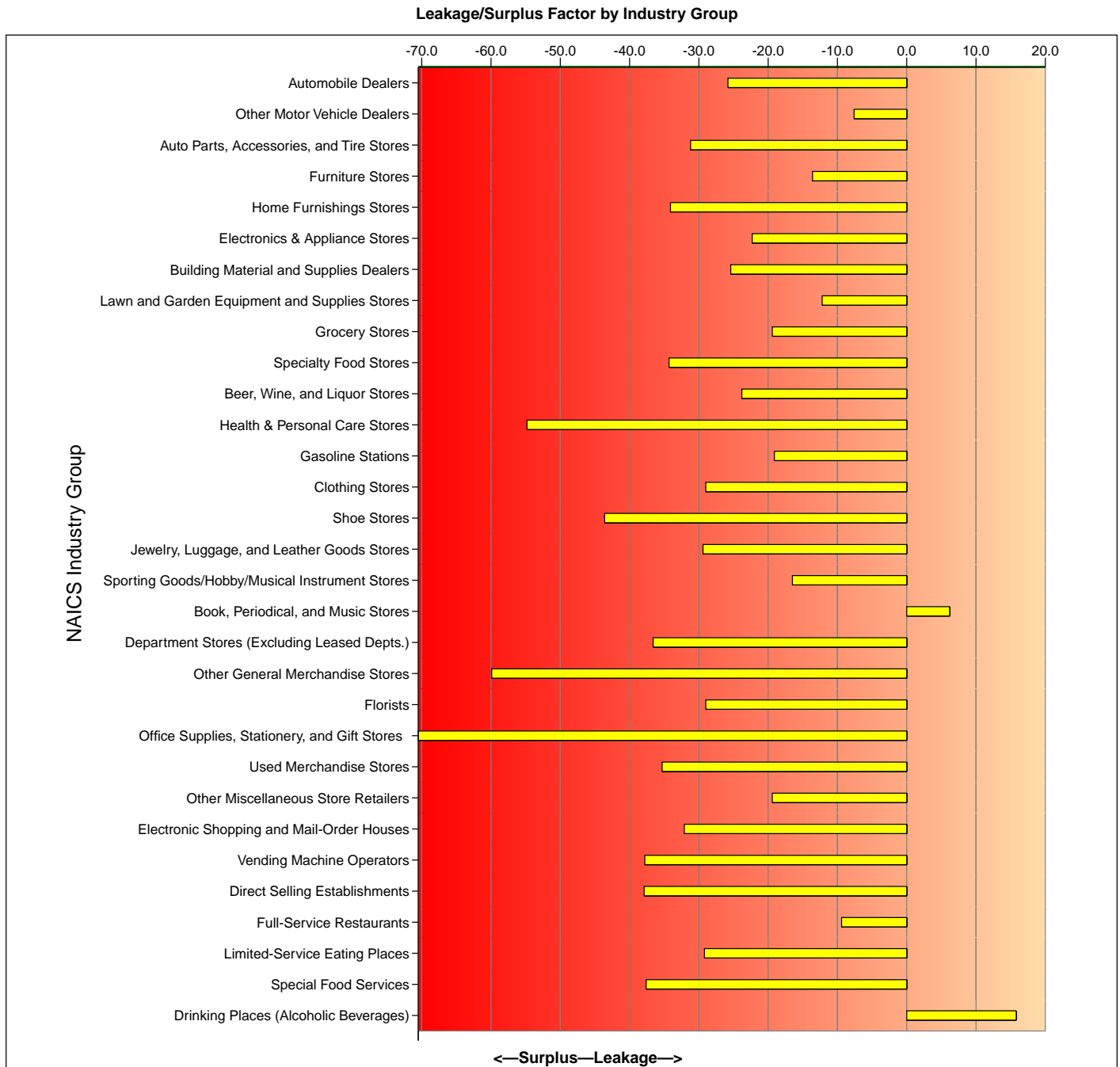
Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$221,854,353	\$624,177,219	\$-402,322,866	-47.6	69
Department Stores Excluding Leased Depts.(NAICS 4521)	\$142,093,681	\$306,112,124	\$-164,018,443	-36.6	25
Other General Merchandise Stores (NAICS 4529)	\$79,760,672	\$318,065,095	\$-238,304,423	-59.9	44
Miscellaneous Store Retailers (NAICS 453)	\$35,336,413	\$97,153,025	\$-61,816,612	-46.7	224
Florists (NAICS 4531)	\$3,694,413	\$6,713,534	\$-3,019,121	-29.0	31
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$9,829,313	\$56,894,572	\$-47,065,259	-70.5	44
Used Merchandise Stores (NAICS 4533)	\$2,036,432	\$4,257,547	\$-2,221,115	-35.3	38
Other Miscellaneous Store Retailers (NAICS 4539)	\$19,776,255	\$29,287,372	\$-9,511,117	-19.4	111
Nonstore Retailers (NAICS 454)	\$77,836,764	\$161,352,340	\$-83,515,576	-34.9	27
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$41,375,190	\$80,416,252	\$-39,041,062	-32.1	4
Vending Machine Operators (NAICS 4542)	\$18,974,646	\$42,063,682	\$-23,089,036	-37.8	11
Direct Selling Establishments (NAICS 4543)	\$17,486,928	\$38,872,406	\$-21,385,478	-37.9	12
Food Services & Drinking Places (NAICS 722)	\$338,418,411	\$527,412,193	\$-188,993,782	-21.8	623
Full-Service Restaurants (NAICS 7221)	\$142,326,697	\$171,840,358	\$-29,513,661	-9.4	325
Limited-Service Eating Places (NAICS 7222)	\$124,257,797	\$226,546,222	\$-102,288,425	-29.2	200
Special Food Services (NAICS 7223)	\$51,862,712	\$114,491,034	\$-62,628,322	-37.6	38
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$19,971,205	\$14,534,579	\$5,436,626	15.8	60

Leakage/Surplus Factor by Industry Subsector



Sources: Esri and Infogroup

Drive Time: 10 minutes



Sources: Esri and Infogroup

Drive Time: 15 minutes

Summary Demographics

2010 Population	652,525
2010 Households	273,740
2010 Median Disposable Income	\$39,062
2010 Per Capita Income	\$26,869

Industry Summary

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$6,546,225,774	\$10,651,222,557	\$-4,104,996,783	-23.9	5,983
Total Retail Trade (NAICS 44-45)	\$5,522,000,967	\$8,999,888,569	\$-3,477,887,602	-23.9	4,248
Total Food & Drink (NAICS 722)	\$1,024,224,807	\$1,651,333,988	\$-627,109,181	-23.4	1,735

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$1,342,399,292	\$2,607,757,128	\$-1,265,357,836	-32.0	469
Automobile Dealers (NAICS 4411)	\$1,173,521,616	\$2,415,728,537	\$-1,242,206,921	-34.6	245
Other Motor Vehicle Dealers (NAICS 4412)	\$87,862,338	\$58,861,115	\$29,001,223	19.8	45
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$81,015,338	\$133,167,476	\$-52,152,138	-24.3	179
Furniture & Home Furnishings Stores (NAICS 442)	\$199,525,361	\$278,385,034	\$-78,859,673	-16.5	216
Furniture Stores (NAICS 4421)	\$115,320,908	\$101,117,606	\$14,203,302	6.6	84
Home Furnishings Stores (NAICS 4422)	\$84,204,453	\$177,267,428	\$-93,062,975	-35.6	132
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$190,267,000	\$373,368,270	\$-183,101,270	-32.5	348
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$228,861,210	\$313,462,101	\$-84,600,891	-15.6	302
Building Material and Supplies Dealers (NAICS 4441)	\$206,185,253	\$294,004,582	\$-87,819,329	-17.6	262
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$22,675,957	\$19,457,519	\$3,218,438	7.6	40
Food & Beverage Stores (NAICS 445)	\$985,723,637	\$1,443,529,677	\$-457,806,040	-18.8	512
Grocery Stores (NAICS 4451)	\$949,870,804	\$1,393,576,148	\$-443,705,344	-18.9	316
Specialty Food Stores (NAICS 4452)	\$16,086,569	\$25,392,167	\$-9,305,598	-22.4	104
Beer, Wine, and Liquor Stores (NAICS 4453)	\$19,766,264	\$24,561,362	\$-4,795,098	-10.8	92
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$160,393,100	\$443,380,395	\$-282,987,295	-46.9	382
Gasoline Stations (NAICS 447/4471)	\$940,541,771	\$1,199,515,723	\$-258,973,952	-12.1	240
Clothing and Clothing Accessories Stores (NAICS 448)	\$273,703,599	\$312,198,898	\$-38,495,299	-6.6	653
Clothing Stores (NAICS 4481)	\$207,376,852	\$223,203,922	\$-15,827,070	-3.7	449
Shoe Stores (NAICS 4482)	\$31,723,407	\$48,164,331	\$-16,440,924	-20.6	92
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$34,603,340	\$40,830,645	\$-6,227,305	-8.3	112
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$82,790,422	\$103,407,621	\$-20,617,199	-11.1	264
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$32,373,182	\$44,620,863	\$-12,247,681	-15.9	184
Book, Periodical, and Music Stores (NAICS 4512)	\$50,417,240	\$58,786,758	\$-8,369,518	-7.7	80

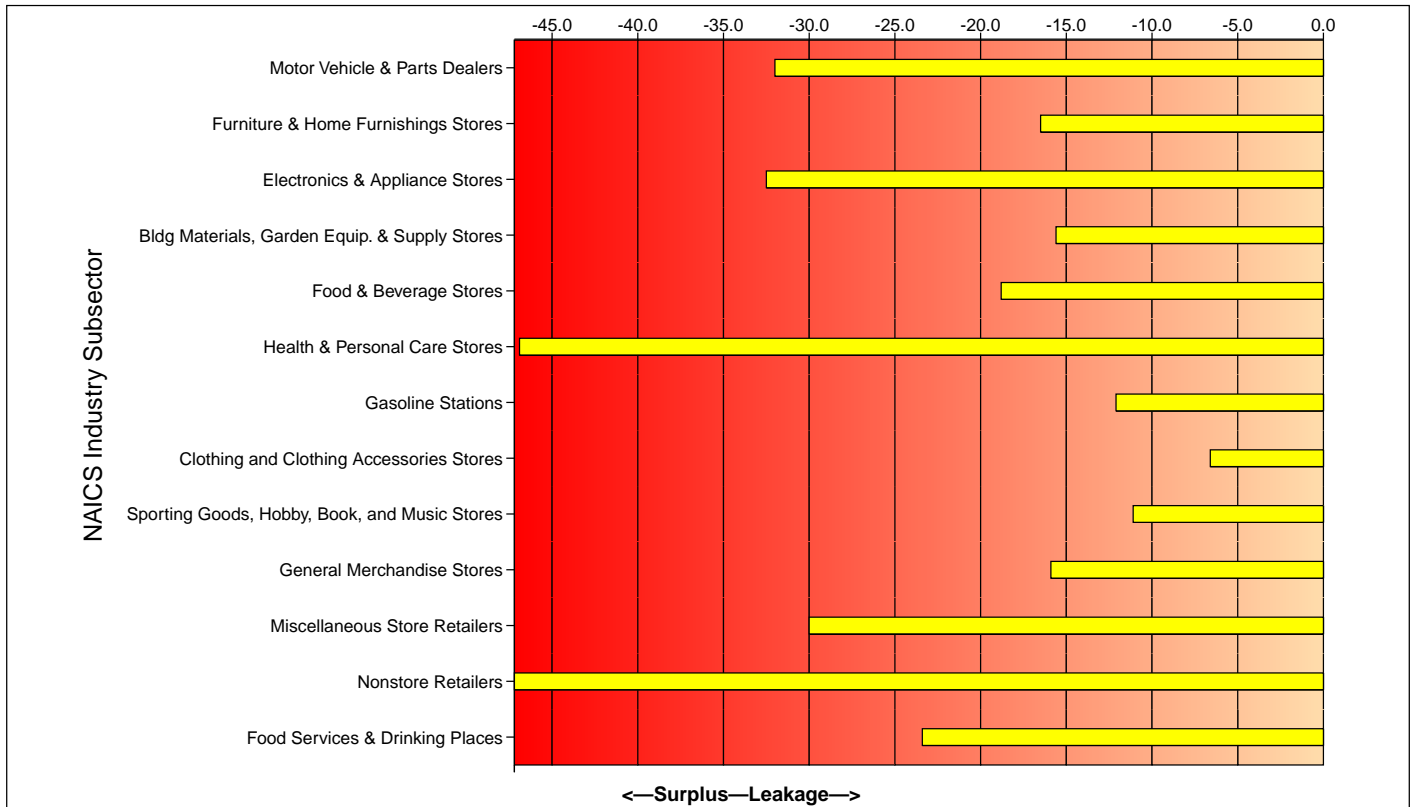
Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Sources: Esri and Infogroup

Drive Time: 15 minutes

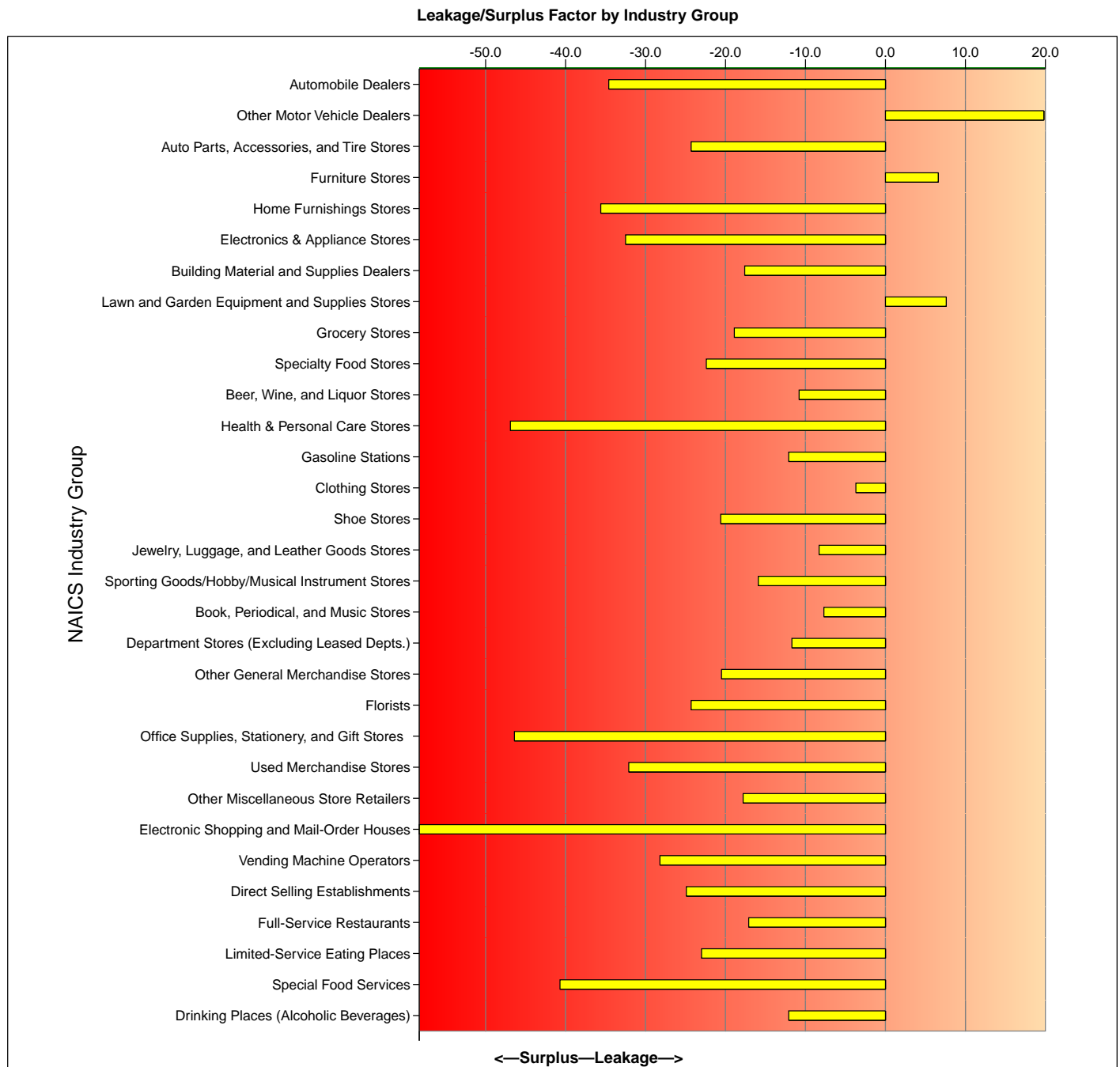
Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$775,371,362	\$1,069,353,958	\$-293,982,596	-15.9	141
Department Stores Excluding Leased Depts.(NAICS 4521)	\$421,573,312	\$533,629,635	\$-112,056,323	-11.7	54
Other General Merchandise Stores (NAICS 4529)	\$353,798,050	\$535,724,323	\$-181,926,273	-20.5	87
Miscellaneous Store Retailers (NAICS 453)	\$105,728,214	\$196,162,079	\$-90,433,865	-30.0	639
Florists (NAICS 4531)	\$10,643,075	\$17,485,278	\$-6,842,203	-24.3	87
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$30,005,039	\$81,908,039	\$-51,903,000	-46.4	158
Used Merchandise Stores (NAICS 4533)	\$6,843,676	\$13,309,585	\$-6,465,909	-32.1	120
Other Miscellaneous Store Retailers (NAICS 4539)	\$58,236,424	\$83,459,177	\$-25,222,753	-17.8	274
Nonstore Retailers (NAICS 454)	\$236,695,999	\$659,367,685	\$-422,671,686	-47.2	82
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$120,846,616	\$458,974,803	\$-338,128,187	-58.3	17
Vending Machine Operators (NAICS 4542)	\$62,515,530	\$111,613,366	\$-49,097,836	-28.2	25
Direct Selling Establishments (NAICS 4543)	\$53,333,853	\$88,779,516	\$-35,445,663	-24.9	40
Food Services & Drinking Places (NAICS 722)	\$1,024,224,807	\$1,651,333,988	\$-627,109,181	-23.4	1,735
Full-Service Restaurants (NAICS 7221)	\$434,964,515	\$614,543,934	\$-179,579,419	-17.1	928
Limited-Service Eating Places (NAICS 7222)	\$375,866,015	\$600,507,151	\$-224,641,136	-23.0	505
Special Food Services (NAICS 7223)	\$150,005,846	\$355,499,309	\$-205,493,463	-40.7	122
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$63,388,431	\$80,783,594	\$-17,395,163	-12.1	180

Leakage/Surplus Factor by Industry Subsector



Sources: Esri and Infogroup

Drive Time: 15 minutes



Sources: Esri and Infogroup

Drive Time: 5, 10, 15 Minutes

	5 minutes				10 minutes				15 minutes			
Total Businesses:	1,339				11,140				29,917			
Total Employees:	13,865				178,271				481,621			
Total Residential Population:	34,109				239,268				652,525			
Employee/Residential Population Ratio:	0.41				0.75				0.74			
	Businesses		Employees		Businesses		Employees		Businesses		Employees	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture & Mining	23	1.7%	108	0.8%	156	1.4%	1,277	0.7%	446	1.5%	3,089	0.6%
Construction	138	10.3%	1,082	7.8%	746	6.7%	8,161	4.6%	1,876	6.3%	16,805	3.5%
Manufacturing	35	2.6%	677	4.9%	495	4.4%	18,872	10.6%	1,224	4.1%	40,680	8.4%
Transportation	77	5.8%	975	7.0%	345	3.1%	5,488	3.1%	742	2.5%	15,554	3.2%
Communication	10	0.7%	16	0.1%	79	0.7%	768	0.4%	272	0.9%	6,602	1.4%
Utility	5	0.4%	14	0.1%	27	0.2%	566	0.3%	68	0.2%	2,078	0.4%
Wholesale Trade	57	4.3%	781	5.6%	604	5.4%	13,643	7.7%	1,533	5.1%	30,438	6.3%
Retail Trade Summary	276	20.6%	2,386	17.2%	2,204	19.8%	35,796	20.1%	5,752	19.2%	83,193	17.3%
Home Improvement	13	1.0%	42	0.3%	104	0.9%	1,140	0.6%	267	0.9%	3,170	0.7%
General Merchandise Stores	8	0.6%	136	1.0%	62	0.6%	3,157	1.8%	128	0.4%	5,067	1.1%
Food Stores	37	2.8%	365	2.6%	228	2.0%	3,670	2.1%	565	1.9%	10,174	2.1%
Auto Dealers, Gas Stations, Auto Aftermarket	42	3.1%	215	1.6%	260	2.3%	2,730	1.5%	604	2.0%	7,520	1.6%
Apparel & Accessory Stores	12	0.9%	24	0.2%	217	1.9%	2,082	1.2%	494	1.7%	3,353	0.7%
Furniture & Home Furnishings	16	1.2%	38	0.3%	189	1.7%	2,494	1.4%	539	1.8%	5,994	1.2%
Eating & Drinking Places	85	6.4%	1,131	8.2%	588	5.3%	9,338	5.2%	1,662	5.6%	28,608	5.9%
Miscellaneous Retail	63	4.7%	435	3.1%	556	5.0%	11,185	6.3%	1,493	5.0%	19,307	4.0%
Finance, Insurance, Real Estate Summary	114	8.5%	538	3.9%	1,287	11.6%	15,884	8.9%	3,377	11.3%	39,803	8.3%
Banks, Savings & Lending Institutions	32	2.4%	197	1.4%	269	2.4%	3,384	1.9%	692	2.3%	7,681	1.6%
Securities Brokers	2	0.1%	2	0.0%	217	1.9%	2,882	1.6%	517	1.7%	7,319	1.5%
Insurance Carriers & Agents	24	1.8%	75	0.5%	256	2.3%	2,599	1.5%	652	2.2%	10,257	2.1%
Real Estate, Holding, Other Investment Offices	56	4.2%	264	1.9%	545	4.9%	7,019	3.9%	1,516	5.1%	14,546	3.0%
Services Summary	519	38.8%	6,160	44.4%	4,603	41.3%	68,042	38.2%	13,124	43.9%	218,396	45.3%
Hotels & Lodging	15	1.1%	1,107	8.0%	68	0.6%	2,456	1.4%	177	0.6%	9,536	2.0%
Automotive Services	82	6.1%	1,415	10.2%	399	3.6%	7,573	4.2%	912	3.0%	10,494	2.2%
Motion Pictures & Amusements	29	2.2%	656	4.7%	182	1.6%	3,140	1.8%	641	2.1%	10,892	2.3%
Health Services	35	2.6%	383	2.8%	578	5.2%	11,480	6.4%	1,711	5.7%	46,066	9.6%
Legal Services	6	0.4%	5	0.0%	332	3.0%	3,195	1.8%	835	2.8%	10,047	2.1%
Education Institutions & Libraries	27	2.0%	873	6.3%	238	2.1%	7,596	4.3%	745	2.5%	26,381	5.5%
Other Services	325	24.3%	1,721	12.4%	2,806	25.2%	32,602	18.3%	8,103	27.1%	104,980	21.8%
Government	61	4.6%	1,128	8.1%	342	3.1%	9,145	5.1%	752	2.5%	20,359	4.2%
Other	23	1.7%	2	0.0%	252	2.3%	631	0.4%	753	2.5%	4,626	1.0%
Totals	1,338	100.0%	13,865	100.0%	11,140	100.0%	178,271	100.0%	29,919	100.0%	481,621	100.0%

Source: Business data provided by Infogroup, Omaha NE Copyright 2010, all rights reserved. Esri forecasts for 2010.

Business Summary by NAICS Codes

Drive Time: 5, 10, 15 Minutes

	5 minutes				10 minutes				15 minutes			
Total Businesses:	1,339				11,140				29,917			
Total Employees:	13,865				178,271				481,621			
Total Residential Population:	34,109				239,268				652,525			
Employee/Residential Population Ratio:	0.41				0.75				0.74			
	Businesses		Employees		Businesses		Employees		Businesses		Employees	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	1	0.1%	1	0.0%	13	0.1%	353	0.2%	33	0.1%	495	0.1%
Mining	0	0.0%	0	0.0%	6	0.1%	42	0.0%	26	0.1%	614	0.1%
Utilities	0	0.0%	0	0.0%	4	0.0%	17	0.0%	15	0.1%	847	0.2%
Construction	145	10.8%	1,081	7.8%	804	7.2%	8,514	4.8%	2,071	6.9%	18,148	3.8%
Manufacturing	38	2.8%	696	5.0%	501	4.5%	18,092	10.1%	1,214	4.1%	37,636	7.8%
Wholesale Trade	54	4.0%	677	4.9%	583	5.2%	12,178	6.8%	1,494	5.0%	28,820	6.0%
Retail Trade	185	13.8%	1,233	8.9%	1,570	14.1%	26,279	14.7%	3,982	13.3%	53,597	11.1%
Motor Vehicle & Parts Dealers	35	2.6%	172	1.2%	197	1.8%	2,405	1.3%	435	1.5%	6,601	1.4%
Furniture & Home Furnishings Stores	6	0.4%	15	0.1%	76	0.7%	1,611	0.9%	210	0.7%	2,862	0.6%
Electronics & Appliance Stores	8	0.6%	31	0.2%	112	1.0%	911	0.5%	322	1.1%	3,364	0.7%
Bldg Material & Garden Equipment & Supplies Dealers	13	1.0%	42	0.3%	110	1.0%	1,213	0.7%	274	0.9%	3,219	0.7%
Food & Beverage Stores	38	2.8%	363	2.6%	227	2.0%	3,570	2.0%	559	1.9%	9,369	1.9%
Health & Personal Care Stores	12	0.9%	110	0.8%	149	1.3%	7,811	4.4%	381	1.3%	11,160	2.3%
Gasoline Stations	7	0.5%	43	0.3%	63	0.6%	325	0.2%	169	0.6%	918	0.2%
Clothing & Clothing Accessories Stores	16	1.2%	30	0.2%	260	2.3%	2,351	1.3%	596	2.0%	3,868	0.8%
Sport Goods, Hobby, Book, & Music Stores	11	0.8%	33	0.2%	83	0.7%	1,088	0.6%	236	0.8%	2,781	0.6%
General Merchandise Stores	8	0.6%	136	1.0%	62	0.6%	3,157	1.8%	128	0.4%	5,067	1.1%
Miscellaneous Store Retailers	26	1.9%	185	1.3%	206	1.8%	1,269	0.7%	597	2.0%	3,253	0.7%
Nonstore Retailers	5	0.4%	73	0.5%	26	0.2%	568	0.3%	73	0.2%	1,135	0.2%
Transportation & Warehousing	70	5.2%	935	6.7%	312	2.8%	5,272	3.0%	652	2.2%	14,643	3.0%
Information	19	1.4%	51	0.4%	175	1.6%	3,366	1.9%	655	2.2%	15,881	3.3%
Finance & Insurance	60	4.5%	277	2.0%	776	7.0%	11,225	6.3%	1,921	6.4%	27,901	5.8%
Central Bank/Credit Intermediation & Related Activities	33	2.5%	199	1.4%	281	2.5%	3,404	1.9%	714	2.4%	7,732	1.6%
Securities, Commodity Contracts & Other Financial Investments & Other Related Activities	3	0.2%	3	0.0%	238	2.1%	5,134	2.9%	550	1.8%	9,753	2.0%
Insurance Carriers & Related Activities; Funds, Trusts & Other Financial Vehicles	24	1.8%	75	0.5%	256	2.3%	2,687	1.5%	657	2.2%	10,416	2.2%
Real Estate, Rental & Leasing	72	5.4%	591	4.3%	593	5.3%	9,543	5.4%	1,605	5.4%	16,496	3.4%
Professional, Scientific & Tech Services	76	5.7%	289	2.1%	1,109	10.0%	17,344	9.7%	3,249	10.9%	46,277	9.6%
Legal Services	10	0.7%	5	0.0%	369	3.3%	3,356	1.9%	936	3.1%	10,611	2.2%
Management of Companies & Enterprises	2	0.1%	35	0.3%	13	0.1%	271	0.2%	25	0.1%	1,154	0.2%
Administrative & Support & Waste Management & Remediation Services	73	5.5%	508	3.7%	519	4.7%	6,401	3.6%	1,443	4.8%	20,037	4.2%
Educational Services	30	2.2%	872	6.3%	266	2.4%	7,394	4.1%	812	2.7%	25,474	5.3%
Health Care & Social Assistance	64	4.8%	710	5.1%	886	8.0%	17,229	9.7%	2,575	8.6%	73,028	15.2%
Arts, Entertainment & Recreation	26	1.9%	644	4.6%	145	1.3%	2,777	1.6%	503	1.7%	11,123	2.3%
Accommodation & Food Services	102	7.6%	2,250	16.2%	669	6.0%	11,892	6.7%	1,861	6.2%	38,301	8.0%
Accommodation	15	1.1%	1,107	8.0%	68	0.6%	2,456	1.4%	177	0.6%	9,536	2.0%
Food Services & Drinking Places	86	6.4%	1,142	8.2%	601	5.4%	9,436	5.3%	1,684	5.6%	28,765	6.0%
Other Services (except Public Administration)	235	17.6%	1,770	12.8%	1,593	14.3%	10,012	5.6%	4,252	14.2%	25,679	5.3%
Automotive Repair & Maintenance	53	4.0%	500	3.6%	288	2.6%	1,893	1.1%	658	2.2%	3,803	0.8%
Public Administration	61	4.6%	1,128	8.1%	344	3.1%	9,272	5.2%	761	2.5%	20,717	4.3%
Unclassified Establishments	26	1.9%	121	0.9%	261	2.3%	797	0.4%	768	2.6%	4,755	1.0%
Total	1,339	100.0%	13,865	100.0%	11,142	100.0%	178,271	100.0%	29,917	100.0%	481,621	100.0%

Source: Business data provided by Infogroup, Omaha NE Copyright 2010, all rights reserved. Esri forecasts for 2010.

APPENDIX 4-1

2010 Woodson Terrace Comprehensive Plan Survey

Please take a few minutes to complete this survey in order to provide valuable input for Woodson Terrace's Comprehensive Planning process now underway. Your response will help create a community vision for the next fifteen to twenty years. Please mark the boxes that best represent your opinion for each item. If a particular item does not apply to you, mark the "no opinion" box.

Although your response to this questionnaire will be kept confidential, the information collected from all respondents will be used collectively to determine community vision within the final Comprehensive Plan.

You can mail or drop off the completed survey by **January 14, 2011** at the City Hall

**4323 Woodson Road,
Woodson Terrace, MO 63134**

Please direct your mail to **Ms. Marge Wilson** at the City Hall.

Please contact City Hall (Phone: 314-427-2600) for any further inquiries.

1. How do you rate Woodson Terrace as a community and a place?

	Very Good	Good	Neither Good Nor Bad	Bad	Very Bad	No Opinion
that provides convenient access to the City services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to raise children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to retire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to attend college	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
with diverse housing alternatives*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that provides affordable housing**	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that is safe to live and work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that values its history	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that is respectful and tolerant of all citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that addresses mobility of people with special needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
providing recreational activities for people of various ages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
with good neighborhoods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that maintains its streets and sidewalks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that provides opportunities for dining out and other entertainment venues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that is a destination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
providing diverse shopping opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that values environmental stewardship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
providing opportunities for arts/cultural events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that projects a positive community image	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
that supports businesses						
that supports environmental stewardship						
that supports sustainable community development						
with architectural character	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
providing aesthetics (Streetscapes-medians and sidewalks) to enhance the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
overall, to live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Diverse housing means housing for all income level and all sizes

** Affordable housing means not more than 30% of the total household income is spent on rent or mortgage.

2. Would you like to expand on any of the items that you marked “very good” or “very bad”, in the previous question?

3. What three things do you like most about living or working in Woodson Terrace?

- ☐ 1
- ☐ 2
- ☐ 3

4. What three things do you like least about living or working in Woodson Terrace?

- ☐ 1
- ☐ 2
- ☐ 3

5. What business establishments would you like to see developed in the future for Woodson Terrace?

- ☐ 1
- ☐ 2
- ☐ 3

6. Please list the location of three areas in the city that you think are the priorities for the city to redevelop or maintain current land uses.

- ☐ Area-1
- ☐ Area-2
- ☐ Area-3

7. What focus would you like to see in Area-1?

8. What focus would you like to see in Area-2?

9. What focus would you like to see in Area-3?

10. How do you rate each of the items listed below?

	Very Good	Good	Neither Good Nor Bad	Bad	Very Bad	No Opinion
Access to the community from Interstate 70	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aesthetic appeal of Woodson Road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aesthetic appeal of Natural Bridge Road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traffic flow of Woodson Road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traffic flow Natural Bridge Road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very Good	Good	Neither Good Nor Bad	Bad	Very Bad	No Opinion
Connection to MetroLink station	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bus service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pedestrian walkability in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bike Facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Police response to community problems and needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire and emergency medical response	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trash pick-up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recycling program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of businesses in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business assistance and retention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attracting businesses to provide a wider range of goods and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Would you like to expand on any of the items that you marked “very good” or “very bad”, in the previous question?

12. The City of Woodson Terrace must spend a certain portion of its budget to provide and operate basic services. However, if money became available for the facilities, programs or services below, how would you allocate this money among them based on high medium and low priority?

	High	Medium	Low	No Opinion
Sidewalks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trails and bike facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Greenery on Woodson road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Greenery on Natural Bridge Road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Signage on Roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public transportation facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks and recreation facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More police officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stormwater projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase supply of affordable housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>


13. Are there any other items you would like to add to the priority list that we have missed?

- ☐ High priority items
- ☐ Medium priority items
- ☐ Low priority items


14. Please select your age range:

- ☐ 15-20
- ☐ 21-30
- ☐ 31-40
- ☐ 41-50
- ☐ 51-65
- ☐ 66 and above

15. Please provide your contact information if you would like any further correspondence regarding the progress of the comprehensive plan.

 Name _____

 Address

 Phone Number

 E-mail Address

16. Additional Comments

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on its right side, suggesting it's resting on a surface. There is no handwriting or other markings on the paper.

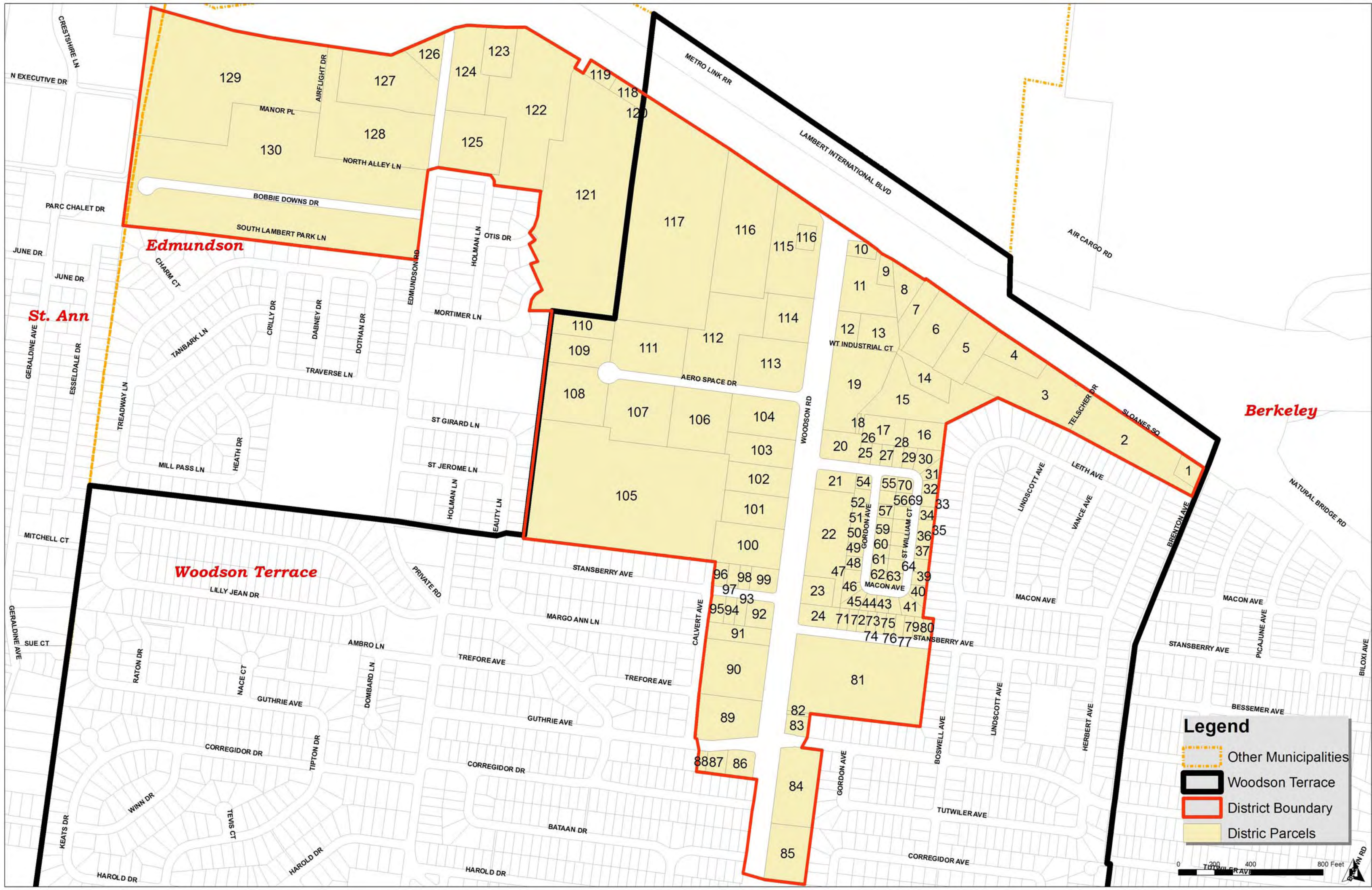
APPENDIX 7-1: Proposed Community Imoprovement District Property Log

Map Key	Building/ Business Name	Existing Land Use	Acreage	Owner Name	Property Address	Property Zip Code	Owner Address	Owner City	Owner State	Owner Zip Code	Locator Number
1	Denny's	Commercial	0.40	WOODSON TERRACE BUILDING LLC	9900 NATURAL BRIDGE RD	63134	3232 NW 62ND LN	BOCA RATON	FL	33496	12K210187
2	Pembroke Apartments	Multi-Family	3.13	PAMIER INVESTMENTS LLC	9921 SLOANES SQ	63134	9921 SLOANES SQ	SAINT LOUIS	MO	63134	12K210198
3	Vacant Parcel	Vacant/Agriculture	3.32	OHM PROPERTIES LLC	10000 NATURAL BRIDGE RD	63134	10812 ST CHARLES ROCK RD	SAINT ANN	MO	63074	12K121186
4	Strip Center	Commercial	0.98	OHM PROPERTIES LLC	10042 NATURAL BRIDGE RD	63134	10812 ST CHARLES ROCK RD	SAINT ANN	MO	63074	12K120662
5	Trailer Park	Multi-Family	1.65	WATSON PATRICIA J	10124 NATURAL BRIDGE RD	63134	10124 NATURAL BRIDGE RD	SAINT LOUIS	MO	63134	12K121175
6	Alamo/ National Rental	Industrial/Utility	1.80	DRURY DEVELOPMENT CORPORATION	10126 NATURAL BRIDGE RD	63134	PO BOX 22233	TULSA	OK	74121	12K120680
7	Alamo/ National Rental	Industrial/Utility	0.80	WEINHOLD EDMUND W JARVIS O H/W TRS	10130 NATURAL BRIDGE RD	63134	1173 SPENCER HILL DR	SAINT PETERS	MO	63376	12K120691
8	Alamo/ National Rental	Industrial/Utility	0.67	ECONOMY LODGING INC	10138 NATURAL BRIDGE RD	63134	PO BOX 22233 CT	TULSA	OK	74121	12K120727
9	Alamo/ National Rental	Industrial/Utility	0.30	ECONOMY LODGING INC	10182 NATURAL BRIDGE RD	63134	PO BOX 22233	TULSA	OK	74121	12K130096
10	Billboard Parcel	Vacant/Agriculture	0.31	OUTDOOR SYSTEMS INC	10194 NATURAL BRIDGE RD	63134	6767 N HANLEY RD	SAINT LOUIS	MO	63134	12K130012
11	Motal 6	Commercial	1.80	MOTEL 6 OPERATING L P	4576 WOODSON RD	63134	4001 INTERNATIONAL PKWY	CARROLLTON	TX	75007	12K110423
12	Alamo/ National Rental	Industrial/Utility	0.55	MID AMERICA PIERING INC	4550 WOODSON RD	63134	4550 WOODSON RD	SAINT LOUIS	MO	63134	12K110322
13	Alamo/ National Rental	Industrial/Utility	0.97	JAMES O WEST FAMILY LIMITED PARTNERSHIP	4544 WOODSON RD	63134	PO BOX 22233	TULSA	OK	74121	12K110313
14	Alamo/ National Rental	Industrial/Utility	0.89	VANGUARD REAL ESTATE HOLDINGS LLC	4534 WOODSON RD	63134	PO BOX 22233	TULSA	OK	74121	12K121153
15	Alamo/ National Rental	Industrial/Utility	2.78	JAMES O WEST FAMILY LIMITED PARTNERSHIP	4526 WOODSON RD	63134	PO BOX 22233	TULSA	OK	74121	12K121131
16	Repair Garage	Commercial	0.79	JAMES O WEST FAMILY LIMITED PARTNERSHIP	4530 WOODSON RD	63134	PO BOX 22233	TULSA	OK	74121	12K121142
17	Bestway Air Express	Industrial/Utility	0.81	GUMMERSHEIMER WALTER L	9338 WOODSON TERRACE IND CT	63134	9338 WOODSON TERRACE IND CT	SAINT LOUIS	MO	63134	12K110098
18	Alamo/ National Rental	Vacant/Agriculture	0.05	GUMMERSHEIMER WALTER L	4496 WOODSON RD	63134	9338 WOODSON TERRACE IND CT	SAINT LOUIS	MO	63134	12K110450
19	Subway, Realty Office & Warehouses	Industrial/Utility	2.84	JAMES O WEST FAMILY LIMITED PARTNERSHIP	4500 WOODSON RD	63134	4488 WOODSON RD	SAINT LOUIS	MO	63134	12K110571
20	CRS Printing and Envelope	Commercial	0.80	JAMES O WEST FAMILY LIMITED PARTNERSHIP	4482 WOODSON RD	63134	4482 WOODSON RD	SAINT LOUIS	MO	63134	12K110362
21	Vacant Parcel	Vacant/Agriculture	0.55	KAPLAN ROBERT TRUSTEE	4470 WOODSON RD	63134	1000 MACKLIND AVE	SAINT LOUIS	MO	63110	12K110252
22	Woodson Square	Commercial	2.60	KAPLAN ROBERTTRUST	4412 WOODSON RD	63134	1000 MACKLIND AVE	SAINT LOUIS	MO	63110	13K430672
23	Woodson Hills Liquor	Commercial	0.62	NEELAM INVESTMENTS L L C	4404 WOODSON RD	63134	6711 OLIVE BLVD	SAINT LOUIS	MO	63130	13K430650
24	Disc Smoke Shop	Commercial	0.60	CONSOLIDATED MIDWEST PROPERTIES LLC	9357 STANSBERRY AVE	63134	4400 WOODSON RD	SAINT LOUIS	MO	63134	13K430287
25	Residence	Single Family	0.17	WEST JAMES O	9329 ST WILLIAM CT	63134	4488 WOODSON RD	SAINT LOUIS	MO	63134	12K110076
26	Residence	Single Family	0.15	GUMMERSHEIMER WALTER L	9323 ST WILLIAM CT	63134	9323 ST WILLIAM CT	SAINT LOUIS	MO	63134	12K110065
27	Residence	Single Family	0.18	LANDRUM CATHERINE L	9317 ST WILLIAM CT	63134	9317 ST WILLIAM CT	SAINT LOUIS	MO	63134	12K110373
28	Residence	Single Family	0.15	KARR LAURA M	9311 ST WILLIAM CT	63134	813 GINGERWOOD CT	BALLWIN	MO	63021	12K120433
29	Residence	Single Family	0.19	9305 ST WILLIAM CT L L C	9305 ST WILLIAM CT	63134	PO BOX 3734	BALLWIN	MO	63022	12K120442
30	Residence	Single Family	0.32	PATEL MAHENDRA Z	9301 ST WILLIAM CT	63134	9301 ST WILLIAM CT	SAINT LOUIS	MO	63134	12K120394
31	Residence	Single Family	0.20	GREEVES STEVEN A LISA A H/W	4450 ST WILLIAM CT	63134	1441 EAGLE RIDGE RD	GLENCOE	MO	63038	12K120314
32	Residence	Single Family	0.16	KILGORE RONAL J	4446 ST WILLIAM CT	63134	4446 ST WILLIAM CT	SAINT LOUIS	MO	63134	12K120213
33	Residence	Single Family	0.15	GUYOT JEAN E	4440 ST WILLIAM CT	63134	4440 ST WILLIAM CT	SAINT LOUIS	MO	63134	12K120141
34	Residence	Single Family	0.15	SHOUP CHRISTINE L	4434 ST WILLIAM CT	63134	4434 ST WILLIAM CT	SAINT LOUIS	MO	63134	13K441751
35	Residence	Single Family	0.15	MEYER AMANDA S	4428 ST WILLIAM CT	63134	4428 ST WILLIAM CT	SAINT LOUIS	MO	63134	13K441605
36	Residence	Single Family	0.15	SODERBLOM BRADLEY W & JENNIFER H/W	4422 ST WILLIAM CT	63134	4422 ST WILLIAM CT	SAINT LOUIS	MO	63134	13K441504
37	Residence	Single Family	0.15	SUNDERMAN WILLIAM M CHERYL A H/W	4416 ST WILLIAM CT	63134	32892 INDIAN CREEK RD	EDWARDS	MO	65326	13K441412
38	Residence	Single Family	0.15	HICKS CHRISTINE A	4410 ST WILLIAM CT	63134	4410 ST WILLIAM CT	SAINT LOUIS	MO	63134	13K441287
39	Residence	Single Family	0.15	HAPPOLD SANDRA J	4404 ST WILLIAM CT	63134	4404 ST WILLIAM CT	SAINT LOUIS	MO	63134	13K441166
40	Residence	Single Family	0.20	BRIDGES BRANDON & CASIE H/W	4400 ST WILLIAM CT	63134	4400 ST WILLIAM CT	SAINT LOUIS	MO	63134	13K441056
41	Residence	Single Family	0.27	ATES DOYLE E JR	9300 MACON AVE	63134	9300 MACON AVE	SAINT LOUIS	MO	63134	13K440981
42	Residence	Single Family	0.13	WENGSTROM ELIZABETH M	9304 MACON AVE	63134	9304 MACON AVE	SAINT LOUIS	MO	63134	13K430342
43	Residence	Single Family	0.15	MANZELLA SANDRA J & SALVATORE J H/H	9308 MACON AVE	63134	9308 MACON AVE	SAINT LOUIS	MO	63134	13K430353
44	Residence	Single Family	0.16	RUSSO ANTHONY F & DINA H/W	9312 MACON AVE	63134	9312 MACON AVE	SAINT LOUIS	MO	63134	13K430375
45	Residence	Single Family	0.21	SAUER DAVID S	9316 MACON AVE	63134	9316 MACON AVE	SAINT LOUIS	MO	63134	13K430397
46	Residence	Single Family	0.18	HORNE CHERYL E	4401 GORDON AVE	63134	4401 GORDON AVE	SAINT LOUIS	MO	63134	13K430403
47	Residence	Single Family	0.16	MEYER GILBERT H BERNICE M H/W	4403 GORDON AVE	63134	45 HONEY LOCUST LN APT 205B	SAINT CHARLES	MO	63303	13K430430

48	Residence	Single Family	0.16	ALHACHAMI RASHAD	4407 GORDON AVE	63134	10726 ST HENRY LN	SAINT ANN	MO	63074	13K430513
49	Residence	Single Family	0.16	SONA BARBARA J ETAL J/T	4413 GORDON AVE	63134	4413 GORDON AVE	SAINT LOUIS	MO	63134	13K430551
50	Residence	Single Family	0.16	JOBST JACK L JANET A H/W	4419 GORDON AVE	63134	4419 GORDON AVE	SAINT LOUIS	MO	63134	13K430573
51	Residence	Single Family	0.16	WILLMAN JAN M	4425 GORDON AVE	63134	4425 GORDON AVE	SAINT LOUIS	MO	63134	13K430595
52	Residence	Single Family	0.15	WILLMAN JAMES R NORMA R	4431 GORDON AVE	63134	4431 GORDON AVE	SAINT LOUIS	MO	63134	12K110010
53	Residence	Single Family	0.15	MCGROARTY DOROTHY A	4437 GORDON AVE	63134	4437 GORDON AVE	SAINT LOUIS	MO	63134	12K110032
54	Residence	Single Family	0.16	SINNETT MICHAEL C GAIL A H/W	9326 ST WILLIAM CT	63134	9326 ST WILLIAM CT	SAINT LOUIS	MO	63134	12K110054
55	Residence	Single Family	0.17	CARROLL MARY R	4442 GORDON AVE	63134	4442 GORDON AVE	SAINT LOUIS	MO	63134	12K110043
56	Residence	Single Family	0.15	NEWBOUND GARY WAYNE & LYNN AH/W	4436 GORDON AVE	63134	235 ALMA DR	HAZELWOOD	MO	63042	12K110021
57	Residence	Single Family	0.15	HOFFMAN JOSEPH DONNA H/W	4430 GORDON AVE	63134	4430 GORDON AVE	SAINT LOUIS	MO	63134	13K430614
58	Residence	Single Family	0.15	SMITH TERRI S	4424 GORDON AVE	63134	4424 GORDON AVE	SAINT LOUIS	MO	63134	13K430584
59	Residence	Single Family	0.15	HUGHES ROBERT D JR	4418 GORDON AVE	63134	4418 GORDON AVE	SAINT LOUIS	MO	63134	13K430562
60	Residence	Single Family	0.15	BANK OF AMERICA N A TR	4412 GORDON AVE	63134	P O BOX 8300	FORT WASHINGTON	PA	19034	13K430540
61	Residence	Single Family	0.15	HAWKINS JACOB	4406 GORDON AVE	63134	4406 GORDON AVE	SAINT LOUIS	MO	63134	13K430522
62	Residence	Single Family	0.17	HAGGARD WAYNE W II	4400 GORDON AVE	63134	4400 GORDON AVE	SAINT LOUIS	MO	63134	13K430421
63	Residence	Single Family	0.17	G STAFFORD COMPANY	4401 ST WILLIAM CT	63134	226 S MERAMEC AVE	SAINT LOUIS	MO	63105	13K430412
64	Residence	Single Family	0.15	COMBS DANNY LEE & CHERYL H/W	4407 ST WILLIAM CT	63134	4407 ST WILLIAM CT	SAINT LOUIS	MO	63134	13K430504
65	Residence	Single Family	0.15	STENGEL SHAWN M	4413 ST WILLIAM CT	63134	4413 ST WILLIAM CT	SAINT LOUIS	MO	63134	13K430531
66	Residence	Single Family	0.15	SODERBLOM RANDY W MARY E H/W	4419 ST WILLIAM CT	63134	755 WRAUSMENN DR	WENTZVILLE	MO	63385	13K441562
67	Residence	Single Family	0.15	BEEL RAY A	4427 ST WILLIAM CT	63134	4427 ST WILLIAM CT	SAINT LOUIS	MO	63134	13K441623
68	Residence	Single Family	0.15	KLUNK YVONNE P	4433 ST WILLIAM CT	63134	4433 ST WILLIAM CT	SAINT LOUIS	MO	63134	13K441742
69	Residence	Single Family	0.15	PITTMAN RAYDA F TRUSTEE	4439 ST WILLIAM CT	63134	237 OLD STONE CT	O FALLON	MO	63366	12K120121
70	Residence	Single Family	0.17	WYATT MARGARET A	4445 ST WILLIAM CT	63134	4445 ST WILLIAM CT	SAINT LOUIS	MO	63134	12K120222
71	Residence	Single Family	0.15	BELFORD JOHN T	9347 STANSBERRY AVE	63134	9347 STANSBERRY AVE	SAINT LOUIS	MO	63134	13K430265
72	Residence	Single Family	0.14	JANISSE PATRICK E TRUSTEE	9343 STANSBERRY AVE	63134	9343 STANSBERRY AVE	SAINT LOUIS	MO	63134	13K430276
73	Residence	Single Family	0.14	NANNEY RONDA K ETAL	9339 STANSBERRY AVE	63134	9339 STANSBERRY AVE	SAINT LOUIS	MO	63134	13K430254
74	Residence	Single Family	0.14	OROURKE DAVID M II ETAL	9335 STANSBERRY AVE	63134	9335 STANSBERRY AVE	SAINT LOUIS	MO	63134	13K430232
75	Residence	Single Family	0.14	WILKINSON MICHELE A	9331 STANSBERRY AVE	63134	9331 STANSBERRY AVE	SAINT LOUIS	MO	63134	13K430221
76	Residence	Single Family	0.14	GARZA ARNULFO S	9327 STANSBERRY AVE	63134	9327 STANSBERRY AVE	SAINT LOUIS	MO	63134	13K430201
77	Residence	Single Family	0.14	SCHAEFER JACOB C CAROL J H/W	9323 STANSBERRY AVE	63134	9323 STANSBERRY AVE	SAINT LOUIS	MO	63134	13K440835
78	Residence	Single Family	0.14	MULVANEY WILLIAM M TRUSTEE	9319 STANSBERRY AVE	63134	4427 VANCE AVE	SAINT LOUIS	MO	63134	13K440826
79	Residence	Single Family	0.14	CANARSIE INVESTMENTS L L C	9315 STANSBERRY AVE	63134	9520 LACKLAND RD	SAINT LOUIS	MO	63114	13K440808
80	Residence	Single Family	0.14	FARLEY HOLLY	9311 STANSBERRY AVE	63134	9311 STANSBERRY AVE	SAINT LOUIS	MO	63134	13K440781
81	Church	Institution	7.31	ST LOUIS CHURCH OF CHRIST JESUS	9330 STANSBERRY AVE	63134	12685 DORSETT RD # 305	MARYLAND HEIGHTS	MO	63043	13K430155
82	7/11	Vacant/Agriculture	0.06	SOUTHLAND EMPLOYEES TRUST	4320 WOODSON RD	63134	PO BOX 711	DALLAS	TX	75221	13K430724
83	7/11	Commercial	0.33	THOMPSON JOHN P ETAL TRUSTEES	4300 WOODSON RD	63134	PO BOX 711	DALLAS	TX	75221	13K430706
84	Strip Center (Old Shop n Save)	Commercial	2.26	KAPLAN ROBERTTRUST	4032 WOODSON RD	63134	1000 MACKLIND AVE	SAINT LOUIS	MO	63110	13K411411
85	Strip Center (Old Shop n Save)	Commercial	1.65	KAPLAN ROBERT TRUST	4000 WOODSON RD	63134	1000 MACKLIND AVE	SAINT LOUIS	MO	63110	13K410740
86	Howard's Car Wash	Commercial	0.52	ROLMAR FAMILY LIMITED PARTNERSHIP	4193 WOODSON RD	63134	150 CARONDELET PLZ 502	SAINT LOUIS	MO	63105	13K411280
87	Howard's Car Wash	Commercial	0.33	LOGIC HOLDINGS LLC	9412 GUTHRIE AVE	63134	9412 GUTHRIE AVE	SAINT LOUIS	MO	63134	13K411389
88	Howard's Car Wash	Commercial	0.14	HIGGINS REGINA GRIMM TRUSTEE	9424 GUTHRIE AVE	63134	11129 JERRIES LN	SAINT LOUIS	MO	63136	13K411367
89	City Hall	Institution	1.88	WOODSON TERRACE CITY OF	4301 WOODSON RD	63134	9351 GUTHRIE AVE	SAINT LOUIS	MO	63134	13K430742
90	Vacant Building Structure	Vacant/Agriculture	2.49								
91	Teamsters 688	Commercial	0.75	TEAMSTERS LOCAL 688 REAL ESTATE COMPANY	4367 WOODSON RD	63134	4349 WOODSON RD SUITE 200	SAINT LOUIS	MO	63134	13K430771
92	Napolis Auto Sales	Commercial	0.51	NAPOLES JOSE	4399 WOODSON RD	63134	12422 ROTH HILL DR	MARYLAND HEIGHTS	MO	63043	13K430298
93	Residence	Duplex/Townhome	0.21	CARRANZA MICHAEL J RHONDA T H/W	9414 STANSBERRY AVE	63134	9414 STANSBERRY AVE	SAINT LOUIS	MO	63134	13K430311
94	Residence	Duplex/Townhome	0.21	PIKUL ROGER T BARBARA L	9418 STANSBERRY AVE	63134	812 LONGVIEW DR	SAINT CHARLES	MO	63301	13K430320
95	Residence	Duplex/Townhome	0.29	SCHUCHMANN MARK KIMBERLY H/W	9422 STANSBERRY AVE	63134	3610 FOREST EDGE DR	DEFIANCE	MO	63341	13K430331
96	Residence	Single Family	0.23	HARLESS CAROL LYNN	9421 STANSBERRY AVE	63134	9421 STANSBERRY AVE	SAINT LOUIS	MO	63134	13K430463
97	Residence	Duplex/Townhome	0.19	SCHIESZER ROY C JULIA M H/W TRUSTEES	9417 STANSBERRY AVE	63134	2022 RULE AVE	MARYLAND HEIGHTS	MO	63043	13K430694
98	Residence	Duplex/Townhome	0.19	TOPPMAYER LEROY B DOLORES H/W ETAL	9413 STANSBERRY AVE	63134	9317 TUTWILER AVE	SAINT LOUIS	MO	63134	13K430683
99	Sullivan Gas Station	Commercial	0.46	SULLIVAN JACK R & BANETTA G H/W	4405 WOODSON RD	63134	740 LINDSAY LN	FLORISSANT	MO	63031	13K430441

100	Vacant Building Structure	Vacant/Agriculture	1.96	GRONE LOUIS H	4409 WOODSON RD	63134	13201 SHEBURNE CIR APT 102	BONITA SPRINGS	FL	34135	13K430623
101	Columbia College	Institution	1.44	COLUMBIA COLLEGE	4411 WOODSON RD	63134	4411 WOODSON RD	SAINT LOUIS	MO	63134	12K110582
102	Vacant Building Structure	Vacant/Agriculture	1.30	HELLENIC INVESTMENT GOURPLLC	4433 WOODSON RD	63134	4400 WOODSON RD	SAINT LOUIS	MO	63134	12K110483
103	Catholic Health Association	Institution	1.37	CATHOLIC HEALTH ASSN OF THE US	4411 WOODSON RD L	63134	4411 WOODSON RD L	SAINT LOUIS	MO	63134	12K110304
104	Airport Plaza	Commercial	1.85	3605 PARTNERSHIP L L C	4477 WOODSON RD	63134	6601 OLIVE	SAINT LOUIS	MO	63130	12K110285
105	City Park	Park	15.24	WOODSON TERRACE CITY OF	4301 CALVERT AVE	63134	4301 CALVERT AVE	SAINT LOUIS	MO	63134	12L320043
106	Offices	Industrial/Utility	2.50	JAMES O WEST FAMILY LIMITED PARTNERSHIP	9410 AERO SPACE DR	63134	4488 WOODSON RD	SAINT LOUIS	MO	63134	12K110175
107	Sara Lee	Industrial/Utility	2.75	N D M F INVESTMENTS INC	9460 AERO SPACE DR	63134	28 BELLERIVE COUNTRY CLB	SAINT LOUIS	MO	63141	12L320670
108	Vacant Land	Vacant/Agriculture	2.54	N D M F INVESTMENTS INC	9494 AERO SPACE DR	63134	28 BELLERIVE COUNTRY CLB	SAINT LOUIS	MO	63141	12L320681
109	Milligan Diesel	Industrial/Utility	1.26	MURPHY STEPHEN C	9495 AERO SPACE DR	63134	190 CARONDELET PLZ UNIT 1100	SAINT LOUIS	MO	63105	12L320625
110	Classic Cargo Inc	Industrial/Utility	0.99	SJW INVESTMENTS LLC	9501 AERO SPACE DR	63134	525 WATERSIDE CT	SAINT CHARLES	MO	63304	12L320616
111	Hertz Office	Industrial/Utility	2.54	HERTZ CORPORATION THE	9453 AERO SPACE DR	63134	225 BRAE BLVD	PARK RIDGE	NJ	07656	12L320661
112	Hertz	Industrial/Utility	3.41	HERTZ CORPORATION THE	9431 AERO SPACE DR	63134	225 BRAE BLVD	PARK RIDGE	NJ	07656	12K110560
113	Holiday Inn	Commercial	2.44	S L AIRPORT HOTEL L L C	4505 WOODSON RD	63134	311 W SUPERIOR ST SUITE 514	CHICAGO	IL	60654	12K110153
114	America's Best Value Inn	Commercial	1.46	RAKS HOSPITALITY INC A MISSOURI CORPORAT	4545 WOODSON RD	63134	4545 WOODSON RD	SAINT LOUIS	MO	63134	12K110551
115	Quality Inn	Commercial	3.12	NATURAL BRIDGE HOSPITALITY GROUP LLC ETA	10232 NATURAL BRIDGE RD	63134	4221 W COLLING RD	BONITA	CA	91902	12K130140
116	Hertz Rental	Industrial/Utility	4.93	HERTZ CORPORATION THE	10278 NATURAL BRIDGE RD	63134	225 BRAE BLVD	PARK RIDGE	NJ	07656	12K130151
116	Golden Pancakes	Commercial	0.31	NATURAL BRIDGE HOSPITALITY GROUP LLC ETA	10216 NATURAL BRIDGE RD	63134	4221 W COLLING RD	BONITA	CA	91902	12K130104
117	Hilton	Commercial	12.81	SLAH LLC	10330 NATURAL BRIDGE RD	63134	10330 NATURAL BRIDGE RD	SAINT LOUIS	MO	63134	12K130021
118	Avis Rent-A-Car	Vacant/Agriculture	0.36	AVIS RENT A CAR SYSTEM INC	10400 NATURAL BRIDGE RD	63134	6 SYLVAN WAY	PARSIPPANY	NJ	07054	12L341130
119	Avis Rent-A-Car	Commercial	0.33	AVIS RENT A CAR SYSTEM INC	10480 NATURAL BRIDGE RD	63134	6 SYLVAN WAY	PARSIPPANY	NJ	07054	12L341121
120	Avis Rent-A-Car	Commercial	0.05	DRURY DEVELOPMENT CORPORATION	10410 NATURAL BRIDGE RD	63134	8315 DRURY INDUSTRIAL PKWY	SAINT LOUIS	MO	63114	12L341262
121	Avis Rent-A-Car	Commercial	13.28	AVIS RENT A CAR SYSTEMS INC	10482 NATURAL BRIDGE RD	63134	6 SYLVAN WAY	PARSIPPANY	NJ	07054	12L341332
122	The Parking Spot II (Airport Parking)	Industrial/Utility	6.46	PRG PARKING LAMBERT L L C	10486 NATURAL BRIDGE RD	63134	200 W MADISON ST 1500	CHICAGO	IL	60606	12L341295
123	Lambardos Restaurant	Commercial	1.08	DRURY DEVELOPMENT CORPORATION	10488 NATURAL BRIDGE RD	63134	721 EMERSON RD SUITE 200	SAINT LOUIS	MO	63141	12L620301
124	Drury Inn	Commercial	2.12	DRURY INN LAMBERT PLACE LP	10490 NATURAL BRIDGE RD	63134	721 EMERSON RD SUITE 200	SAINT LOUIS	MO	63141	12L341231
125	Ascension Health	Commercial	2.50	ASCENSION HEALTH	4600 EDMUNDSON RD	63134	4600 EDMUNDSON RD	SAINT LOUIS	MO	63134	12L341213
126	BP Gas & Food	Commercial	0.68	WALLIS PETROLEUM L C	10500 NATURAL BRIDGE RD	63134	106 E WASHINGTON ST	CUBA	MO	65453	12L610014
127	The Parking Spot (Airport Parking)	Industrial/Utility	3.59	PRG PARKING LAMBERT L L C	10534 NATURAL BRIDGE RD	63134	200 W MADISON ST 1500	CHICAGO	IL	60606	12L330581
128	The Parking Spot (Airport Parking)	Industrial/Utility	5.09	AIRPORT ACRES INC	4610 AIRFLIGHT DR	63134	P O BOX 4131	CHESTERFIELD	MO	63006	12L330552
129	Marriott Hotel	Commercial	12.16	HPTMI III PROPERTIES TRUST TRUSTEE ETAL	10700 PEAR TREE LN	63134	DEPT 52938 01	WASHINGTON	DC	20058	12L240518
130	Fast Track Parking	Industrial/Utility	19.52	PCAA SP L L C	4607 AIRFLIGHT DR	63134	8225 FIRESTONE BLVD SUITE 502	DOWNEY	CA	90241	12L330570

Source: St. Louis County GIS & CH2M HILL





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LEITH AVE

LINDSCOTT AVE

MACON AVE

BOSWELL AVE

ST WILLIAM CT

GORDON AVE

MACON AVE

STANSBERRY AVE

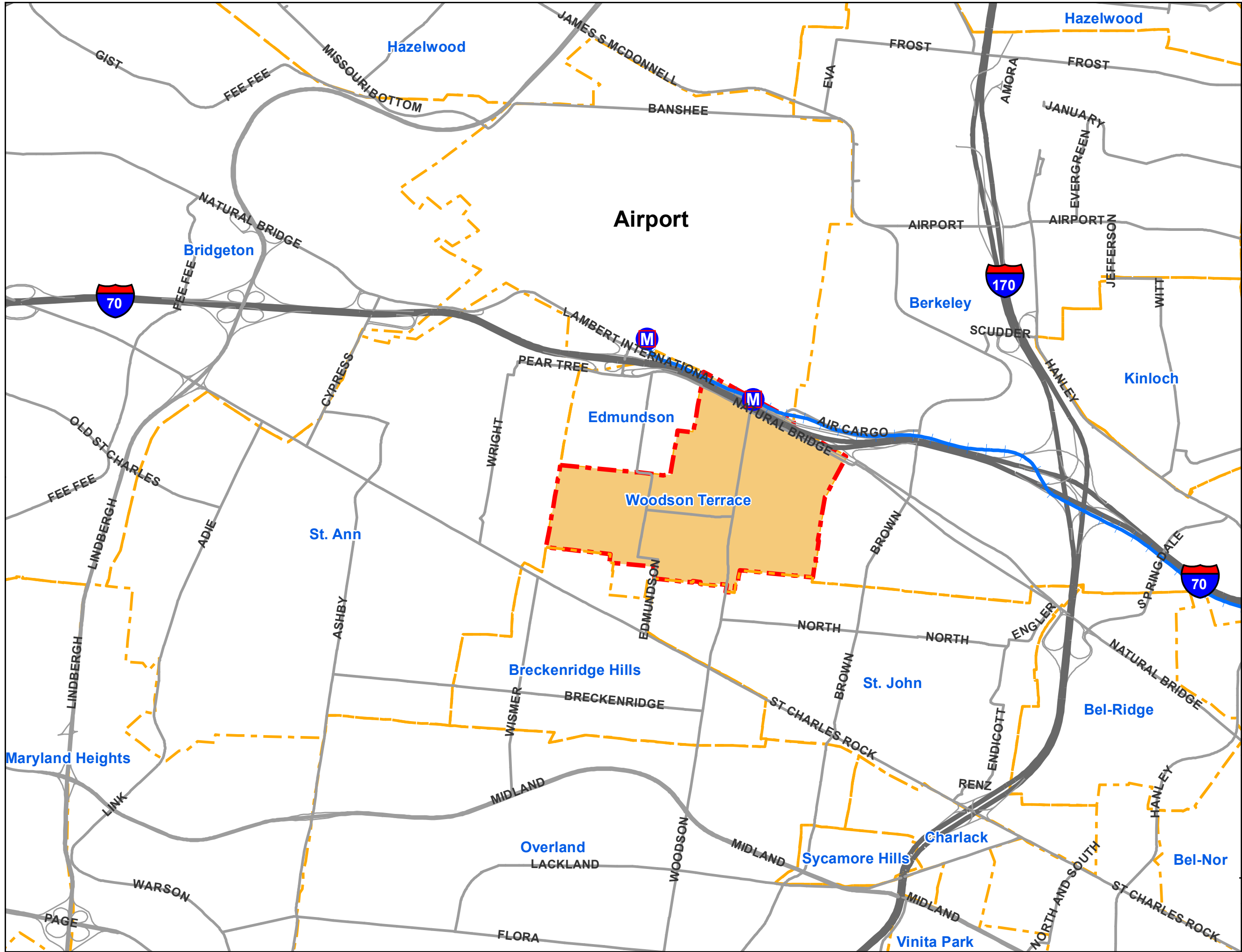
WOODSON RD

CALVERT AVE

STANSBERRY AVE

MARGO ANN LN

Woodson Terrace



MAP 1-1

REGIONAL LOCATION

Legend

- Woodson Terrace City Limits
- Neighboring Municipalities
- MetroLink Tracks
- MetroLink Stations

Road Infrastructure

- Interstate Highway
- Major Roadways
- Ramps

NORTH

0 0.25 0.5 1
Miles

Date: December 2011

CH2MHILL

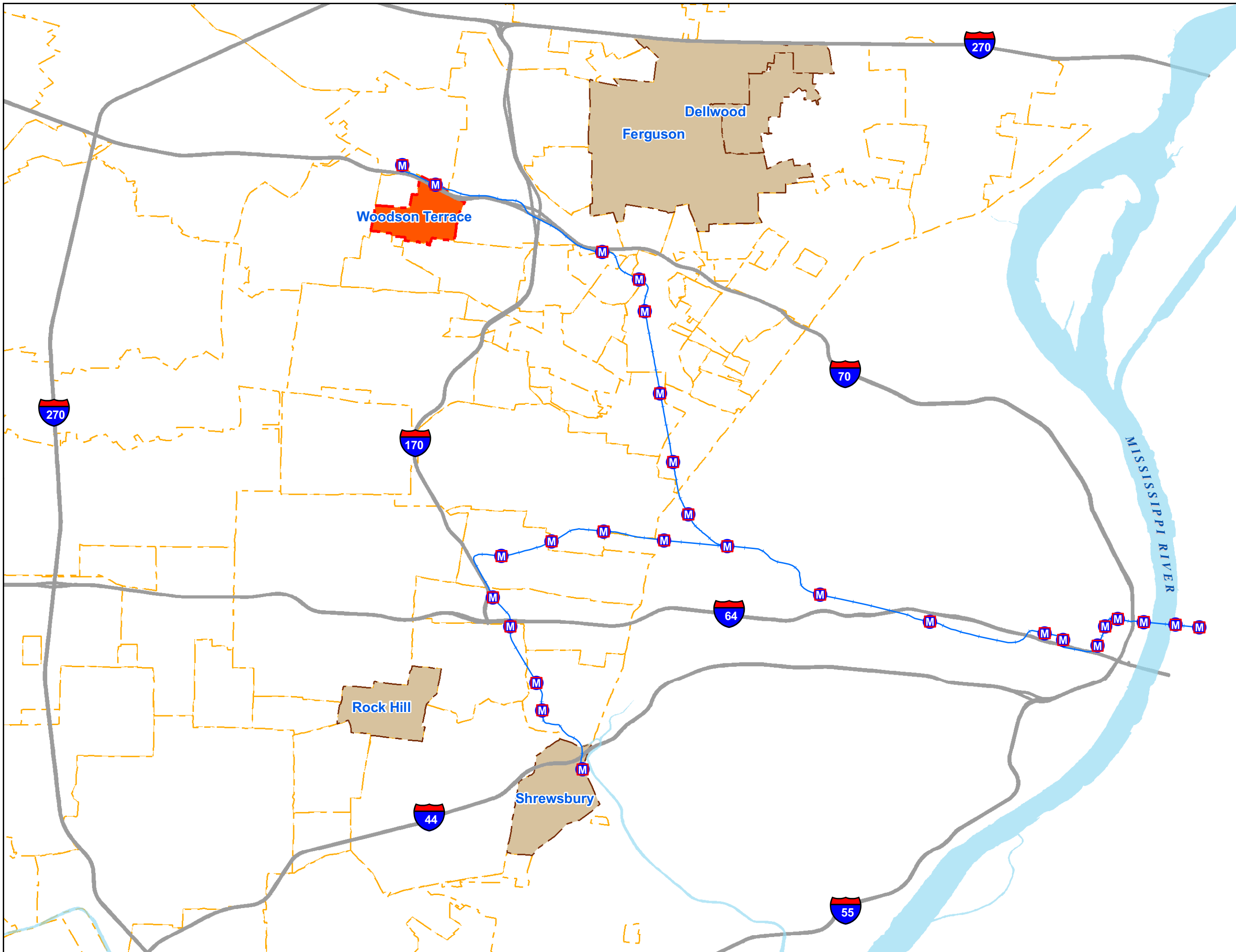
PEER
COMMUNITIES

Legend

-  River
-  Woodson Terrace City Limits
-  Peer Communities
-  Other Municipalities
-  MetroLink Tracks
-  MetroLink Stations
-  Interstate Highways



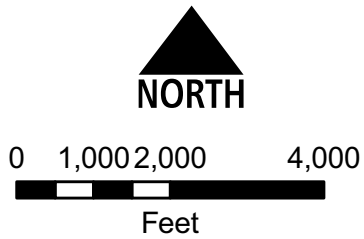
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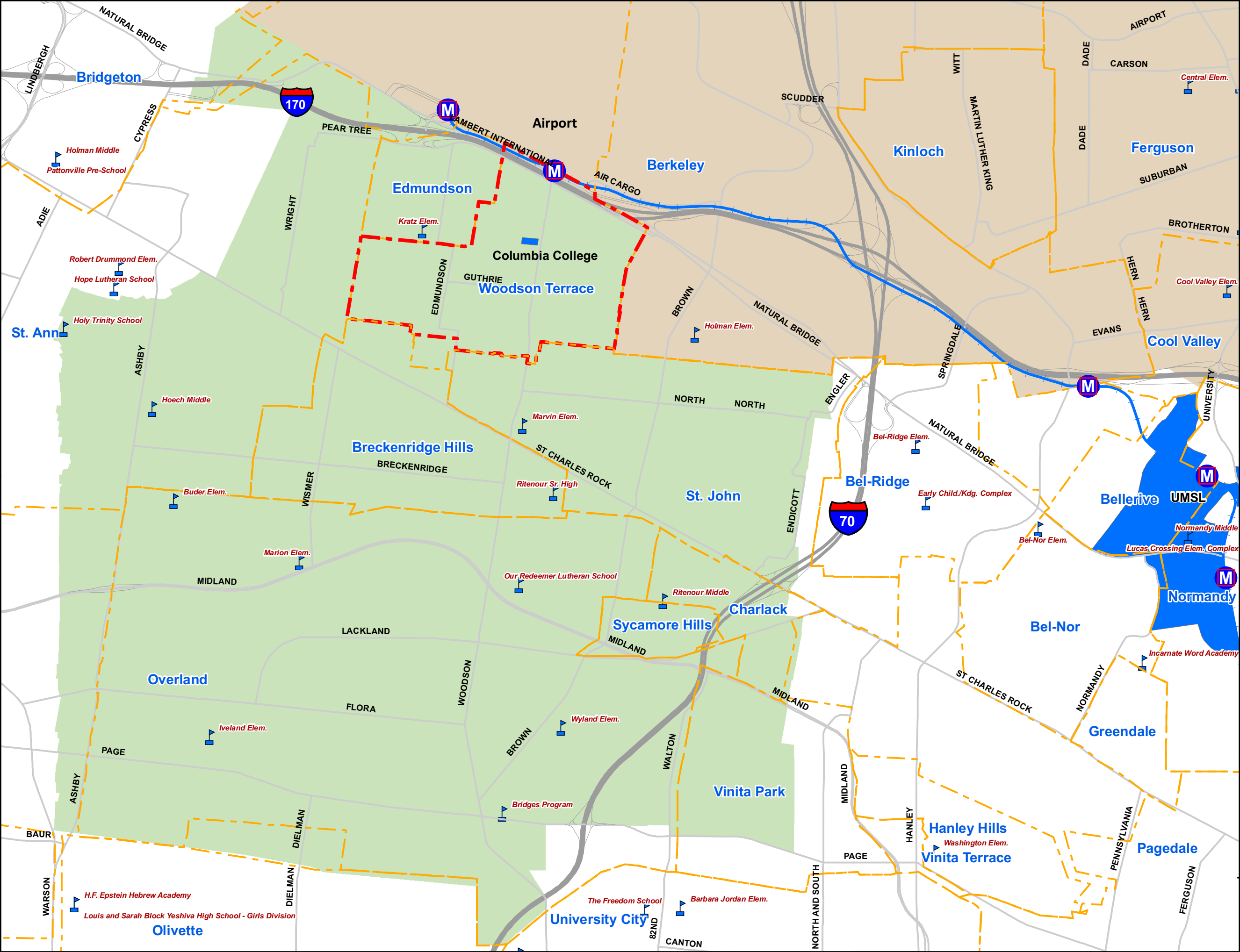
EXISTING
EDUCATIONAL
FACILITIES

Legend

- Woodson Terrace City Limits
- Neighboring Municipalities
- MetroLink Tracks
- MetroLink Stations
- Schools
- University/ College
- School Districts
 - Ferguson-Florissant
 - Ritenour



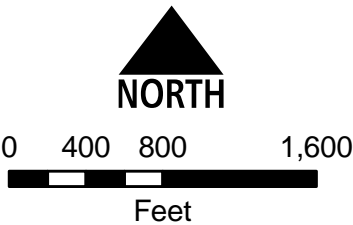
Date: December 2010



MULTI-MODAL
TRANSIT
OPTIONS

Legend

- Woodson Terrace City Limits
- Neighboring Municipalities
- MetroLink Tracks
- MetroLink Stations
- Metro Bus Stops
- Metro Bus Routes
(as of 10-08-30)
 - 34 Earth City
 - 35 Rock Road
 - 49 North Lindbergh
 - 66 Clayton Airport





Date: December 2010



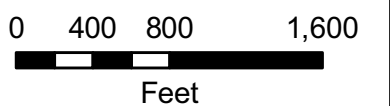
STREET NETWORK

Legend

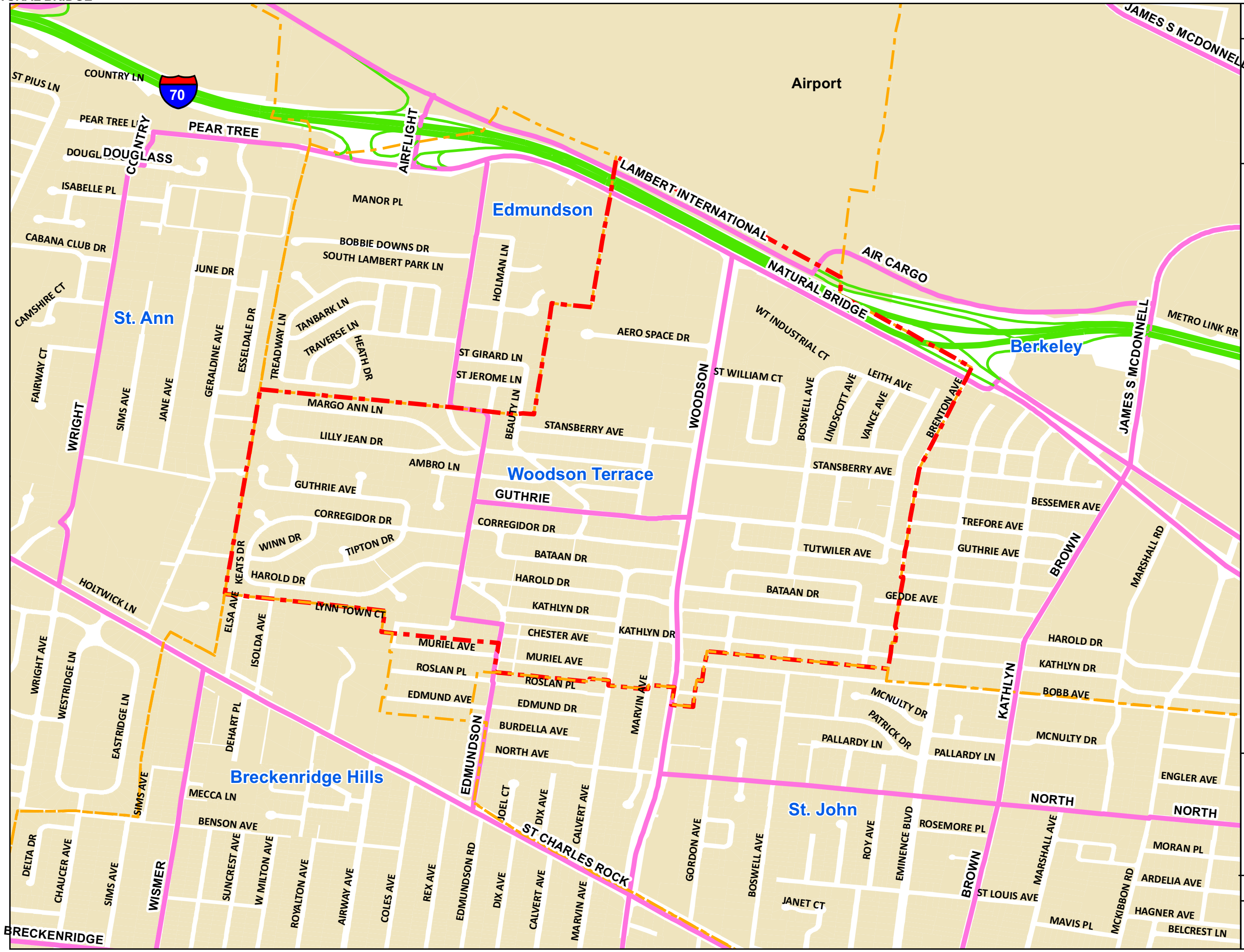
-  Woodson Terrace City Limits
-  Neighboring Municipalities

Street Infrastructure

-  Interstate 70
-  Interstate Ramps
-  Arterial Roads
-  Local Roads






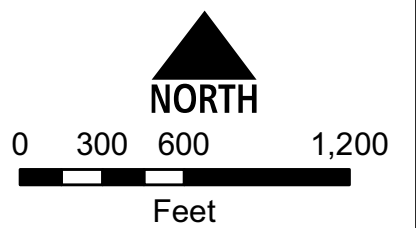
Date: December 2010



**EXISTING
BLOCK STRUCTURE**

Legend

-  Woodson Terrace City Limits
-  Neighboring Municipalities
-  Existing Block Structure



Date: November 2010



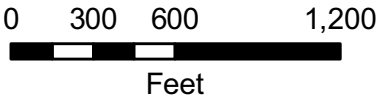
EXISTING
ZONING

Legend

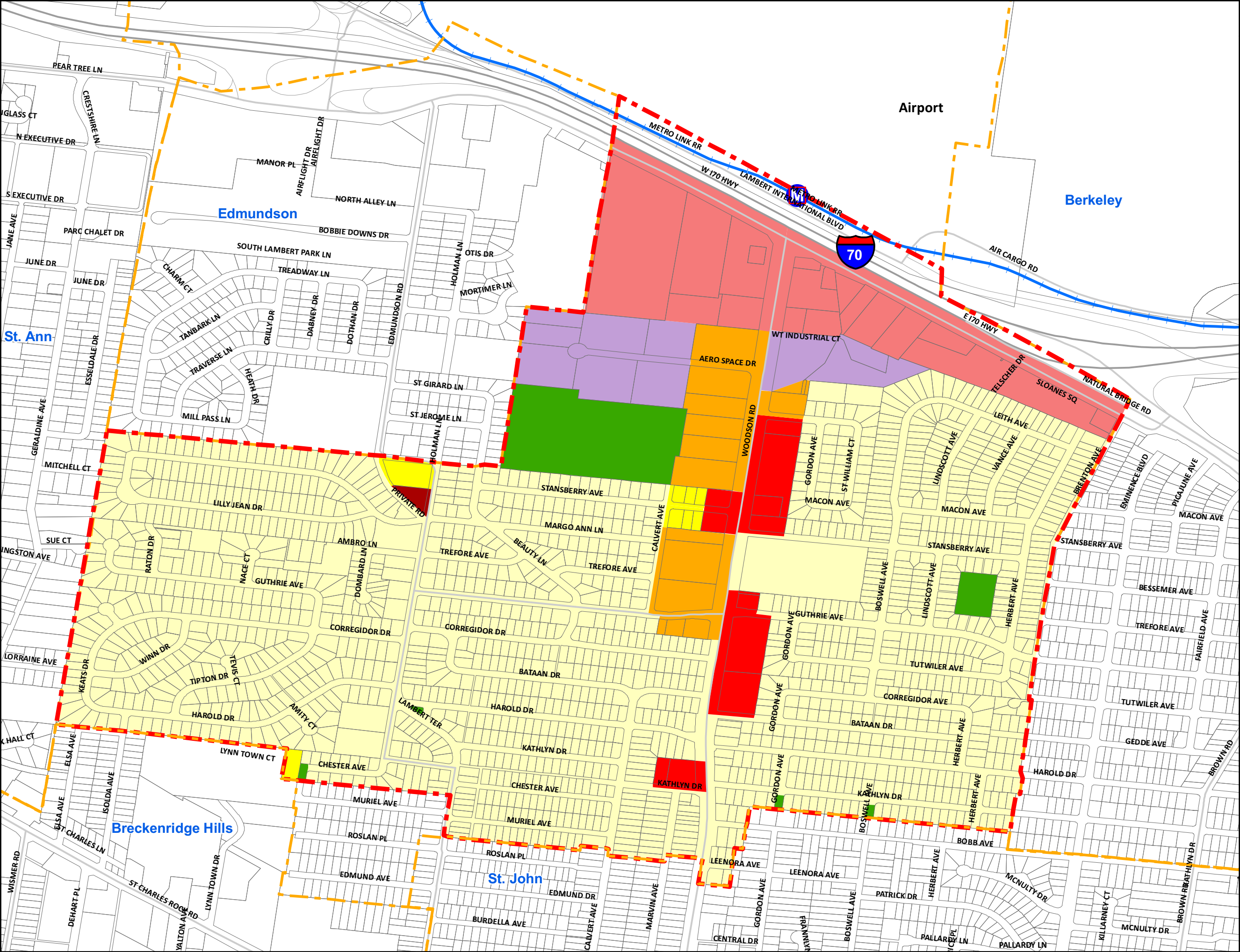
- Woodson Terrace City Limits
- Neighboring Municipalities
- MetroLink Tracks
- MetroLink Stations
- Parcel Lines

Existing Zoning

- R-1: Single Family Residence
- R-2: Multi-Family Residence
- C-1: Neighborhood Commercial
- C-2: Highway Commercial
- C-3: Shopping, Service & Office
- C-4: Retail Commercial
- I: Industrial
- PS: Park and Scenic



Date: December 2010



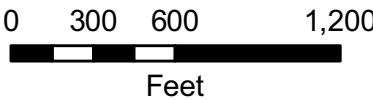
EXISTING
LAND USE

Legend

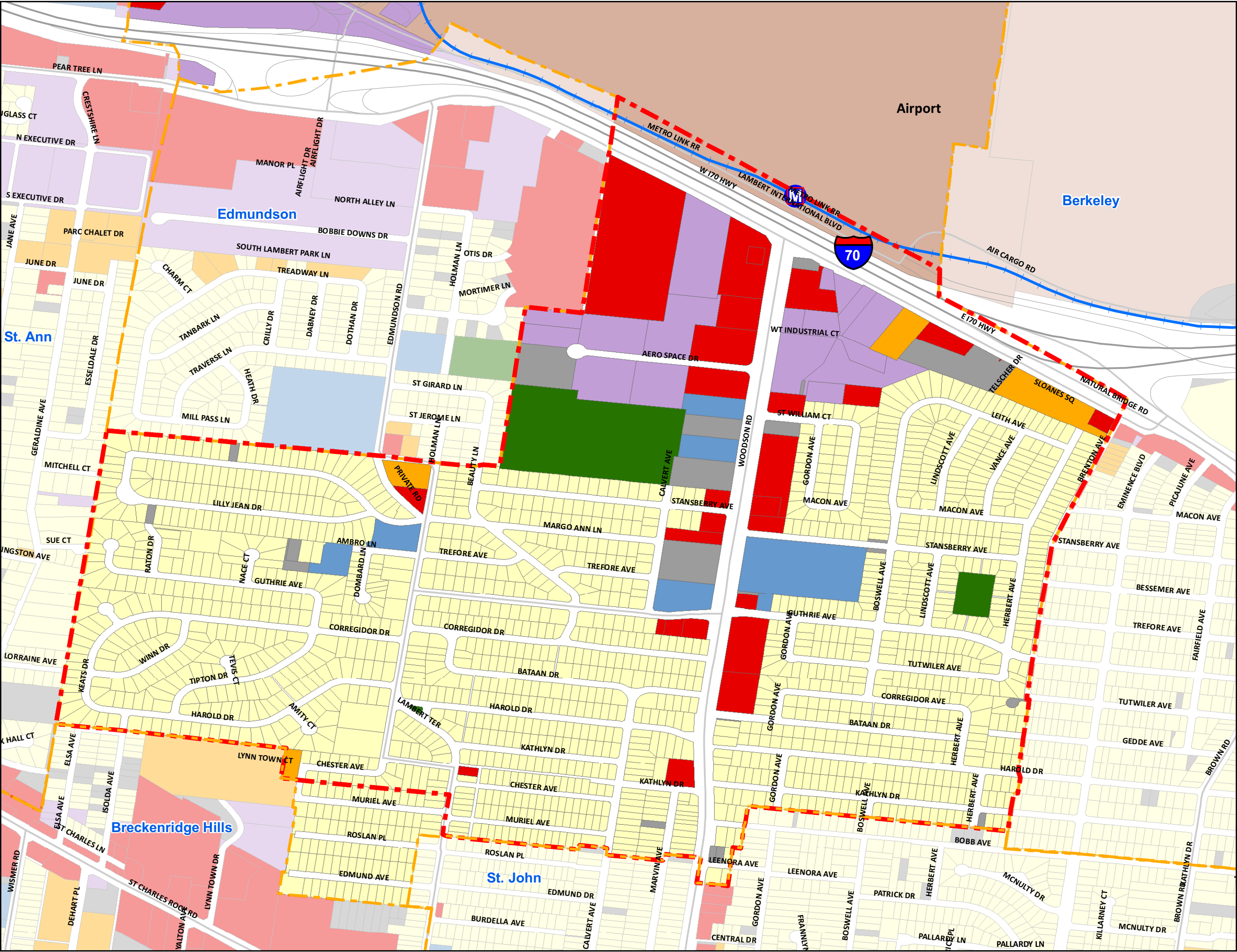
- Woodson Terrace City Limits
- Neighboring Municipalities
- MetroLink Tracks
- MetroLink Stations

Existing Land Use





- Single & Two-Family
- Multi-Family
- Commercial
- Institution
- Parks & Green Space
- Industrial/Utility
- Airport
- Vacant/Agriculture










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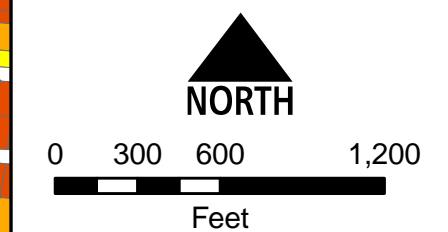




-  Woodson Terrace City Limits
 Neighboring Municipalities
 MetroLink Tracks
 MetroLink Stations

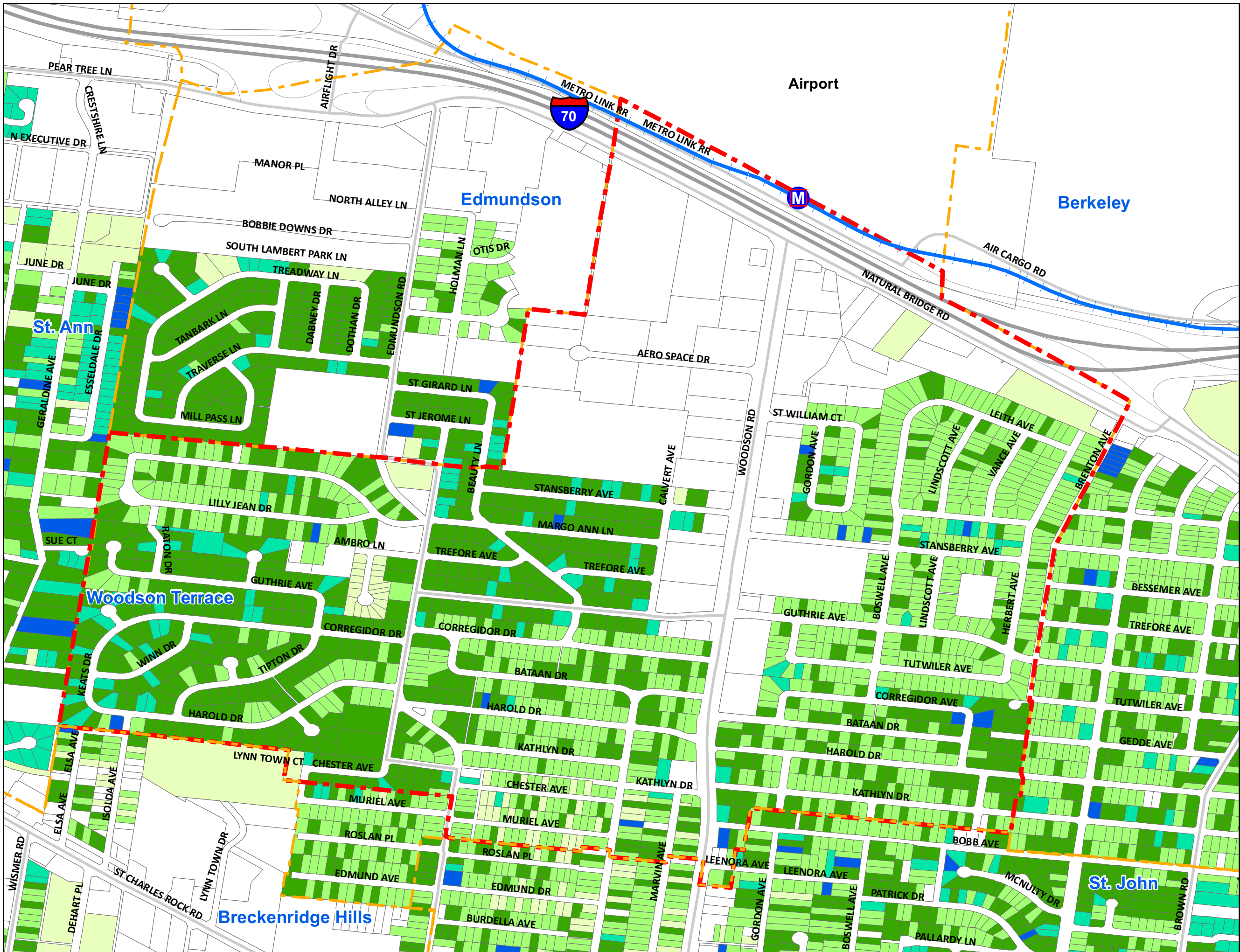
Year Residential Structure Built

-  Not a Residential Land Use
 Before 1930
 1931 - 1940
 1941 - 1950
 1951 - 1960
 1961 - 1970
 1971 - 2008



Date: December 2010

EXISTING
RESIDENTIAL
SQUARE FOOTAGE

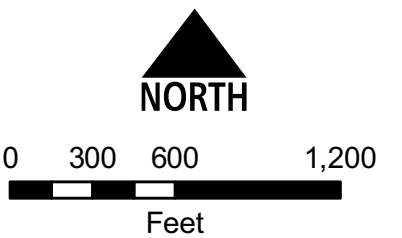


Legend

- Woodson Terrace City Limits
- Neighboring Municipalities
- MetroLink Tracks
- MetroLink Stations

Residential Square Footage

- Less than 700 SF
- 701 - 1,000 SF
- 1,001 - 1,500 SF
- 1,501 - 2,000 SF
- More than 2,000 SF

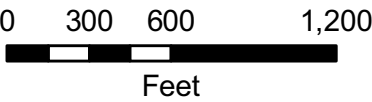


Date: December 2010

COMMUNITY FACILITIES

Legend

- Woodson Terrace City Limits
- Neighboring Municipalities
- MetroLink Tracks
- MetroLink Stations
- Parcels Lines
- Community Facilities & Services
 - Institution
 - Park
 - Church



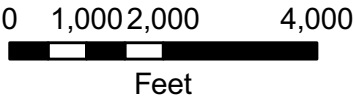
Date: December 2010



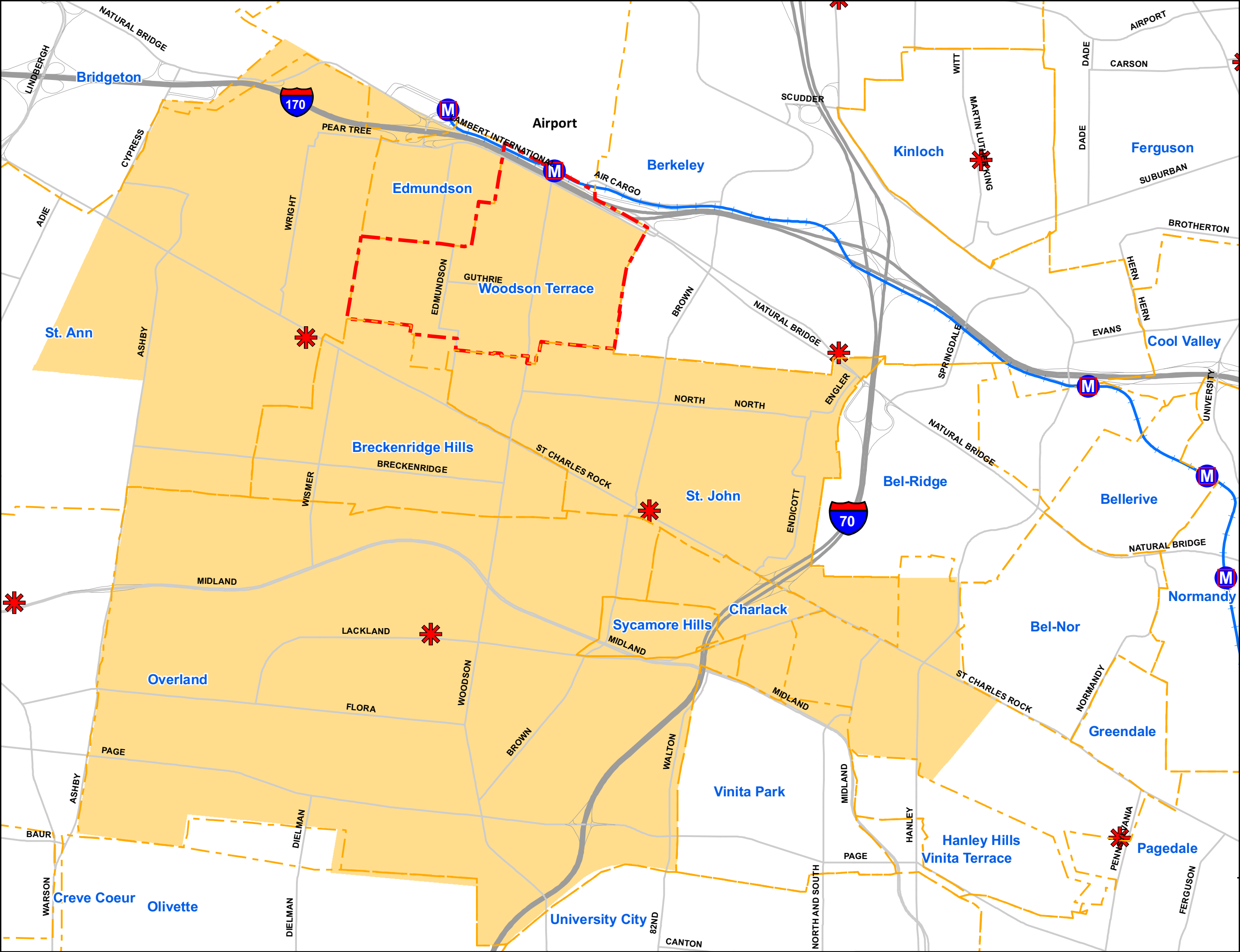
EXISTING
FIRE DISTRICT &
FIRE STATIONS

Legend

- Woodson Terrace City Limits
- Neighboring Municipalities
- MetroLink Tracks
- MetroLink Stations
- Community Fire District
- Fire Station



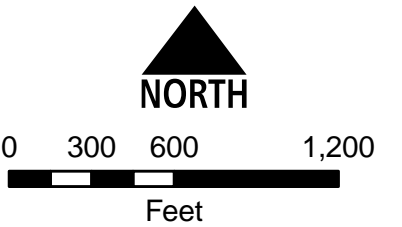
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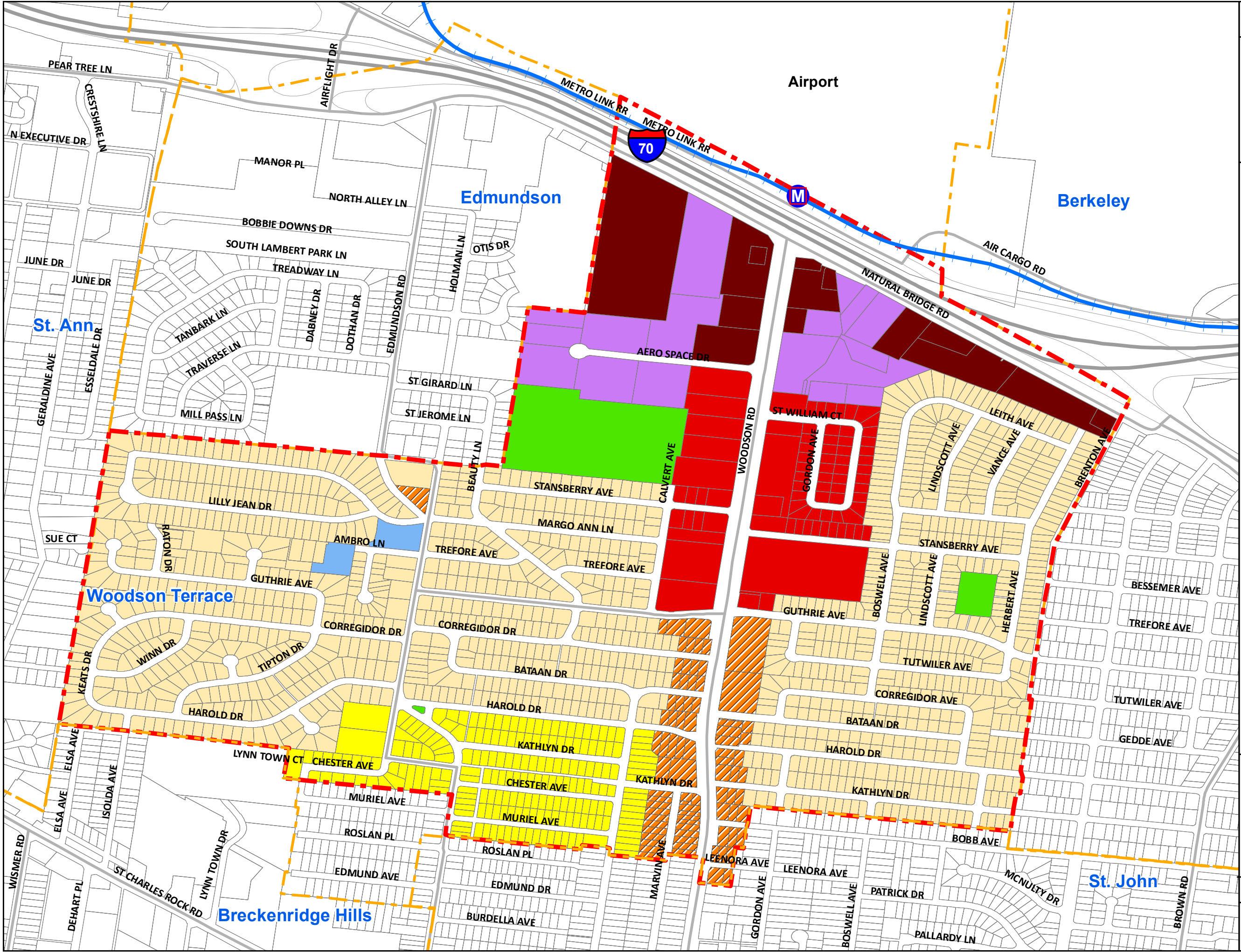
FUTURE LAND USE

Legend

- Woodson Terrace City Limits
- Neighboring Municipalities
- MetroLink Tracks
- MetroLink Stations
- Future Land Use**
 - Low Density Residential
 - Medium Density Residential
 - Neighborhood Mixed Use
 - Community Mixed Use
 - Regional Mixed Use
 - Institutional
 - Industrial/Utility
 - Parks & Recreation
 - Parcels Outside The City



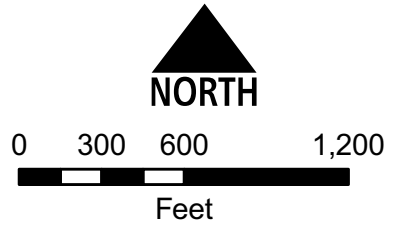
Date: May 2011



FUTURE
INFRASTRUCTURE
IMPROVEMENTS

Legend

- Woodson Terrace City Limits
- Neighboring Municipalities
- MetroLink Tracks
- MetroLink Stations
- Infrastructure Improvements**
 - Pedestrian and Bike Route
 - New Roadway Connection
 - Sidewalk Improvements
 - Enhanced Entry Point



Date: May 2011

