

CHAPTER

6



Goals, Objectives, and Policies



TABLE OF CONTENTS

Goals, Objectives, and Policies	6-3
Vision Statement.....	6-4
Goals, Objectives, and Policies.....	6-4
Goal Category: Sociability	6-5
Goal Category: Uses and Activities	6-6
Goal Category: Access and Linkages	6-8
Goal Category: Comfort & Image.....	6-10

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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

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