

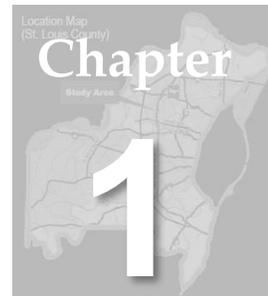
# City of Black Jack, Missouri

## 2016 Comprehensive Plan Update



Adopted May 17<sup>th</sup> 2016





**Chapter 1: Existing Conditions**

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A special thanks to all the citizens of Black Jack who participated in the development of this Plan. Without their dedicated support and ideas this Plan would not have been made possible.



**Chapter 1: Existing Conditions**

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## **Chapter 1: Existing Conditions**

### **Section 1:1 Introduction**

The local government is the primary body with jurisdiction to coordinate the overall pattern of physical development of the community. Pursuant to State Statutes (89.340 RSMo), a Comprehensive Plan is the official document produced and adopted by a local government as a reference for guiding policy decisions regarding the physical development of a community. The Planning Commission is responsible for directing the development and adoption of the Plan. The Comprehensive Plan serves as a guide for making intelligent decisions regarding future land use and development. The City's Zoning Code and Subdivision Regulations should be consistent with the Comprehensive Plan. Therefore, upon adoption of this Plan, the City's Zoning Code and Subdivision Regulations should be reviewed for consistency with this Plan and amended as necessary according to RSMo 89.040.

Black Jack's 2016 Comprehensive Plan is a strategic update to the City's 1996 Comprehensive Plan prepared by Harland Bartholomew & Associates (HBA). The essential characteristics of the Plan Update are comprehensive, general, and long range. **Comprehensive** means that the plan encompasses all geographic parts of the community and all functional elements which influence the physical development of the community. **General** means that the plan summarizes policies and proposals, but does not necessarily indicate specific parcels or detailed regulations related to future land use and development. **Long range** means the plan looks beyond the foreground of pressing current issues to the perspective of problems and possibilities, 10 to 20 years in the future. The City's Zoning Ordinance and Subdivision Regulations are more specific with regards to regulating land use and are the key legislative tools for implementing the Comprehensive Plan.

### **Section 1:2 Use of the Comprehensive Plan**

The intent of the 2016 Black Jack Comprehensive Plan Update is to serve as a guide in making decisions concerning future land use, development, and redevelopment within the City. The primary objective is to enhance the quality of life for current and future Black Jack residents. The Comprehensive Plan identifies where various future land use and development should occur and provides recommendations for future public service and infrastructure improvements. The Plan promotes public empowerment, government transparency and the preservation and stabilization of Black Jack's neighborhoods. The Comprehensive Plan identifies the core values and expectations of residents which are important to consider when making future capital improvement expenditures and public investments.

The Comprehensive Plan is an important community resource that should be used as a guide by City staff, City consultants, the Planning and Zoning Commission and the City Council when reviewing development applications, updating subdivision and zoning regulations, working on intergovernmental issues, outlining work programs and preparing annual budgets. The Plan should also be referenced and used as supporting documentation when pursuing grants for community development activities. The Comprehensive Plan should also be used to guide residents, landowners, and developers concerning land planning and community development policies.



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### **Section 1:3 Role of the Planning Commission**

The Planning Commission directs the development and implementation of the Comprehensive Plan and serves as an advisory body to the City Council. An important duty of the Planning Commission is to hold public hearings to solicit public opinion regarding proposed rezonings and development. The Planning Commission serves as a sounding board for community attitudes toward development and provides recommendations to the City Council regarding rezoning, subdivisions, special use permits, and regulatory amendments.

### **Section 1:4 Role of the Mayor and City Council**

The Mayor and City Council are responsible for enacting and amending the Zoning Regulations and Official Zoning Map after considering the recommendations of the Planning Commission. The role of the City Council in the subdivision process is to review and consider record plats, easements, dedications of rights-of-way, establishing financial guarantees or financing mechanisms to ensure construction of all public improvements, and approval of engineering drawings.

The City Council does not have a direct role in adopting the Comprehensive Plan. Pursuant to State Statutes, the preparation and adoption of the Comprehensive Plan is the responsibility of the Planning Commission. All land use decisions by the City Council should be consistent with the Comprehensive Plan. It is recommended that the City Council adopt an ordinance officially adopting the Comprehensive Plan Update, thereby memorializing their support of the Plan. The roles and responsibilities of the Mayor and City Council include:

- Updating the Zoning Regulations and Zoning Map after consideration of the Planning Commission's recommendation.
- Approving Special Use Permits and Planned Development applications..
- Approving easements, rights-of-way, and public land dedications on subdivision final plats.
- Approving engineering plans for construction of public improvements.
- Approving financial guarantees or financing mechanisms to ensure construction of all public improvements within subdivision plats.
- Appointing members of the Planning Commission and the Board of Adjustment.



## **Chapter 1: Existing Conditions**

### **Section 1:5 Comprehensive Plan Abstract**

A Comprehensive Plan Advisory Committee, consisting of a representative cross-section of the Black Jack Community, was created to help direct the development of this Plan. Their charge was to help formulate a plan that accurately reflects the needs of the community of Black Jack. The resulting Comprehensive Plan Update includes chapters summarizing the City's Existing Conditions, Critical Issues, Goals and Objectives, Public Facilities and Services, Future Land Use, and Implementation Program. The following is a brief summary of the key comprehensive plan components:

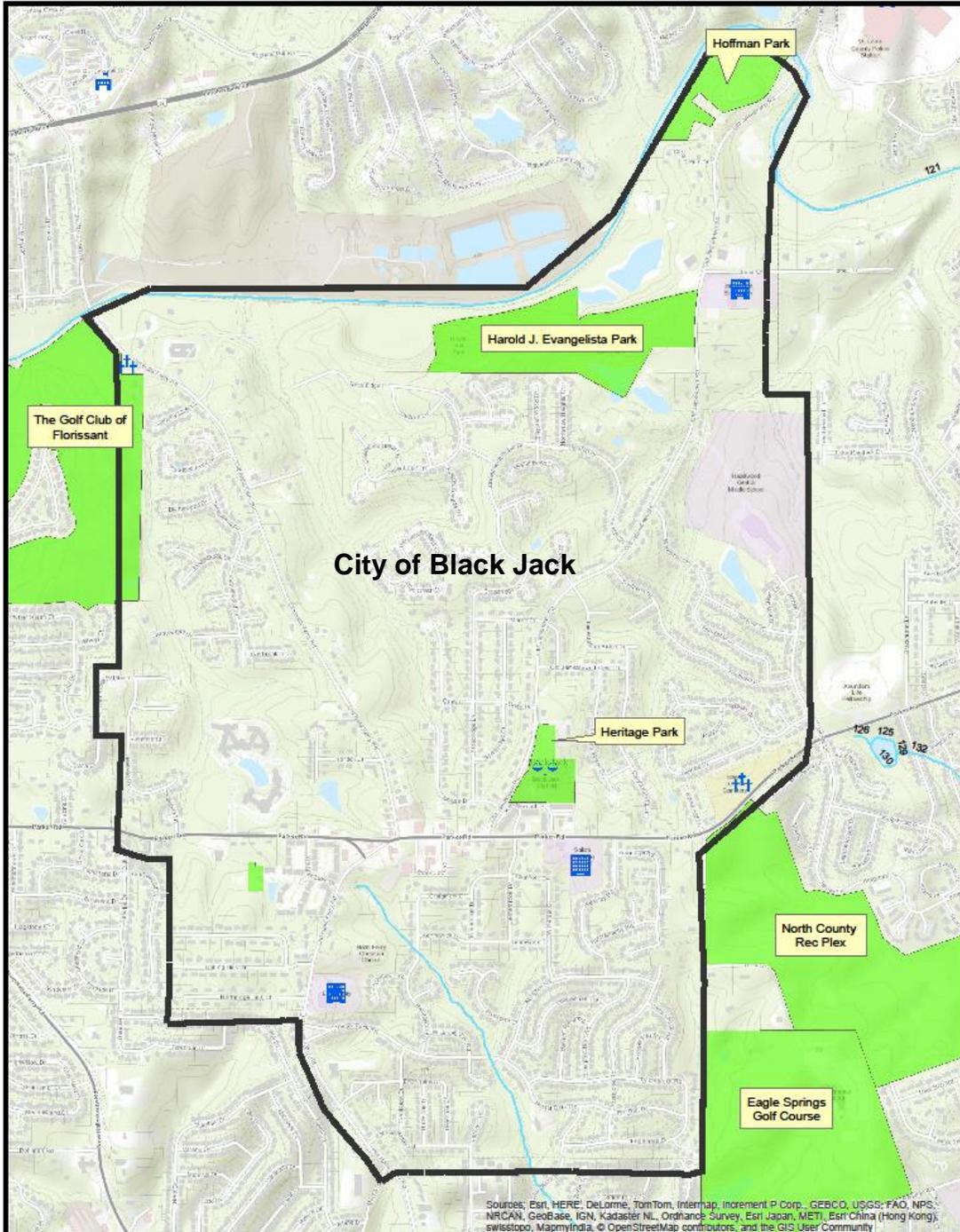
- 1) The **Existing Conditions** section includes the Plan introduction, an overview of the comprehensive planning process, a demographic analysis of Black Jack's socio-economic conditions and the characteristic of the City's primary and secondary trade areas. It also includes a baseline report on the existing transportation system, parks, existing land use and developmental constraints.
- 2) The **Critical Issues** report is a summary of the most important concerns expressed by the community during the public engagement program including citizen-defined vision statements, goals, and strategies. Feedback from the Neighborhood Planning Meetings and stakeholder interviews provided the basis for the development of the critical issues contained in this section.
- 3) The **Vision, Goals and Objectives** Chapter provides the framework for the Comprehensive Plan. This section includes policy statements and development recommendations that emerged during the Neighborhood Planning Meetings, interviews with city officials, and general research for the plan. A goal, objective(s), recommended implementation strategies and implementation performance measures are provided for each of the Critical Issue themes identified in Chapter 2. To ensure development and growth decisions reflect the community's values and sense of what constitutes a reasonable quality of life, City officials should refer to this Chapter when reviewing future development and capital expenditures.
- 4) **Future Land Use & Implementation:** The Future Land Use Plan includes recommendations for future land use, growth, transportation improvements and open space preservation. The Future Land Use Map and description of each future land use category is included in this section. The Future Land Use Map depicts the recommended locations for future land use, including residential, commercial, industrial, recreation, and the preservation of open space. The Future Land Use Plan is accompanied by a Future Land Use Matrix that provides a description of each future land use category and recommendations for implementation. The intent of the Future Land Use Plan, Map and Matrix is to provide the focus and direction needed to make well informed future land use and zoning decisions.

### **Section 1:6 Study Area**

The study area includes all areas within the City's current boundaries. According to the United States Census Bureau, the City consists of approximately 1,700 acres (2.65 square miles). Figure 1.1 is a map of the study area showing the city limits of Black Jack and the surrounding environs.

**Chapter 1: Existing Conditions**

**Figure 1.1: Study Area Map**





## **Chapter 1: Existing Conditions**

### **Section 1:7 Incorporation of Black Jack**

Black Jack is a 3rd Class City with a Mayor-Council form of government. The elected policy-making body of the City consists of a Mayor and an eight (8)-member City Council. Black Jack is divided into four (4) wards, each having two (2) Council representatives.

Black Jack was incorporated in 1970 for the purposes of gaining control over zoning and preventing a low-income housing project. Prior to the incorporation, the residents of Black Jack and neighboring Spanish Lake were concerned about the threats posed by County zoning and the push west and north of the migrating population of the City of St. Louis. Residents created the “Black Jack and Spanish Lake Improvement Association” in 1950 to prevent annexation by the neighboring cities of Florissant and Ferguson. In the late 1960s, the two groups actively protested against a proposed development, known as “Summerhill”, which was a residential subdivision consisting of small-lot single family homes. Opponents dubbed Summerhill “an instant slum”. Around this same time, Black Jack and Spanish Lake area residents learned of an even more undesirable proposed development; a federally subsidized, low income multifamily project, known as Park View Heights.

In late 1969, St. Mark’s Methodists Church of Florissant and the United Methodist Church in St. Louis co-sponsored a Federal Section 236 housing development and selected a site adjacent to an established neighborhood in present day Black Jack. Section 236 Housing refers to a provision of the 1968 housing act offering mortgage interest relief for developers of “moderate income” rental housing. The land selected for the moderate income rental housing project was undeveloped but already zoned R-6 Multifamily by St. Louis County. However, the plans for the project (Park View Heights) sparked strong opposition from the Black Jack and Spanish Lake Improvement Associations. In an effort to protect the neighborhoods from what residents perceived as an incompatible land development, the citizens for the Incorporation of Black Jack petitioned the St. Louis County Council to incorporate the City of Black Jack in June of 1970. In early August, the County Council voted to incorporate the City of Black Jack. In October, the City of Black Jack passed a zoning ordinance prohibiting multifamily development. The justification for the zoning was based on the fact that there was an abundance of multifamily development or land that could be developed for multifamily purposes in the surrounding areas.

The purpose and intent of the incorporation of Black Jack was to impose single-family zoning city-wide thereby preventing high-density multifamily development and stopping a federally funded, low income housing development. At the time, government housing programs had reached an all-time low. The dehumanizing living conditions associated with government sponsored housing was nationally publicized. Pruitt-Igoe, the government’s solution for slum clearance, had become the poster child of urban renewable and public policy planning failure. Forty-five (45) years later, the stigma of government housing is still present despite billions of dollars in public investment and policy reform.

### **Section 1:8 Zoning**

In 1992, the City’s Zoning Code consisted largely of two (2) single family designations; an R-2 District with a minimum lot size of 15,000 square feet covering most of the City and the R-3 District with a minimum lot size of 10,000 square feet located in the northernmost part of the



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City which is largely undeveloped. The City’s “R-6” Multi-Family District allowed the highest residential densities with a minimum density of 4,000 square feet per dwelling unit. The only areas zoned “R-6” were bordering Downtown, which is Black Jack’s only commercial district. There was also a “NU” Non-Urban District with a minimum lot size of 3 acres carried over from the old St. Louis County Zoning. During the time of this writing, these zones had changed little. A larger “R-1” Single Family Residential District with a minimum lot size of one (1) acre was added and the “R-6” Multi-Family Residential District was bumped from 4,000 square feet per unit to 4,500 square feet per unit density. The “R-6” District was also changed to allow single family attached two (2) family dwellings.

### **Section 1:9 Existing Socio-Economic Conditions**

The current and past socio-economic trends for Black Jack provide the foundation for the future. The socio-economic data evaluated for this Plan includes statewide population trends, age, housing, workforce, income, employment and commute. This section also compares selected Black Jack demographic data with peer cities to provide a more meaningful socio-economic analysis and help differentiate between local, isolated events and regional trends. For the purposes of this Plan, the cities of St. John, Normandy, and Olivette were selected as “peer” cities. The National, State and St. Louis County were also included in some socio-economic comparisons. An understanding of the regional socio-economic trends and local issues will help the City plan for the future and meet the needs of its resident population and business community. The data for this analysis is from the US Census Bureau’s decennial census.

### **Section 1:10 Population**

In 1877, Black Jack’s population was recorded at 300 and by the 1980 US Census the population climbed to 5,293. Black Jack began as a modest sized town and experienced significant population growth in the four (4) decades that followed incorporation. This growth was spurred by the post WWII housing boom and robust economic growth and prosperity. Black Jack’s proximity to the City of St. Louis and open land provided the perfect setting for single-family residential development growth.

The largest decennial population growth in the City’s history was 27.70%, which occurred during the first decade after incorporation (1971-1979). The migration of families from the City of St. Louis and availability of affordable land for residential development were significant factors that led to this population growth. Black Jack’s total population, as of the last US Decennial Census (2010), was 6,929. The US Census Bureau’s latest population estimates from 2014 reported a population of 6,935. This latest estimate indicates that the City’s population may have stabilized and started a slight incline as a result of in-migration and growing families.

The City of St. Louis followed a pattern of population decline following the 1950s and would continue to see steady population decline for the following six (6) decades. Meanwhile, St. Louis County, as with Black Jack, experienced a population boom in the 1970s followed by modest growth during the last five (5) decades. The most recent population growth occurred in the fringe cities of St. Louis



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County, such as Wildwood and Chesterfield, where undeveloped land was more plentiful. Most of St. Louis County's inner-ring cities were built-out by the late 70s, resulting in limited population growth opportunities. St. Louis County's moderate overall population growth of only 2% during the 1990's was unevenly distributed throughout the County. While numerous cities were showing more than 10% gains in population, such as Black Jack which grew by 15.78%, other cities in the County were experiencing population losses. New housing construction continues to draw population to the farthest reaches of West, South and North County, while many Central County areas and inner-ring cities had population losses up to 10 percent.

In North County areas south of Interstate 270 and east of Lindbergh Blvd., median ages below the countywide median predominate even as the housing stock ages. This suggests young families are moving into older neighborhoods in that part of the County. For example, population gains in some census tracts in the Ferguson, Normandy, Bellefontaine Neighbors, and Spanish Lake areas, which were previously losing population, can be attributed to younger families with children replacing empty-nester households in these older established communities. Table 1.1 shows the last six (6) US Census Decennial Population estimates for Black Jack and provides the percentage of change between each.

<b>Decade</b>	<b>Population</b>	<b>% Change</b>
1970	4,145	0
1980	5,293	27.70%
1990	6,128	15.78%
2000	6,792	10.84%
2010	6,929	2.02%
2014	6,935	0.09%

### **Section 1:11 Population Projections**

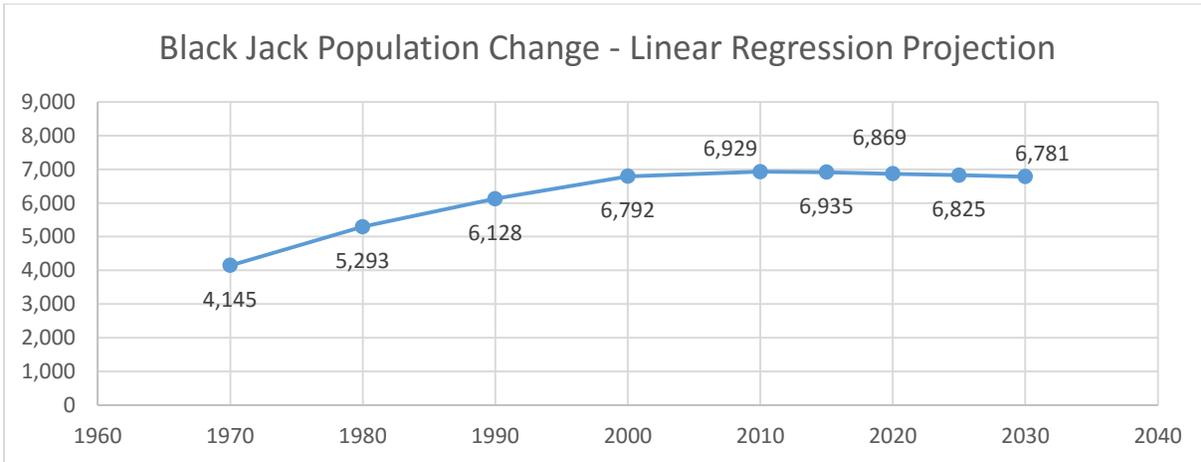
Two (2) growth scenarios for the City of Black Jack were used to identify future growth projections out to 2030. The first scenario uses linear regression to forecast population based on historical data for Black Jack. The second scenario assumes the City will follow St. Louis County's growth pattern projections identified by the U.S. Census Bureau. Over 40 years of data was used in the preparation of the linear regression. According to the linear regression scenario, the population of Black Jack will continue to stabilize over the next twenty (20) years and decrease slightly by a rate of less than 1% per decade for the next two (2) decades. The projected 2020 population according to the linear regression method is 6,869 in 2020 and 6,781 by 2030. Figure 1.2 illustrates the linear regression population projection.



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**Figure 1.2: Black Jack Population Projection- Linear Regression**

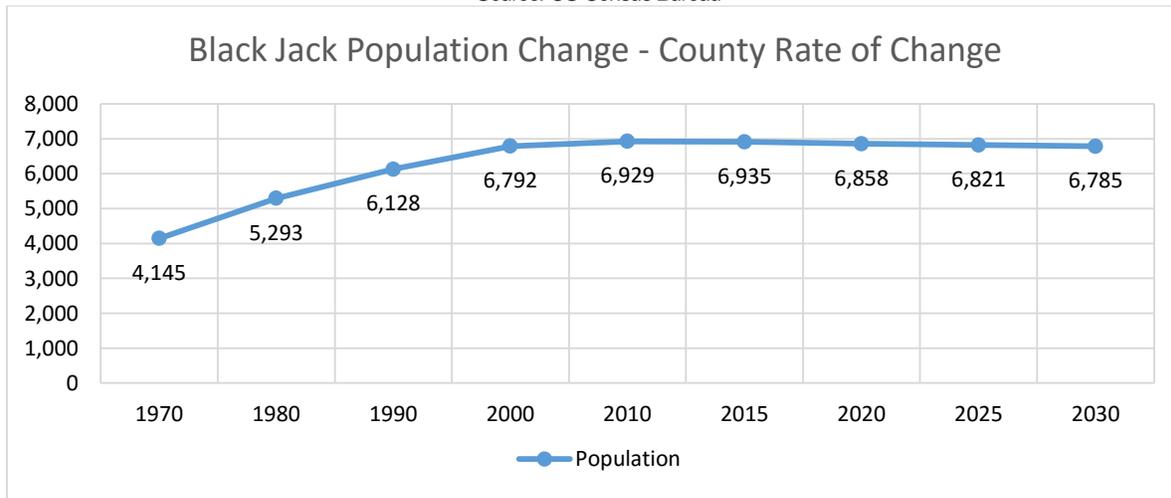
*Source: US Census Bureau*



St. Louis County's growth rate is used to forecast population change in the second scenario. Following a population increase of 2.30% between 1990 and 2000 and breaking the one-million mark, the County population decreased by 1.7% between 2000 and 2010. U.S. Census' population projections indicate the County will continue to decline in population at a rate that fluctuates between 0.5% - 0.8% every five years leading to 2030. If Black Jack follows the County's rate of population change, its population will be an estimated 6,858 in 2020 and 6,785 in 2030. Scenario II, which follows St. Louis County's population change projections, is shown in Figure 1.3.

**Figure 1.3: Black Jack Population Projection- St. Louis County Rate of Change**

*Source: US Census Bureau*





**Chapter 1: Existing Conditions**

While the two scenarios utilized different methodologies, the results were very similar. The difference between the two scenarios is only 11 for the 2020 projection and 4 for the 2030 projection. The linear regression predicted the higher 2020 population estimate and the County growth rate scenario yielded the higher 2030 population projection. These projections were made assuming no annexations. In the absence of future annexations, the City’s only viable option to grow is to increase family and household sizes and to develop existing areas with new residential construction.

**Section 1:12 Racial Composition**

Today, Black Jack’s racial composition is predominantly African American. Just over 80% of the community were classified as “Black or African American”, 16% “White” and 3% “Others” according to the 2010 Census. Normandy had a comparable racial composition with 82% Black or African American. Meanwhile over 70% of the population of Olivette, St. John and St. Louis County were White. The State of Missouri had the highest percentage of White with 83%. The City of St. Louis’ population was split with 45% White and 49% Black or African American. Table 1.2 provides a comparison of the racial composition.

**Table 1.2: Racial Composition Comparison** *Source: 2009- 2013 ACS*

Race	Black Jack	Normandy	St. John	Olivette	St. Louis County	St. Louis City	State	US
<b>Black or African American</b>	81%	82%	25%	19%	23%	49%	12%	13%
<b>White</b>	16%	14%	74%	70%	70%	45%	83%	74%
<b>Other</b>	3%	4%	1%	11%	7%	6%	5%	13%

A comparison of the City’s racial composition from the last three (3) decennial census counts is shown in Figure 1.4 on the following page. The pie graphs in Figure 1.4 show how the African American population in Black Jack has made significant gains over the last 30 years. In the 1970’s, African Americans made up 49% of the City’s population and steadily grew in the 1980s to 65.9% of the City’s population and today is almost 80% of the City’s population. Meanwhile, the City’s percentage of White population has shown consistent and significant declines from just over 80% in the 1980s to 55% in the 1990s and today Whites only make up approximately 16% of the City’s population.

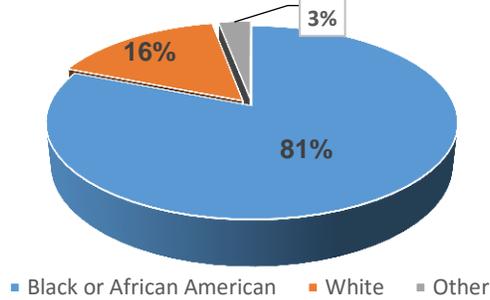
According to a report by the National League of Cities, the Hispanic population in small cities at least doubled, growing over 100% in the Midwest. The Asian population is also on the rise, growing by more than 60 percent in the Midwest. Similarly, the Black population in small cities also increased across all regions, particularly in the Midwest (114%). The City of Black Jack’s population is likely to continue to show high concentrations of African Americans, but will also see increases in its Asian and Hispanic populations as well as the return of some Whites. The City’s location and access to quality neighborhoods can help draw a wide range of races seeking convenience, affordable housing and excellent City services.

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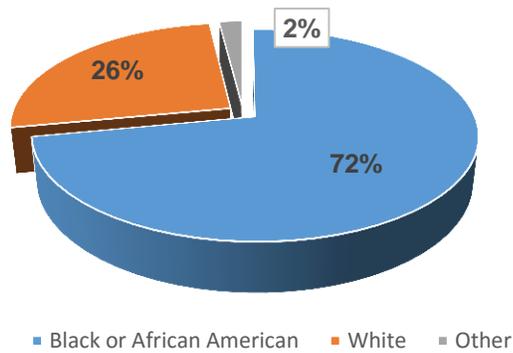
**Figure 1.4: City of Black Jack Racial Composition 1990-2013**

*Source: US Census Bureau*

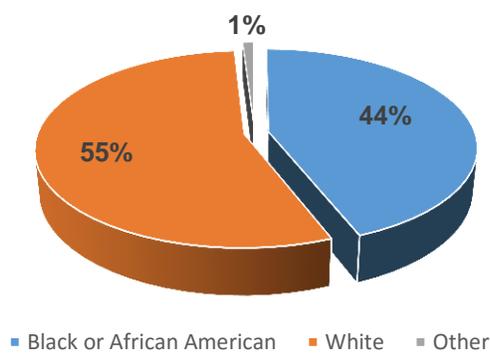
Racial Composition- 2010



Racial Composition- 2000



Racial Composition- 1990





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**Section 1:13 Age Characteristics**

Black Jack has followed a demographic pattern similar to the US, which is characterized by a growing percentage of people over age 65. Black Jack, St. Louis County, Missouri and the US have all experienced similar changes in the age of its population. Table 1.3 provides a snapshot of the City’s age structure over time. Black Jack has experienced fairly typical patterns of population age breakdown as compared to the various peer cities. However, the percentage of Black Jack’s total population under 5 years old is 6.5%, much higher than the peer cities of St. John and Olivette. The City’s high percentage of population under 5 indicates that the city is popular among young families.

Black Jack’s population over age 65 was the second highest. Olivette had the highest percentage of persons over 65 with 17.3%. Black Jack’s population over 65 represents 15.3% of the City’s population. Normandy has the lowest percentage of persons age 65 and over with just 10.5%. This may indicate that the City provides the appropriate housing, services and proximity to medical facilities that attract older residents.

Black Jack trailed all peer cities, the State, and National averages in the number of Adults age 25-44. The median age of Black Jack’s population is 38, which is consistent with the peer cities and the State and National averages. As a whole, the age characteristics indicate that Black Jack is a popular place for households with children under 18 to live and popular among seniors. Therefore, it is important for the City to offer the services and amenities required and desired of families with young children as well as seniors.

<b>Table 1.3 General Age Characteristics- <i>Source: 2009-2013 ACS</i></b>						
<b>Age Characteristics</b>	<b>Black Jack</b>	<b>Normandy</b>	<b>St. John</b>	<b>Olivette</b>	<b>State</b>	<b>US</b>
<b>Under 5 years</b>	6.5%	5.9%	3.8%	3.8%	6.4%	6.4%
<b>18 years and younger</b>	25.4%	24.1%	24.7%	22.2%	23.5%	23.7%
<b>18 years and over</b>	74.6%	75.9%	75.3%	77.8%	76.5%	76.3%
<b>Adults 25-44</b>	21.3%	28.0%	22.7%	25.0%	25.4%	26.5%
<b>Adults 45-64</b>	27.3%	21.3%	27.2%	30.4	26.9%	26.4%
<b>65 years and over</b>	15.3%	10.5%	12.8%	17.3%	13.5%	12.4%
<b>Median Age</b>	38.0	29.2	40.1	43.7	38.0	37.3

**Section 1:14 Gender**

The City of Black Jack’s female population is over 12% higher than the male population. In comparison, nationally there is only 1.6% more females than males and statewide there is only 2% more females than males. The City of Black Jack and Normandy had the highest percentages of females when compared to all other peer entities. The fact that Black Jack has over 12% more females than males is a noteworthy finding. This may indicate that Black Jack has more female head of households and more single mothers than the state and national averages. The City should make sure the services and safety precautions required of single-moms, female headed households and working women are provided.



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**Table 1.4: Gender Comparison-** *Source: 2009-2013 ACS*

Gender	Black Jack	Normandy	St. John	Olivette	State	US
<b>Male</b>	43.8%	47.5%	48.7%	48.2%	49%	49.2%
<b>Female</b>	56.2%	52.5%	51.3%	51.8%	51%	50.8%

**Section 1:15 Household Make-up**

According to the 2010 US Census, 42.6% of the City of Black Jack’s households consisted of married couples living together, however by 2013, the percentage of married couples living together decreased by almost 10%. The City has the second highest percentage of family households with 69.8% and an average household size of 3.20, which is slightly above average. The City of Black Jack had the highest percentage of male householders with no wife present with children under 18. By way of comparison, the State (2.2%) Normandy (3.8%) and Olivette (4.6%) had significantly less single fathers with children than Black Jack. Black Jack had the lowest percentage of single mothers with children when compared to the peer cities of St. John & Normandy, but the percentage of single mothers in Black Jack was significantly higher than the State and Olivette which were 7.3% and 7.9% respectively. The City had the second highest percentage of households with one or more individuals over the age of 65. Overall, the City appears to be attractive to larger families and seniors while also following the national trend towards “non-traditional” households.

**Table 1.5: Households By Type-** *Source: 2009-2013 ACS*

Households By Type	Black Jack	Normandy	St. John	Olivette
Families	69.8%	45.4%	65.2%	71.4%
Households w/ one or more people under the age of 18.	27.9%	27.2%	37.6%	32.0%
Households w/ one or more people 65 or older.	30.8%	12.7%	22.3%	31.1%
Married Couples	31.6%	16.7%	31.7%	51.4%
Married Couples with Children $\leq$ 18	8.2%	6.1%	10.3%	21.6%
Male householder, no wife present, with own children $\leq$ 18	9.0%	3.8%	8.2%	4.6%
Female householder, no husband present, with own children $\leq$ 18	15.3%	17.0%	16.3%	7.9%
Persons Living Alone	27.3%	51.5%	31.4%	22.4%
Average Household Size	3.20	3.44	3.06	2.91



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**Section 1:16 Housing**

As of 2013, the average home value in Black Jack was \$152,743, which is well above the peer cities of St. John (\$86,861) and Normandy (\$87,535), but well below that of Olivette (\$337,351). By way of comparison, the median home value in the County was \$231,455 or 51.5 % higher and the median home value in the State was just 8.9% higher than Black Jack.

Black Jack’s median mortgage is slightly higher than the County and well below the US average. Table 1.9 provides a comparison of Black Jack’s housing characteristics. While the City’s housing stock is positioned well for those seeking older medium-sized housing, the housing stock lacks new larger homes that support growing families, executives and those wanting more than three bedrooms or over 2,000 square feet of living space.

**Table 1.9 Housing Tenure and Value (2009 – 2013 ACS)**

<b>Housing Tenure and Value</b>	<b>Black Jack</b>	<b>Normandy</b>	<b>St. John</b>	<b>Olivette</b>	<b>St. Louis Cnty</b>	<b>Missouri</b>	<b>US</b>
Owner-Occupied Housing (2013)	64.6%	39.7%	70.7%	78.5	71.0%	68.4%%	64.9%
Renter-Occupied Housing (2013)	35.4%	60.3%	29.3%	21.5%	29.0%	31.6%	35.1%
Total Vacant Housing Units	5.9%	20.6%	12.6%	5.8%	7.9%	13.0%	12.5%
Average Home Value (2013)	\$152,743	\$87,535	\$86,021	\$337,581	\$231,445	\$167,692	\$248,879
Month homeowner costs (with mortgage)	\$1,463	\$1,154	\$1,082	\$1,915	\$1,460	\$1,227	\$1,540
Owner costs 30% more of HH income	41.4%	40.6%	44.0%	27.9%	29.5%	28.4%	35.4%
Median rent	\$871	\$701	\$953	\$960	\$861	\$727	\$904
Gross rent 30% or more of renter income	53.7%	72.7%	46.5%	32.0%	46.4%	45.1%	48.3%

*Source: U.S. Census Bureau/ ACS 2009-2013*

**Section 1:17 Education**

According to the 2009-2013 American Community Survey, Black Jack had the highest percentage of high school graduates (92.7%) than all peer cities, the State and National percentages. Educational attainment statistics for people age 25 and over shows that the percentage of Black Jack’s adult population with a high school diploma or higher was over 7% higher than the National average and over 5% higher than the State average.

However, the percentage of people age 25 or older with a bachelors or advanced degree is far greater for Olivette and St. Louis County, than Black Jack, but only slightly higher statewide and nationally. Meanwhile, the percentage of Black Jack adults with a bachelors or advanced degree is



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much higher than the peer cities of Normandy and St. John. Table 1.6 shows that Black Jack’s level of educational attainment exceeds all peer cities, the State and National averages in percentage of high school graduates or equivalent and is fairly consistent with the US and State with regards to the percentage of the population with a bachelor’s degree or higher.

<b>Table 1.6: Educational Attainment</b>							
<i>Source: 2009-2013 ACS</i>							
<b>Educational Attainment</b>	<b>Black Jack</b>	<b>Normandy</b>	<b>St. John</b>	<b>Olivette</b>	<b>STL Cnty</b>	<b>State</b>	<b>US</b>
<b>High School Graduate or higher</b>	92.7%	83.7%	86.2%	92.1%	92.1%	87.6%	86.0%
<b>Bachelors or Advanced Degree</b>	25.8%	19.9%	14.2%	57.0%	40.6%	26.2%	28.8%

**Section 1:18 Income**

According to the US Census, the median household income for the City of Black Jack was \$53,285. This is well above the State and National averages and well above the peer cities of Normandy and St. John. By way of comparison, Black Jack’s median household income was 33% higher than St. John and over 136% higher than Normandy. Black Jack’s median family income was about the same as the State and slightly below the National average, but well above the peer cities of Normandy and St. John.

While income levels appear to be stable, Black Jack had the second highest percentage of persons living below poverty with 19.3%. The poverty level in Black Jack is slightly above the State and National averages. However, the unemployment rate in Black Jack was much higher than the State, Nation and all peer cities. The City’s unemployment rate is over 20% and should be addressed immediately. Unemployment rates have been improving steadily since the last two recessions. Therefore the City should monitor unemployment rates and promote programs that help get the City’s unemployed back into the workforce. Table 1.7 provides an overview and comparison of the City of Black Jack’s income characteristics.



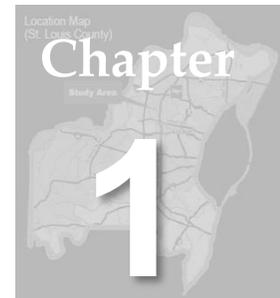
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<b>Table 1.7 Income Characteristics (2009 -20013)</b>							
	<b>Black Jack</b>	<b>Normandy</b>	<b>St. John</b>	<b>Olivette</b>	<b>St. Louis County</b>	<b>Missouri</b>	<b>US</b>
Per capita income	\$23,046	\$15,668	\$20,022	\$48,994	\$34,795	\$25,649	\$28,155
Median family* income	\$59,507	\$39,712	\$50,456	\$96,147	\$34,795	\$59,527	\$64,719
Median household** income	\$53,285	\$22,500	\$39,880	\$82,868	\$58,910	\$34,582	\$47,380
Persons below poverty	19.3%	33.8%	17.3%	4.0%	10.9%	15.5%	15.4%
Unemployment	20.3%	16.6% (10.2)	9.4%	7.4%	8.6%	8.8%	9.7%
<b>Definitions:</b>							
<i>*Family: a householder and one or more other people related to the householder by birth, marriage, or adoption.</i>							
<i>**Household: A household consists of all people who occupy a housing unit regardless of relationship. A household may consist of a person living alone or multiple unrelated individuals or families living together</i>							
<b>Source: U.S. Census Bureau, ACS 2013</b>							

**Section 1:19 Employment & Commute**

The most common occupation among Black Jack’s workforce is classified as “*management, professional, and related occupations*”. The industries that employ the majority of the City’s workforce are education, health care, social services and manufacturing. With no major employers within the City, Black Jack is considered a bed-room or commuter community. As a result, the City’s workforce travels an average of 24.5 minutes to work, which is slightly above the State average of 23.1 minutes and the peer cities of Olivette and St. John. By way of comparison, the State and local commute times are longer than the National average of 25.5. This indicates that while the City’s workforce must travel outside the City for employment, they do not have to travel far.

The percentage of Black Jack’s workforce who walks or bikes to work is below the State (3.3%), National (4.6%) and County (2%) averages. The percentage of Black Jack’s workforce who works from home is 5.6%, which is well above the percentage of people who work from home in the County (4.2%), State (4.1%) and National (4.0%) averages. This indicates that a small portion of the City’s Workforce is already poised and ready for future increases in commuting costs and raising gas prices. As the price of commuting and fuel increases, the percentage of the City’s workforce who works from home, walks/bikes to work or uses public transit is predicted to rise. Therefore, the City should continue ongoing maintenance of the City existing sidewalks, paths and bike lanes/trails. This Plan also recommends the City continue promoting the installation of new sidewalks, bike lanes, and trails; especially when they connect to key destinations within the City, such as schools, parks and local neighborhoods. Table 1.8 provides a summary of the City’s workforce characteristics.



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<b>Table 1.8 Workforce Characteristics</b>				
<i>Source: 2009-2013 ACS</i>				
<b>Workforce By Occupation</b>	<b>Black Jack</b>	<b>Normandy</b>	<b>St. John</b>	<b>Olivette</b>
Professional, mgt. & related occupations	33.0%	30.8%	20.2%	54.6%
Service occupations	16.8%	22.7%	27.9%	11.2%
Sales and office occupations	29.0%	30.0%	28.1%	22.8%
Construction & maintenance	5.6%	2.2%	4.9%	4.5%
Production, transportation & moving	15.5%	14.3%	18.9%	6.6%
<b>Workforce by Industry</b>				
Education, health care and social assistance.	25.6%	31.8%	19.4%	35.9%
Manufacturing	12.1%	11.5%	7.4%	9.4%
Finance, insurance, real estate, leasing	11.1%	6.1%	10.5%	6.6%
Retail	10.3%	12.0%	15.0%	6.4%
Transportation, warehouse & utilities	9.3%	6.9%	9.6%	1.7%
Food services, arts, entertainment,	8.5%	10.8%	13.8%	8.5%
<b>Commute to work</b>				
Commute Time (minutes)	24.5	27.3	21.9	19.7
Commuting to work via public transit	2.0%	9.0%	3.2%	1.3%
Commuting to work via carpool	9.6%	3.5%	11.3%	8.0%
Work from home	5.6%	8.1%	2.9%	5.4%

**Section 1:20 Cost of Living**

The Missouri Economic Research Information Center (MERIC) derives the cost of living index for each state by averaging the indices of participating cities and metropolitan areas in that state. Missouri had the 17th lowest cost of living in the United States in 2014 with a composite cost of living of 93.3 (US = 100). This means, on average, prices in Missouri are about 93.3% of what they are at the national level. Missouri's 2014 annual cost of living index is up slightly from 92.8 in 2013. The most expensive areas to live were New England, Alaska, Hawaii, and the West Coast. The least expensive areas were the Midwest and Southern States.

Sperlings developed a software program named "Places, U.S.A." which allows people to enter their personal preferences to find their own best place. BestPlaces.net is an extension of this work and includes information on Cost of Living Index for states and cities. According to Sperling's, the estimated Cost of Living Index for Black Jack is 84.2%. This means it costs 15.8% LESS to live in Black Jack than the National average and 9% less to than the State. With the cost of housing, gas, groceries, health care and home values significantly below the National averages, the economic advantages in Black Jack are infinite.



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<b>Table 1.10 Cost of Living</b> <i>Source: Sperlings</i>		
<b>Cost of Living</b>	<b>Black Jack</b>	<b>United States</b>
Overall	84.20	100
Grocery	95.6	100
Health	97.0	100
Housing	57.0	100
Utilities	108.0	100
Transportation	98.0	100
Miscellaneous	95.0	100

**Section 1:21 Trade Market Analysis**

In addition to local demographics, business owners and site selection experts look into a variety of locational factors. These include, but are not limited to, accessibility, workforce, income levels, education and the density and intensity of population (i.e. rooftops). For purposes of this Plan, we studied the 1, 5, 10 and 20 mile trade area radius (City Hall being the center of each radius) and the 63033 Area Code to identify these key locational factors.

The key characteristics of the **63033 Area Code** includes:

- The estimated 2010 population of the 63033 Area Code is **41,408**.
- The 2010 female population is **22,782 (55%)** and the male population is **18,626 (45%)**
- The **median age is 39.7**.
- **Age-Cohorts:** Under 5: 5% Under 18: 23% Over 18: 77% 65 & over: 17%
- **There are 19,100 workers age 16 or over.**
- **Over 84% of the workforce commute to work alone.**
- The workforce consists of **63.7% Blue Collar Workers** and **36.3% White Collar Workers**.
- **Mean travel time to work: 25.6 minutes.**
- 37.5% have some college, 23.5% have a Bachelors degree, 12.8% have a Graduate Degree.
- 46.8% are married. 35.8% have never married.
- The estimated 2010 **Average Household Income** for the 63033 Area Code is **\$62,788** which is **above** the State average household income of \$59,020 and slightly **below** the National average household income of \$64,293.
- Average gross rent: \$983. Median rent: \$893.



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- There are a total of **18,956 Housing Units**. 76.6% (14,520) are Single Family.
- 89.5% are Owner Occupied Homes. 34.4% are Renter-Occupied. 10.5% are Vacant
- The **Average Home Value** for the 63033 Area Code was **\$148,994** which is **well above** the State average of 138,900 and **below** the National of \$186,200.
- The percentage of high school graduates in the 65066 area code in 2010 was **40.7%** which is **well above** the National and State averages which were 28.6%. and 32.1% respectively.

### **Section 1:22 Community Tapestry**

The Community Tapestry™ system is a proven segmentation methodology that utilizes 65 segments called “Tapestry Lifestyles” to classify communities based on their socioeconomic and demographic composition. These segments are broken down to the U.S. Census Block Group level throughout the United States. The system is used by planners and national retailer experts to determine localized purchasing patterns and select future retail locations.

The following paragraphs detail the top “Lifestyle Tapestry Segments” for the 63033 zip code. The 63033 zip code include the greater City of Black Jack trade area. It is included in this Plan to provide a better understanding of the spending habits and lifestyles of the consumers within the City of Black Jack trade area. This information provides retailers a profile of the local trade area and provides some quality of life indicators the City should be prepared to address in the future. These include, but are not limited to, the following conditions;

- ✓ Providing continuing educational and training to the areas workforce;
- ✓ Providing access to quality, salaried jobs;
- ✓ Providing healthy meals to a culture “on-the-run”; and
- ✓ Diversifying the housing stock to provide more choices, especially in the affordable housing/1st time homebuyer market segment.

### **Section 1:23 Top Tapestry Segments**

Tapestry segmentation provides an accurate, detailed description of America's neighborhoods. U.S. residential areas are divided into 67 distinctive segments based on their socioeconomic and demographic composition. The City of Black Jack consists primarily of the following three (3) Lifestyle Tapestry Segments:

1. **FAMILY FOUNDATIONS (40%)**: Forty percent (40%) of the 63033 zip code falls within the “Family Foundations” Lifestyle Tapestry. A summary of the Family Foundations Lifestyle Tapestry is as follows:

**WHO ARE WE?** Family and faith are the cornerstones of life in these communities. Older children, still living at home, working toward financial independence, are common within these households. Neighborhoods are stable: little household growth has occurred for more than a decade. Many residents work in the health care industry or public administration across all



## **Chapter 1: Existing Conditions**

levels of government. Style is important to these consumers, who spend on clothing for themselves and their children, as well as on smartphones.

### **OUR NEIGHBORHOOD**

- ✓ “Family Foundations” residents are a mix of married couples, single parents, grandparents, and children, young and adult.
- ✓ Average household size is slightly higher at 2.70.
- ✓ Neighborhoods are found in principal cities of major metropolitan areas throughout the South and West.
- ✓ Two-thirds are homeowners living in single family homes built before 1970.
- ✓ Nearly three-fourths of all households have one or two vehicles at their disposal; average commute time is slightly higher.

### **SOCIOECONOMIC TRAITS**

- ✓ Average Household Size: 2.70
- ✓ Median Age: 38.8
- ✓ Median Household Income: \$40,000
- ✓ More than half have either attended college or obtained a degree; one-third have only finished high school.
- ✓ Unemployment rate is high at 15% (Index 178); labor force participation rate is slightly lower at 60% as workers begin to retire.
- ✓ Over one-third of households currently receive Social Security benefits; more than a quarter draw income from retirement accounts.
- ✓ A strong focus is on religion and character.
- ✓ Style and appearance is important

**PARKS AND REC (15%)**: Fifteen percent (15%) of the 63033 zip code falls within the “Parks and Rec” Lifestyle Tapestry. A summary of the Family Foundations Lifestyle Tapestry is as follows:

**WHO ARE WE?** These practical suburbanites have achieved the dream of home ownership. They have purchased homes that are within their means. Their homes are older, and town homes and duplexes are not uncommon. Many of these families are two-income married couples approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving. Neighborhoods are well established, as are the amenities and programs that supported their now independent children through school and college. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.



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### **OUR NEIGHBORHOOD**

- ✓ Homes are primarily owner occupied, single-family residences built prior to 1970; town homes and duplexes are scattered through the neighborhoods.
- ✓ Both median home value and average rent are close to the national level.
- ✓ Households by type mirror the US distribution; married couples, more without children, dominate. Average household size is slightly lower at 2.49, but this market is also a bit older.

### **SOCIOECONOMIC TRAITS**

- ✓ Average HH Size: 2.49
- ✓ Median Age: 40.3
- ✓ Median HH Income: \$55,000
- ✓ More than half of the population is college educated.
- ✓ Older residents draw Social Security and retirement income. • The work force is diverse: professionals in health care, retail trade, and education, or skilled workers in manufacturing and construction.
- ✓ This is a financially shrewd market; consumers are careful to research their big-ticket purchases.
- ✓ When planning trips, they search for discounted airline fares and hotels and choose to vacation within the US.

2. **RUSTBELT TRANSITIONS (11%):** Eleven percent (11%) of the 63033 zip code falls within the “Family Foundations” Lifestyle Tapestry. A summary of the Family Foundations Lifestyle Tapestry is as follows:

**WHO ARE WE?** The backbone of older industrial cities in states surrounding the Great Lakes, Rustbelt Traditions residents are a mix of married-couple families and singles living in older developments of single-family homes. While varied, the work force is primarily white collar, with a higher concentration of skilled workers in manufacturing, retail trade, and health care. Rustbelt Traditions represents a large market of stable, hard-working consumers with modest incomes but above average net worth. Family oriented, they value time spent at home. Most have lived, worked, and played in the same area for years.

### **OUR NEIGHBORHOOD**

- ✓ Almost half (46%) of the households are married-couple families, similar to the US (48%), most without children (also similar to the US); the slightly higher proportion of singles (Index 105) reflects the aging of the population.
- ✓ Average household size is slightly lower at 2.46.



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- ✓ They are movers, slightly more mobile than the US population (Index 109), but almost half of householders (46%) moved into their current homes before 2000.
- ✓ Most residents live in modest, single-family homes in older neighborhoods built in the 1950s.
- ✓ Nearly three quarters (3/4) own their homes and over half (1/2) of these homeowners have mortgages.
- ✓ A large and growing market, Rustbelt Traditions residents are located in the dense urban fringe of metropolitan areas throughout the Midwest and South. Most households have two or more vehicles available.

### **SOCIOECONOMIC TRAITS**

- ✓ Average HH Size: 2.46
- ✓ Median Age: 38.4
- ✓ Median HH Income: \$49,000
- ✓ Most have graduated from high school or spent some time at a college or university.
- ✓ Unemployment below the US at 8%; labor force participation slightly higher than the US at 67%.
- ✓ While most income is derived from wages and salaries, nearly 30% of households collect Social Security and nearly 20% draw income from retirement accounts.
- ✓ Family-oriented consumers who value time spent at home.
- ✓ Most lived, worked, and played in the same area for years.
- ✓ Budget aware shoppers that favor American-made products.
- ✓ Read newspapers, especially the Sunday editions.

### **Section 1:24 Trade Area Profiles**

To better understand economic development opportunities, several trade areas are identified and provided in Table 1.11. The trade area profiles include circular radius with City Hall being the center or control point of each trade area profile. The trade areas included are; 1 mile, 5 mile, 10 mile and 20 miles. The 5 mile trade area is considered the Primary Trade Area. The 20 mile trade area is considered the Secondary Trade Area. Table 1.11 provides a summary of the 1, 5, 10 and 20 mile trade area profiles for the City of Black Jack based on the 2009-2014 ACS data from the US Census Bureau.



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<b>Table 1.11: Black Jack, MO Trade Area Profiles (2009-2014 ACS)</b>				
<i>Control Point: Black Jack City Hall</i>	<b>1 Mile</b>	<b>Primary Trade Area 5 Miles</b>	<b>10 Miles</b>	<b>Secondary Trade Area 20 Miles</b>
Population (2010 Census)	9,567	204,209	461,667	1.25m
Population (2000 Census)	10,020	212,833	505,146	1.29M
Percent Change 2000-2010	(4.5)	(4.1)	(8.6)	(3.7)
<b>Trade Area Income Statistics</b>				
Median Household Income	\$40,447	\$46,075	\$41,868	\$57,340
Average Household Income	\$54,501	\$55,026	\$50,913	\$72,598
Per Capita Income	\$21,477	\$22,148	\$21,051	\$30,863
Median Family Income	\$47,358	\$55,822	\$51,610	\$74,880
Average Family Income	\$60,594	\$62,780	\$59,808	\$90,531
<b>Trade Area Workforce Statistics</b>				
Mean Travel Time to Work (min)	24.1	28.6	29.7	31.6
Work at Home	3.5%	2.8%	2.9%	3.9%
High School Grad or GED	29.8%	30.3%	30.8%	23.6%
College Degree or Higher	21.3%	21.3%	20.8%	36.8%
Workers 16 and over	2,717	84,845	190,534	593,973
<b>Trade Area Housing Statistics</b>				
Total Housing Units	4,020	87,269	212,155	590,708
Percent Single Family Homes	71.2	81.1	73.4	67.3
Average Household Size	2.71	2.56	2.51	2.44
Average Family Size	3.00	3.18	3.20	3.08
Average House Value	\$122,245	\$102,157	\$103,304	\$185,188
Average Gross Rent	\$848	\$900	\$842	\$872
<b>Source: 2009-2014 American Community Survey (ACS- US Census Bureau)</b>				

The findings illustrated in Table 1.11 revealed that the City of Black Jack has access to a very robust trade area consisting of a **Primary Trade Area** (5 mile) with an estimated population of almost 204,209 with 87,269 households, and a **Secondary Trade Area** (20 miles) with an estimated population of 1.25 million and 590,708 households. The average family income ranges from over \$60,000 within the Primary Trade Area and jumps to \$90,531 within the 20 mile- Secondary Trade Area radius, according to the 2009-2014 ACS. The findings of the trade area analysis also indicate a low cost of living, relatively inexpensive housing and a well-educated workforce which are highly desirable for both residents and businesses wishing to relocate.



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In summary, the greater Black Jack Trade Area supports a wide range of retail and commercial service offerings. This Plan recommends the City continue to promote and support Black Jack's downtown business district to both the local primary trade area, secondary trade area and regionally. The following sections provide information to help characterize the lifestyle choices and spending habits of the greater Black Jack consumer base and the 1 mile, 5 mile 10 mile and 20 mile Trade Areas.

### **Section 1:25 Existing Transportation System**

Transportation systems are a vital part of any community and are a major emphasis of any comprehensive planning effort. This Section describes the existing transportation network within and approaching the City of Black Jack. Chapter 3 & 4 provide a long-range plan for future modifications and expansion of the existing transportation network. Significant emphasis is placed on the local arterial roads. Providing pedestrian access and lighting along the City's arterial roads was identified as the highest-priority objectives ranked by Black Jack residents.

**Street Classification System:** Transportation planners and engineers use a Functional Classification System to describe the different levels and types of use of city streets. Most street ordinances also use this system to establish minimum standards of design and construction for different types of streets. The American Association of State Highway and Transportation Officials (AASHTO) provides the standard for street and highway functional classifications in its publication "A Policy on Geometric Design of Highways and Streets" (AASHTO, 2004), which is commonly referred to as "The Green Book". The following definitions may be inferred from The Green Book for urban streets:

Arterial: Streets that provide the highest level of service at the greatest speed for the longest uninterrupted distance, with some degree of access control. This classification is generally subdivided into minor arterial and principal arterial, with the latter encompassing all freeway and highway designated routes. Major cross street intersections are signalized.

Collector Streets: Streets that provide a less highly developed level of service at a lower speed for shorter distances by collecting traffic from local roads and connecting them to arterials. Since collectors provide a dual function of distributing traffic to local streets while at the same time moving increasing volumes of traffic to an arterial, provisions must be made to move traffic forward at a reasonable rate of speed while maintaining access at intersections and driveways.

Local Roads: All streets not defined as arterials or collectors that primarily provide access to land with little or no through movement.

Generally, vehicular counts and speeds are higher on roadways of increasing functional classification while pedestrian and bicycle counts are lower. Arterial streets have the highest traffic counts. Local streets carry the lowest volume of traffic. Collector streets have intermediate volumes of traffic. Since they carry more traffic, arterial streets should be wider to accommodate



## **Chapter 1: Existing Conditions**

more lanes. Access to adjacent lots should be limited and on-street parking is generally prohibited on arterial roadways as these elements increase the frequency of stops and turning movements. Local roads have fewer lanes and slower posted speed limits allowing for more points of access and narrower lane widths. On-street parking is common, especially if adjacent lot sizes are small and driveways are less common.

Street classification is especially relevant to project funding. Federal and local funding in the St. Louis Metropolitan Area is managed by the East-West Gateway, the local Metropolitan Planning Organization (MPO). In order for a roadway project to be eligible for federal funds, the facility must be classified in the region's Transportation Improvement Plan (TIP) as a planned or existing Urban Collector or Rural Major Collector. There are a number of roadways in and around Black Jack classified at this level or higher as identified below.

### **HIGHWAYS & MAJOR ROADWAYS**

The principal roadways within the Greater Black Jack area include expressways such as I-270 and Lewis & Clark Boulevard, and arterials such as Lindbergh Boulevard and New Halls Ferry Road. They are listed below with a brief description of their functional design and latest traffic volumes.

**I-270:** I-270 is part of the belt freeway that surrounds the St. Louis metropolitan area. According to MoDOT's 2013 traffic counts, I-270 carries 143,566 average daily traffic (ADT) west of Old Halls Ferry and 106,498 ADT east of Old Halls Ferry.

**Lewis & Clark Boulevard (US Route 67, Missouri Route 367):** Lewis & Clark Boulevard is a four (4) lane median divided roadway from I-270 to Lindbergh Boulevard with at-grade signalized intersections at major cross streets. Daily two-way traffic volumes range from 23,487 north of Lindbergh Boulevard to 49,000 vehicles immediately north of I-270.

**Lindbergh Boulevard (US Route 67):** Lindbergh Boulevard is a major roadway that was part of the original belt roadway built around St. Louis area in the 1930s. Since that time, it has been widened to provide four (4) lanes of continuous travel and a fifth center lane used for left turn movements in either direction of travel. Major intersections are signalized and the daily, two-way traffic volumes range from 50,000 vehicles west of Old Halls Ferry Road to 19,103 vehicles east of Old Halls Ferry Road.

**New Halls Ferry Road (Missouri Route AC).** New Halls Ferry Road is a five-lane arterial roadway carrying four lanes of through traffic and with a center turn lane. Major intersections are signalized and have auxiliary lanes for turning vehicles. Daily two-way traffic ranges from almost 30,000 vehicles North of I-270 to 23,588 between I-270 and Parker Road.

All four (4) of these major roadways, as well as the service roads along both I-270 and Lewis & Clark Boulevard, are maintained by the Missouri Department of Highways (MoDOT). Arterial roadways in the City of Black Jack feed these four (4) major highways. Table 1.11 identifies the major roads that serve Black Jack, their functional classification, and most recent documented traffic volumes.



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**Table 1.11: 20 Year Average Daily Traffic (ADT) Comparison**

Road	Classification	Location	ADT (2009)	ADT (1989)
Parker Road	Arterial	E. of Old Jamestown Road	14,700	12,590
Parker Road	Arterial	W. of Old Halls Ferry Road	13,895	11,240
Parker Road	Arterial	Downtown Black Jack	14,718	16,820
Old Halls Ferry Road	Arterial	North of Parker Road	6,949	6,500
Old Halls Ferry Road	Arterial	South of Parker Road	12,990	13,350
Old Jamestown Road	Arterial	North of Parker Road	6,711	4,870

*Source: 2009 Counts- St. Louis County. 1989 Counts- 1996 Comprehensive Plan*

**ARTERIALS:**

The existing arterial road system in Black Jack is well established and dates back to a time when trails were the main “roadways” in the area. In fact, two of the older roads, Old Halls Ferry and Old Jamestown Road, generally follow the alignment of old trails in the area.

**Old Halls Ferry Road:** Old Halls Ferry Road follows an old trail and dirt roadway alignment leading from the City of St. Louis on the south to the former site of Hall’s Ferry at the Missouri River to the north. The roadway generally follows the ridgelines. Presently it is a two-lane roadway functioning as a minor arterial road providing north-south circulation through Black Jack. Daily traffic volumes range from almost 8,000 vehicles north of I-270 to 12,500 north of Redman Road. North of Parker Road, daily traffic volumes drop significantly to 6,949 vehicles and to 6,386 vehicles just south of Lindbergh Boulevard.

**Old Jamestown Road:** Old Jamestown Road provides two-lane access from the center of Black Jack at Parker Road, and north to Lindbergh Boulevard. In 2011, the average traffic volumes were approximately 6,711 vehicles per day north of Parker Road and 2,700 vehicles per day just south of Coldwater Creek.

**Parker Road:** Parker Road is a 2 to 5 lane minor arterial road proving east-west access through Black Jack from the City of Florissant on the west to Spanish Lake on the east. The 5-lane section of the roadway is located in the heart of Black Jack where Parker, Old Halls Ferry and Old Jamestown Roads all intersect. The daily 2-way traffic volumes range from 14,718 vehicles between Old Halls Ferry and Old Jamestown Road to 14,699 vehicles west of Old Halls Ferry Road near the old City Hall site. The maximum daily traffic volume moving through Downtown Black Jack is approximately 15,000 vehicles per day.

All of the minor arterials in Black Jack are maintained by St. Louis County Department of Highways and Traffic.



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### **COLLECTOR STREETS**

Collector streets provide access to residential and commercial property and funnel traffic from those areas to the major and minor arterial roadways in the area. In general, two-way daily traffic volumes can be expected to be less than 5,000 vehicles on collector roads. Trailbend Drive/Jerries Lane is the only collector street within Black Jack that is maintained by the City.

### **LOCAL STREETS**

The remaining roadways within the City are considered local streets and provide access to mostly private residential properties. The City's local streets follow ridges resulting in their curvilinear design resulting in low posted speeds. Pedestrian access and lighting should be provided along all local streets serving larger residential subdivisions (over 20 lots).

### **PUBLIC TRANSPORTATION:**

The City of Black Jack is served by the region's public transit provider, Metro; with both express fixed routes and a call-a-ride program which will transport anyone to any destination within its north St. Louis County service area. Black Jack is only served by two fixed express routes, both of which lead to downtown St. Louis. Local fixed-route service is not provided to the City.

The Comprehensive Plan transportation goal, objectives and implementation recommendations are provided in Chapter 3, Section 3.10.

### **Section 1:26 Development Constraints**

The physical environment of Black Jack has greatly affected the location, type and density of land use, development and the City's transportation system. In particular, the heavily wooded ravines and steep slopes found throughout the community have resulted in attractive residential areas characterized by curvilinear, verdant roadways interspersed with woodlands, open space, lakes and natural streams. Residential roads tend to wind parallel to or on top of ridges so as to avoid overly steep grades (over 10%). In many Black Jack subdivisions, natural corridors along creeks and ravines are left wooded in their natural state.

The flood hazard areas (100-year floodplain) of Coldwater Creek should not be developed with buildings. These areas should be preserved as woodlands, lakes, creeks and open spaces in parks or residential subdivisions. The manner in which Jamestown Subdivisions is laid out provides a good model for how future residential development should be laid out in undeveloped areas immediately south of Coldwater Creek and west of Evangelista Park.

Steep slopes and the soil found on and near these slopes generally limit the type of development to either low to moderate residential uses with generous undisturbed areas that serve as open space or parkland. These open spaces create scenic vistas, offer passive recreation opportunities and help characterize Black Jack's neighborhoods. Care should be taken to preserve these open spaces and locate future home sites on relatively flat terrain, leaving steeper slopes in their natural state.



## **Chapter 1: Existing Conditions**

### **Section 1:27 Existing Land Use**

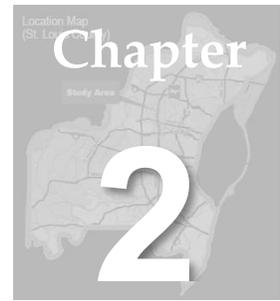
The first settlers to the Black Jack area relied on roads such as Old Halls Ferry, Old Jamestown and Parker Road that tended to follow ridge tops. These transportation corridors helped shape the way Black Jack was laid out, developed and occupied. While the majority of the City is build-out, there are relatively flat areas without environmental limitations south of Coldwater Creek and Evangelista Park. This area contains parts of the Jamestown Subdivision. Wildridge Subdivision also has several undeveloped lots at the end of Bielefeld Road. Public improvements such as roads and utilities already serve these partially developed subdivisions, making them prime locations for immediate single family residential construction. East of Old Halls Ferry also provides opportunities for future low-density single-family residential development. Other than these areas, most of the flat areas located outside flood hazard zones have been developed.

Black Jack's central business district is found at the junction of Parker Road and Old Halls Ferry. While this site is relatively flat, slope and soil limitations do exist at the northwest corner of Parker and Old Halls Ferry Roads. The use of Low Impact Development (LID) and Best Management Practices (BMP) should be applied in the development of these sites to avoid building settling problems or excessive water runoff.

Chapter 3, Section 3.9 contains the Future Land Use goal, objectives, and implementation strategies. Also, please refer to Chapter 4 "Future Land Use Plan" for more information and recommendations regarding future land use and development.

**City of Black Jack, MO  
2016 Comprehensive Plan Chapter**

**Chapter 2: Critical Issues**

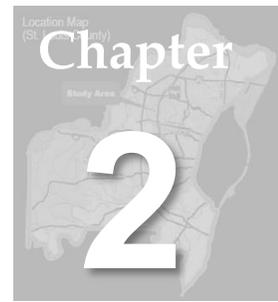


# CRITICAL ISSUES

Public Engagement Summary

## ABSTRACT

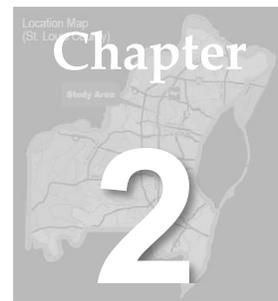
The following Chapter includes a summary of the public engagement program which was developed and initiated for the purpose of updating the City's Comprehensive Plan.



**Chapter 2: Critical Issues**

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## **Chapter 2: Critical Issues**

# **CRITICAL ISSUES REPORT**

### **Section 2.1 Public Engagement Summary**

Public engagement is an essential component in building consensus within a community. Therefore, Black Jack’s elected and appointed officials wanted the Black Jack community to have an opportunity to share their ideas and have an opportunity to influence any updates to the Comprehensive Plan. The chosen methods of obtaining feedback from the community were; the use of a survey, one-on-one stakeholder interviews and conducting a series of Neighborhood-Specific Focus Sessions. Many of the Focus Sessions were made possible by the City’s Police Department and facilitated by the City Neighborhood Police Officers. A special “Thank You” goes out to Officer Chris Pignataro and all the Neighborhood Trustees for their support and dedication engaging the community, keeping them informed, and empowering them to be better neighbors. The public engagement activities served as a forum for recording, collecting and organizing public input. The objective of the public engagement program was to be informative, comprehensive and inclusive. The intent was to educate the community of the importance in updating the City’s Comprehensive Plan and include their ideas, values and recommendations in the comprehensive plan update.

The public engagement activities included a variety of discussion topics and exercises designed to empower respondents to be “citizen planners” for the purpose of obtaining their first-hand knowledge and experiences. This information was used to identify problems and solutions regarding the strengths, weaknesses, opportunities and threats facing the City of Black Jack. Overall, the public engagement process included a well-informed, diverse cross representation of the community, which was the goal of the public participation program. Thanks to the residents, business owners, officials and others who provided input during the comprehensive planning process, the City was able to involve over 120 individuals and obtain responses from 30 households. The information gathered during the public engagement process was used in the development of the Comprehensive Plan Update which will help direct decisions that affect the lives and community of each individual who participated in the public engagement process.

### **Section 2.2 Critical Issues - Understanding the Community’s Values**

The following is an overview of the issues raised during the public engagement process. This information identifies the values shared by the community and was used to develop the community’s vision for the future. The values and vision derived from the planning process was also used in the formation of the goals, objectives and implementation strategies of the plan (See Chapter 3). The information gathered during the public participation portion of the plan is broken down into the following six (6) planning elements:

1. Neighborhood Stability
2. Community Services
3. Quality of Life
4. Parks & Recreation
5. Future Land Use
6. Vision for the Future



## **Chapter 2: Critical Issues**

The following summary contains statements and actual quotes or paraphrasing of the main issues raised during the public engagement process. The critical issues were defined by the public engagement participants and do not necessarily represent the position or opinions of the City or the consultant, who collaborated in the preparation of this Plan.

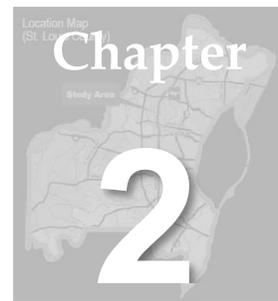
### **Section 2.3 Neighborhood Stability**

The City of Black Jack's housing stock has a great impact on the City's future economic and social conditions. Therefore, it should come as no surprise that survey respondents ranked **"Neighborhood Stability"** as the top community threat or concern facing the City of Black Jack with a ranking of 4.52 out of 5. The second highest threat according to survey respondents was **"Crime (violence, drugs & safety issues)"** with a ranking of 4.50. **"Property Maintenance (residential)"** and **"Property Maintenance (commercial)"** were the third (3<sup>rd</sup>) and fourth (4<sup>th</sup>) ranked concerns or threats with rankings of 4.48 and 4.18.

When asked to identify and rank Black Jack's top community assets, survey respondents ranked **"Housing and Neighborhoods"** 4.32 out of 5 (5 being most valuable), making Black Jack's Housing and Neighborhoods the second (2<sup>nd</sup>) highest asset behind **"Police"**. The 3<sup>rd</sup> highest ranked asset was Black Jack's **"Resident population (the community)"**. When asked if **"there are sufficient housing options in Black Jack"**, seventy-six percent (76%) of survey respondents answered **"YES"**. However, several Focus Session participants acknowledged that as the City's population ages, the City should consider senior housing options such as ranch homes on smaller lots, villas, condos and assisted living.

There is little support for annexing new areas for housing. When asked if the City should **"expand through annexation"**, eighty (80%) answered **"NO"**. The lowest ranked Agree/Disagree Statement was **"Black Jack should grow in size and population"** with a 2.76 ranking out of 5 (5 being strongly agree). While annexation and population growth are not priorities, respondents believe there is an opportunity to renew and improve the City's existing housing stock. Black Jack has substantial undeveloped areas that could accommodate future residential growth within the City's current boundaries. Respondents would like to see more quality built single-family homes constructed on the many vacant parcels that are already approved and platted. There is also support for well-planned senior living and limited condominiums or attached single-family villas intended for owner occupied residents only. Apartments and Section 8 (subsidized) housing are major concerns and not supported by the participants of the public engagement process. Overall, respondents believe the City's housing stock is adequate, but may benefit from new residential construction that consists of a range of home-ownership options (other than just single-family homes on larger lots). However, a top priority is maintaining neighborhood stability and keeping Black Jack a quiet bedroom community.

Neighborhood stability and positive residential growth ties directly back to code enforcement (health), good neighborhood policing (safety) and pockets of green space with access to walking areas/parks (wellness). According to stakeholders and respondents, *"neighborhood stability is great. We need to preserve it. Anything that compromises neighborhood stability"*



## Chapter 2: Critical Issues

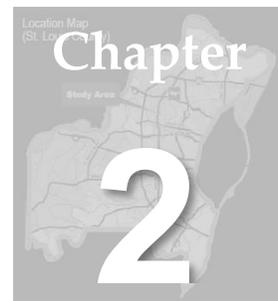
*should be prohibited and/or regulated.*” Additional housing and neighborhood stability opportunities and recommendations provided by public engagement participants include:

- **“Keep our neighborhoods well maintained, affordable, safe, and family-friendly.”**
- **“Increase police presence in our neighborhoods.** *Black Jack needs more police officers patrolling the neighborhoods.”*
- **“Promote Neighborhood Watch.** *Get involved with neighborhood policing. Look out for your neighbor. Make sure your car doors are locked. Keep your property well lit. Get a dog!”*
- **“A large rental pool of homes adversely affects neighborhoods.** *To reduce negative impacts that bring down property values and reduce the livability of Black Jack’s neighborhoods, make sure landlords keep rental property up and continue enforcing the occupancy permit process.”*
- **Continued Code Enforcement:** *“Consistent, strict code enforcement is critical in keeping our neighborhood stable and from deteriorating like so many other areas in North County.”*
- **Continue the active involvement of all neighborhood trustees and the dissemination of information.** A critical component of the success of Black Jack’s neighborhoods is the Trustees who serve as a unified body protecting and informing the neighborhood. The City needs to make sure subdivision trustees are informed when absentee owners are renting homes.
- **Communication is key.** Keep the public informed.
- **Pride of Ownership.** *“This can always be improved upon”.*
- **Create casual gathering areas in the common ground** in each neighborhood to encourage social events that bring people together.
- **Get involved.** *“Attend meetings. Call when you see something that doesn’t seem right.”*

### Section 2.4 Community Services

Residents receive a wide range of services. These services include police & fire protection, code enforcement, public works, road maintenance, schools, parks and recreation. Citizens and stakeholders who participated in the public engagement activities are very satisfied with the community services. When survey respondents were asked if they **“were pleased with the City’s public services”**, 96% of respondents replied **“YES”**. **“Police”** protection was the #1 rated **“Community Asset”** according to survey respondents and received high marks throughout the public engagement process. When asked to rank the **“Quality”** of the various community services from 1-5, 5 being **“Excellent”**, all community services received a rating of **4 or better** except Parks and Recreation which received a very respectful ranking of 3.96. The top 5 rated community services are listed below followed by the average ranking with respect to quality of service:

- 1) Police (4.92) & Fire (4.92)



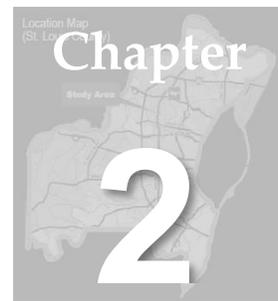
## **Chapter 2: Critical Issues**

- 2) Drinking Water (4.58)
- 3) Sanitary Sewer (4.54)
- 4) Street maintenance (4.46)
- 5) Yard waste collection (4.44)

Overall, the community services in the City of Black Jack are serving the area well. Municipal Services were ranked among Black Jack’s top five (5) strengths or assets with a ranking of 4.25 out of 5. However, there is a concern that the City cannot sustain current service levels in the future without finding new revenue sources or passing some of the costs onto residents or business owners. As a result, survey respondents would rather the City focus on improving upon what the City already has rather than annexing additional areas.

The top public improvements the community would like to see are more streetlights, sidewalks and bike paths. However, the funding of these improvements is yet to be determined. Survey respondents were split (50/50) when asked if they would support a tax or bond to fund street improvements. Additionally the community would like to see City Officials continue investing time and resources in code enforcement efforts, improving upon zoning/permitting and becoming more proactive with economic development efforts. These services are critical in preserving the health, safety and welfare of Black Jack and attracting prospective businesses. The focus session attendees and survey respondents provided the following additional community service recommendations:

- **“Better lighting needed.** *Install street lighting and sidewalk improvements along Old Halls Ferry Road, Old Jamestown Road & Parker Road. Better lighting along major streets and within neighborhoods would be nice.”*
- **“More sidewalks needed.** *Install sidewalks along Old Jamestown and Old Halls Ferry (north of Parker Road) and make sure there are sidewalks along both sides of all other streets. Make sure all pedestrian areas are well lit. Provide safe pedestrian and bike linkages to the area neighborhoods, schools, parks and commercial areas.”*
- **“Better community structure** is needed to help Black Jack realize its potential. *We need to work together in a coordinated effort. Keep up the roundtables, trustee meetings and access to the mayor and the City’s decision-making bodies.”*
- **“Code enforcement is great – keep it up.** *Property maintenance needs to be a top priority.”*
- **“Community policing is great-** *keep up the great work patrolling our neighborhoods.”*
- **“Crime Free Multi-Family Housing Program needs to be implemented.** *If a tenant causes too many police calls, they should be evicted. This should apply to all rental properties.”*
- **“No annexations- take care of what we have.** *Neighboring areas just outside Black Jack city limits continue to struggle with property maintenance, code compliance, and decreasing property values. But we should be vigilant in making St. Louis County*



## Chapter 2: Critical Issues

*enforce code violations in these areas (like trash, tall weeds, and building repair) as it effects our area's reputation - people must pass through these areas to reach us!"*

- **“Eliminate vacant homes and buildings.** *Substandard homes and buildings need to be replaced or redeveloped especially along Parker Road.”*
- **“Vigorous efforts need to be made toward litter control.”**
- **“Keep up the great seasonal activities.** *They help bring people together.”*

### Section 2.5 Quality of Life

The top community assets, as determined by survey respondents and participants in the public engagement process, are critical in maintaining Black Jack's quality of life. The following six (6) “Community Assets” received an average rating of over 4.0 (which is excellent) and were identified as Black Jack's top assets. They are listed below in order of average rating:

- |                                   |                                      |
|-----------------------------------|--------------------------------------|
| 1) Police (4.5)                   | 4) Municipal services (4.25)         |
| 2) Housing & neighborhoods (4.32) | 5) Family-friendly atmosphere (4.18) |
| 3) Resident population (4.26)     | 6) Schools (4.17)                    |

Survey respondents were asked to rate the following quality of life characteristics on a scale of 1-5 (5 being strongly agree). The statements are listed below starting with the highest ranked statement:

- When asked if **“Black Jack is a great place to live”** respondents rated Black Jack a 4.41.
- The statement **“Black Jack is a great place to raise children”** received the second highest favorable response with a 4.31 ranking out of 5.
- The statement **“I am happy with the City's parks & recreation activities”** received the 3rd highest ranking with a 3.81.

The following statements, while favorable, received lower favorable rankings:

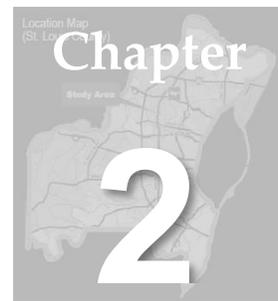
- The statements **“Black Jack is a great place to visit”** and **“Black Jack is a great place to own/operate a business”** received the 2<sup>nd</sup> lowest ranking with 3.52.

The following is the only statement that received a less than favorable ranking.

- The statement **“Black Jack should grow in size and population”** received the lowest ranking with a 2.76.

While respondents agree that Black Jack is a great place to live and raise children, they do not believe Black Jack is a “great” place to visit or start a business. There is consensus that Black Jack should not grow or annex more property. The community believes Black Jack should take care of what it has and sustain and improve upon the current quality of life before taking on any additional problems.

Some believe that crime (or the perception of crime) needs to be closely monitored and policed in order to preserve the quality of life. **“Crime (violence, drugs and safety issues)”** was the second (2<sup>nd</sup>) highest ranked concern or threat facing the City, just behind **“Neighborhood**



## **Chapter 2: Critical Issues**

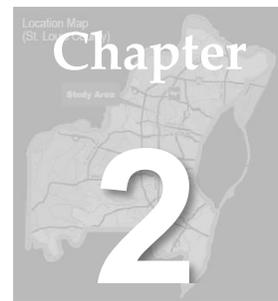
**Stability**". Also among the top concerns or threats facing the City of Black Jack was **"Property Maintenance"** for both residential and commercial properties. A few respondents observed that there is a lack of pride in ownership on properties spread out across the City. One participant summarized the problem by suggesting, *"Black Jack is becoming a transient community where people come and go and don't take care of their homes or get to know their neighbors. Neighborhood pride seems to be slipping"*. The community needs to work together to promote the pride in ownership and increase the confidence to invest in both commercial and residential properties.

### **Opportunities / Recommendations**

Public engagement participants and survey respondents want the City to work towards the reduction of crime (and/or the perception of crime) and continue implementing city-wide code enforcement efforts. Special consideration should be given to beautifying areas that are highly visible, such as "downtown", along the major thoroughfares and at major gateways into the City. A major complaint among participants of the public engagement effort was litter. Participants agree that the City should encourage homeowners and landlords to clean up their own properties and impose deadlines and fines for property maintenance violations and repeat offenders. The following additional opportunities and recommendations were provided throughout the public engagement process:

- **"The people of Black Jack are very important - we need to protect them. Stronger police presence and Neighborhood Watches would help."**
- **"Black Jack needs more for youth and adults to do"**. *There is strong support for family-friendly activities and amenities.*
- **"Encourage more block parties and events to bring people together."**
- **"Define and promote Black Jack as a community in a positive manner.** *So often people drive through Black Jack without even knowing they went through a town. Other communities successfully accomplish this through decorative (yet functional) street pole lighting, banners, floral hanging baskets, waste receptacles, etc. These types of beautification projects define the area, let people feel good that they're entering their hometown and conveys a message to visitors that we respect our town and that Black Jack is a nice place."*
- **"Promote and implement community beautification efforts: Clean up Black Jack. Clean up litter."**
- **"Work towards making Black Jack a healthy community by encouraging and facilitating healthy lifestyles. Recruit healthy restaurants that offer good, real food."**

In summary, the community believes neighborhood stability and low crime are key characteristics necessary in making Black Jack a great place to live, work and raise a family. Black Jack's quiet neighborhoods, family-friendly atmosphere and limited commercial areas are the key characteristics that make Black Jack a desirable bedroom community and the reasons many people choose to live in Black Jack. It is important that these characteristics are preserved and sustained so the residents of Black Jack can enjoy a high quality of life.



## **Chapter 2: Critical Issues**

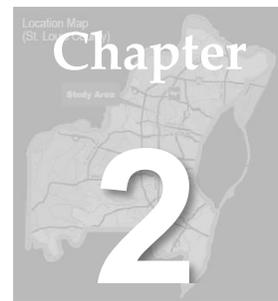
### **Section 2.6 Economic Development**

Public engagement participants and survey respondents were asked **“if there are sufficient employment opportunities in town”** and over 77% replied **“NO”**. According to the US Census Bureau, only 20 Black Jack residents are employed in Black Jack. Meanwhile almost 2,200 residents commute to work outside of Black Jack. Only 984 individuals commute to Black Jack for employment. As a result, the City’s “daytime” population shrinks by almost 20%. While these facts support the community’s desire to be a “bedroom community”, they are difficult to overcome when dealing with economic development.

Black Jack’s commercial uses are consolidated in one location along Parker Road where Old Hall Ferry Road and Old Jamestown Road intersect. This commercial area or node is also known as “Downtown Black Jack”. The community wants “Downtown Black Jack” to be revitalized and made into a town center where residents can go during the day to shop, eat and meet neighbors. The **“Revitalization of Black Jack’s Commercial Area”** was also one of the top 5 rated concerns.

According to 73.3% of survey respondents; **“Black Jack should invest money in incentives to attract new businesses”** to the City’s central business district (downtown). Participants of the public engagement program would also like to see a better selection of shops, grocery stores and restaurants. The following is a list of businesses residents would like to have in Black Jack and recommendations for existing businesses:

- *“Better customer service from our businesses – they are currently not very courteous.”*
- *“Black Jack would be better off if the businesses desired are located on the fringe of the City- so Black Jack can maintain its bedroom community atmosphere and keep out potential problematic uses/places to gather. Start with redeveloping Jamestown Mall.”*
- *“We should solicit businesses that can offer services to our community that would provide a closer, more convenient alternative to travelling outside our city limits.”*
- *“Make sure businesses serve the immediate community – we don’t need businesses that bring in outsiders while not serving the local populace.”*
- **Grocery Store / Family Market.** *“Black Jack needs stores that sell fresh foods, vegetables, and fruit. We use to have the best meat market, “Valente’s Meat Market” - they had fresh bread, nice lunch meat and sandwiches made to order. It would be great to have that back.”*
- **Sit-Down Restaurant.**
  - *“Family restaurants (no fast food).”*
  - *“A restaurant like Sweetie Pie’s would be nice. People come from all over to eat there.”*
  - *“We need a nice authentic restaurant.”*
  - *“Great location for an ethnic food establishment.”*



## **Chapter 2: Critical Issues**

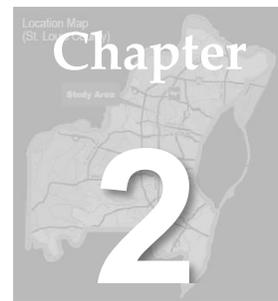
- **More retail** – *“better selection, better quality needed.”*
- *“Open the gas station downtown.”*
- *“Any businesses with low price points, i.e. Discount Stores.”*
- *“Outdoor movies in the park.”*
- *“Cleaners”*
- *“No more liquor stores.”*
- *“No more personal care services (hair salons, nail salons, etc.).”*
- *“Black Jack is not a chain store / franchise City. Keep it local. No fast food. No drive-thru restaurants or fast food or chain food restaurants.”*
- *“No Bowling Alley or Skate Rinks (they’ll attract trouble).”*
- *“No more dollar stores.”*
- *“No pawn shops.”*
- *“No check cashing stores.”*
- *“Reduce the number of daycares.”*
- *“Types of businesses that would not fit well within our “bedroom community” are 24 hour facilities.”*
- *These uses and any other use that would bring crime to the City should be prohibited or regulated.*

Currently residents do not believe **“Black Jack is a great place to start a business” or “a great place to visit”**. These statements were tied making them the second lowest rated public opinion statements surveyed with an average ranking of 3.52 out of 5 (5 being excellent). Residents would like more businesses that would provide a better retail selection, a better selection of restaurants and family-friendly entertainment. Participants in the public engagement program also expressed concern regarding the vacant buildings and the need to beautify downtown. Participants acknowledged that the community needs to work together to improve the image of Black Jack and make it more attractive to new businesses.

### **Opportunities / Recommendations**

The following is a list of recommendations and opportunities provided by public engagement participants relating to economic development in no particular order:

- *“Change the City’s zoning regulations, fees and politics that have otherwise stifled commercial development.”*
- *“Create, promote and host major attractions to bring people together and shine a positive light on Black Jack. Consider organizing and promoting more events like Harvest Fest and other special events to bring people together and provide entertainment.”*

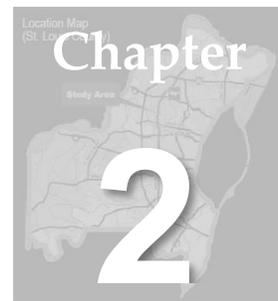


## **Chapter 2: Critical Issues**

- “Do a better job promoting our commercial areas. According to business owners, most customers do not know where Black Jack is and that is why local businesses do not refer to Black Jack in promotional efforts.”
- “Black Jack is a great bedroom community; the City should capitalize on this to attract more families – which will then help provide the “roof-tops” necessary to attract quality businesses and retailers.”
- “Recruit or create a restaurant that offers unique cuisine. Meyers could be a local gem. Work with the owners to make it a destination. It has a long history that needs to be shared. It could be our version of Hendel’s. A restaurant like Hendel’s Market would be great.”
- “Come up with something catchy to promote Black Jack. Develop a motto, brand or hook and/or redo or refresh the City’s logo and proudly display it on banners throughout town, on all City correspondence, etc.”
- “Work with St. Louis County and other agencies (GRG, Trailnet, etc.) to install sidewalks and lighting along Old Jamestown Road, Old Halls Ferry and Parker Road. Most property owners along Old Jamestown are interested in providing better lighting along the northern portion of the roadway where sidewalks are already installed. These same owners said they would be willing to pay for the installation and monthly electric bills for lighting.”
- “Create gateways at major entryways into Black Jack, accessing downtown and at major intersections.”
- “Revitalize the downtown with an emphasis on restaurants, cafes, ice cream parlors and markets that offer unique dining and shopping experiences and promote family-friendly values and healthy lifestyles.”

In summary, Black Jack needs to focus on two key interdependent economic development initiatives; 1) revitalizing downtown; and 2) attracting unique restaurants, businesses and retailers that offer more selection, choice and entertainment in the downtown area. However, it is important that commercial businesses do not create conditions or activities that detract from the City’s quiet, family-friendly residential areas. **Neighborhood Stability** is the top critical issue as defined by the community and therefore should not be compromised by incompatible land uses or business activity. However, more local businesses are needed to fill vacancies in the City’s downtown and to provide comfort, convenience and entertainment for Black Jack residents. These businesses are critical in the revitalization process and necessary to generate revenue.

Black Jack needs more businesses to diversify and revitalize the downtown area. In order to attract these businesses, Black Jack also needs to grow its population by building new, market-driven homes within the City’s current limits. The rationale is that more rooftops are needed to support retail and local businesses, attract jobs and improve the quality of life in Black Jack. According to stakeholders and respondents, the City should focus on business retention and recruitment efforts while also expanding the city’s housing stock to attract more residents. Additional strategies to enhance economic sustainability are discussed in Chapters 3 & 4.



## **Chapter 2: Critical Issues**

### **Section 2.7 Parks & Recreation**

The provision of **“parks, recreation & trails”** was one of the top 10 rated concerns the City of Black Jack will face in the future. The concerns are based on the perception that the parks are not safe and that there is not much to do in the parks. Over 65% of survey respondents would like Black Jack to **“have more trails and walking/biking areas”**. And over 80% do not believe there are sufficient recreation programs for youth (82%) or seniors (85%). However, when asked **“if the City should have more parks and walking areas”**, survey respondents were split 50/50. The City has an abundance of park and open space, however, these areas lack active recreation improvements such as tennis courts, ball fields, play equipment, pools or trails/pathways/sidewalks. Therefore, the parks do not attract many users. The lack of users combined with the overall size of Evangelista Park in particular, makes the park seem empty and uninviting to some.

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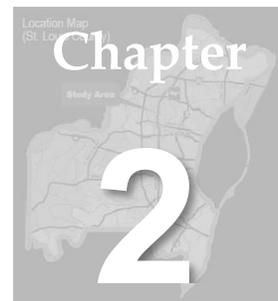
*Note: Most residents refer to Harold J. Evangelista Park as simply “City Park” or “Black Jack Park”. This report uses the term Black Jack Park and Harold J. Evangelista Park interchangeably. Additionally, participants in the public engagement program were not aware of Hoffman Park.*

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When asked to **“support a tax or bond to fund park/rec improvements”** 53.8% of respondents answered “Yes”. By way of comparison, residents were split 50/50 when asked if they would **“support a tax or bond issue to fund street improvements”**. These findings indicate the community’s preference for park and recreation improvements such as lighted pathways, sidewalks and bike paths over street improvements. Overall, survey respondents and participants of the Focus Sessions support the creation of a more walkable, more bikeable Black Jack. However, spending City funds on the creation of new parks is not a priority at this time, although investing in improvements in the City’s existing parks and recreational facilities would be supportable.

Overall, the City’s parks and recreation system received satisfactory marks during the public engagement process. The findings indicate that the community is happy with the current supply (quantity) of parks and would rather see resources spent on other areas such as neighborhood stability, economic development, and code enforcement/beautification. The main concern with regard to parks and recreation is taking care of the existing parks, rather than creating more parkland. There is strong support for making Black Jack more pedestrian friendly. Currently, pedestrian and bicycle accessibility is lacking. There is a consensus that making Black Jack more pedestrian friendly would make Black Jack a more attractive place to live and visit. There is also strong support for better lighting along the City’s main roadways and downtown to make them safer for pedestrians/cyclists and more inviting for customers. Additional park and recreational opportunities and recommendations provided during the public engagement program included:

- “Install a trail in Harold J. Evangelista Park and trails connecting to Christian Embassy Church and connecting to Trees Edge Lane through the Park and Church connecting to and along Old Jamestown Road”
- “Install trails or pedestrian ways connecting area schools and neighborhoods.”



## **Chapter 2: Critical Issues**

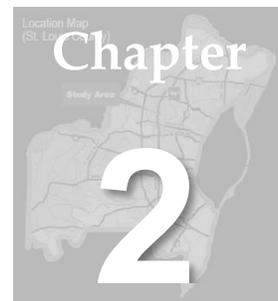
- “Install trails to connect to existing nearby trails. These types of trails get a lot of use in other communities; they also offer safe alternatives for walking and biking. These paths also encourage people to visit our area.”
- “The City needs to step up maintenance and improve existing parks starting with Black Jack Park.”
- “Need more playground equipment and trails in the parks.”
- “Need a place to meet and play board games, walk and socialize.”
- “More organized sports needed.”
- “Establish regular gathering areas and times for seniors.”
- “More community programs during the summer--like the outdoor concert series offered in many County Parks or by City of Florissant. These usually draw great family-friendly crowds from neighboring communities. It would be a great way to showcase our city--especially if held somewhere like the city hall's grounds--where people driving by would be drawn in (rather than at the City Park).”

### **Section 2.8 Future Land Use**

The least ranked concern facing Black Jack according to survey respondents is the “**Expansion of the City’s Limits**” which was ranked 2.31 out of 5, (Five (5) being a major concern, 1 being no concern). The least supported Agree/Disagree Statement was “**Black Jack should grow in size and population**” with a rating 2.76 out of 5 (5 bring strongly agree) and one of the most “disagreed” statements of the YES/NO questions was “**the City of Black Jack should expand through annexation**” with 80% of the respondents answering “NO”.

This suggests that the community supports development and growth within the City’s existing jurisdictional boundaries but does not support annexation. All participants were asked to identify concepts, development types and land uses that would have the most positive impact on Black Jack. The following is a summary of the findings:

- “Make sure businesses serve the immediate community – we don’t need businesses that bring in outsiders while not serving the local populace.”
- “Black Jack needs a grocery store or market. A market with fresh fruits, vegetables a butcher and a nice selection would be nice. Valente’s Meat Market or similar.”
- “Sit-down restaurants that offer a quality, healthy and unique dining experience.”
- “Family-oriented entertainment (indoor and outdoor).”
- “Stores and activities that cater to families.”
- “Adult daycare.”
- “Urgent care.”



## **Chapter 2: Critical Issues**

- “Consider a start-up business incubator and/or computer labs.”
- “It would be nice to have a gas station in town.”
- “We need a regional attraction - an aquarium would be great. Make it a destination. Check out the one in Sacramento Calif.”
- “Build from Black Jack’s unique heritage in future commercial businesses.”
- ‘Club Fitness or fitness center would be nice.”
- “Need more commercial. Convenience stores, i.e. 7-11, etc.”
- “Convert old City Hall into a banquet center for Weddings, meetings, places to gather, classes, etc.”
- “Country Club for kids would be great.”
- “Redevelop and update “Downtown Black Jack”.”
- “Low maintenance, high quality single family housing.”
- “More variety in housing types. (I.e. Villas, townhomes and nice garden apartments for seniors).”

Respondents and stakeholders agree that more residential development and redevelopment is needed to attract new residents and support new retail activity, which in turn, is seen as a means to increase the City’s revenues and create jobs. These revenues are necessary to provide the level of services needed to support a growing population. Retail and service-sector expansion is also needed to address the community’s top critical issue, Neighborhood Stability, which relies on revitalizing downtown, providing jobs and growing the City’s economy.

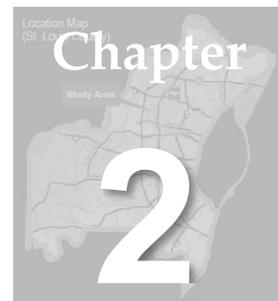
### **Section 2.9 Vision for the Future**

Participants were asked to describe their vision for the future of Black Jack in each of the public engagement activities. The following are the most common descriptions for the future of Black Jack according to the community participants:

#### **1. What is your vision for the future of Black Jack?**

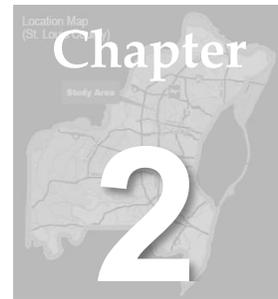
- **An Active Unified Community**

- “Black Jack needs something to unite the community, a reason to bring people together.”
- The word “Community” is made up of “Common-unity”.
- “More community activities and reasons to bring people together (annual events, BBQs, carnivals, bands, picnics, dive-in movies, etc.). Communities that do things together for no reason, that get to know one another, are stronger and more resilient.”
- “Like it was in the good ole days when everybody knew everybody, mom & pop stores filled our business districts and there were tons of places to hang out.



## **Chapter 2: Critical Issues**

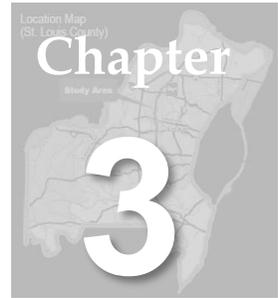
- “Everyone needs to be working together.”
- “A strong, integrated family-oriented community with activities for kids of all ages.”
- “Moving Forward Together.”
- **Beautification**
  - “A more beautiful drive experience along the main corridors of Black Jack, through better lighting, banners & flowers--improvements which would help identify & define our city center.”
  - “Residential areas that reflect ongoing improvements and pride in home ownership.”
  - “Beautify what we have. Better lighting, better landscaping, just spruce things up. People want to be safe- make Black Jack safe.”
  - “Black Jack must set standards to differentiate from neighboring communities that have allowed their regulations to decline. Poor upkeep of properties (both within our City and in unincorporated border areas), tall grass, vacant businesses, trash, etc. will allow Black Jack to be lumped into the negative perception many have of the area. We must be vigilant to keep these types of stereotypes from being applied to Black Jack.”
  - “Black Jack needs to distinguish itself – so that it is more recognizable and beautiful. Define the area with decorative AND useful street lights, flowers, banners, etc. We should create an inviting and welcoming appearance to bring in quality businesses and give residents a reason to care about their City. Black Jack also needs to be recognized at the exits of Highway 270 and 367. Currently there are no directional signs to lead people from the highway into Black Jack. This also would aid in letting people know we exist.”
- **Economic Development:**
  - “More diversity in the business area is crucial to building up the city's image, along with beautification projects.”
  - “We need a grocery store--ever since we lost Valenti's Meat Market--there has been no place to purchase meat or produce locally.”
  - “Redevelop the "old city hall" which has been vacant--but still has cost the city for upkeep and repairs.”
  - “More options for restaurants within the city...sit down restaurants, sandwich shops, fast food....anything.”
  - “Too many vacancies, which leave a negative impression in people's minds.”
  - “All new development must be compatible with the existing architectural style / quality. No strip malls.”
  - “A more up-beat town, especially downtown Black Jack.”



## **Chapter 2: Critical Issues**

- “A healthy & diverse business district that compliments the community and provides the needed goods & services.”
- **Make Sure Black Jack Stays the Same.**
  - “Keep Black Jack a bedroom community. We like being a sleepy town where everybody knows each other.”
  - “Oasis of North County.”
  - “Great Neighborhoods.”
  - “Maintain property values. Always consider the health, safety and general welfare of residents in decision making.”
  - “Little growth.”
  - “Keep number of government housing to a very minimum.”
- **“Great Teachers & Leaders Make Great Communities.”**
- **“Be Proactive”**
- **“Make Black Jack the City of choice for young, vibrant families”.** Past history in the area show cities that stand still get surrounded and get squeezed out of existence. Make Black Jack a City where young people want to grow up and also raise their own family in.

*Chapter 3: Vision, Goals & Objectives*



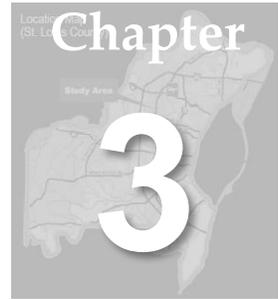
*Black Jack*  
MISSOURI  
VISION, GOALS & OBJECTIVES

May 17, 2016

**ABSTRACT**

The following Chapter includes the Vision, Goals and Objectives developed to provide the focus and direction needed to implement this Plan.

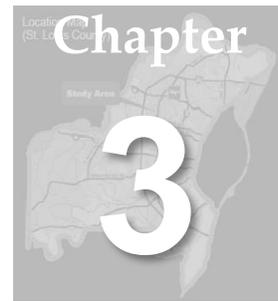




**Chapter 3: Vision, Goals & Objectives**

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## **Chapter 3: Vision, Goals & Objectives**

### **Section 3.1 Vision, Goals & Objectives**

A key focus of the 2016 Black Jack Comprehensive Plan Update was the formulation of a vision, goals, and objectives that were co-authored by the community. Goals are general statements that address the City's long-range plans and desired outcomes. Goals provide the framework upon which the objectives of the comprehensive plan are based. Objectives and implementation strategies provide physical actions or steps that help achieve the goals and objectives of this Plan.

#### **What the community wants:**

*"Take care of what we already have."*

*"Keep Black Jack a quiet bedroom community"*

*"Multi-family development does not belong in our neighborhoods."*

*"Black Jack is the gem of North St. Louis County"*

*"The Police do a great job of keeping us safe"*

*"Our housing stock offers housing for all ages and stages of life"*

Source- Public Engagement Program (June-September 2015)

The stability, future development, and preservation of Black Jack depends directly on its ability to provide the desired public services, facilities, administrative duties and the enforcement of regulations that are consistent with this Plan. These and other factors that influence the future of Black Jack have been considered in the development of the following vision, goals and objectives.

#### **Section 3.2 Vision**

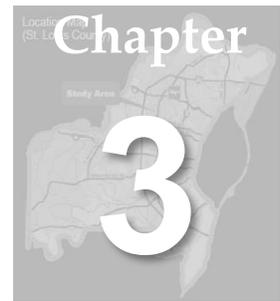
The following vision for Black Jack was created using information provided during the public engagement process.

***"Black Jack: An active, unified community who believes in strong neighborhoods, family values and working together to become more prosperous, healthy and the city of choice for vibrant families, professionals and retirees"***

The intent of this plan is to achieve this vision by providing Black Jack's elected and appointed officials the focus and direction needed to make land use decisions and authorize expenditures that reflect the values of the residents of Black Jack.

#### **Section 3.3 Goals & Objectives Overview**

The goals adopted for the Black Jack Comprehensive Plan define conditions that Black Jack should strive to achieve in the next 10-20 years. This Plan also includes several objectives and implementation strategies to help make this Plan's vision a reality. The implementation strategies form a work program the City should follow to achieve the goals and objectives adopted as part of this plan. Some strategies are clear actions the City should take; others are recommendations for additional planning, more study, or further public input. The following sections include



## **Chapter 3: Vision, Goals & Objectives**

the community-defined goals, objectives and performance measures recommended to monitor implementation efforts. This Chapter is divided into seven (7) general planning elements which include; Housing & Neighborhood Stability, Community Services, Quality of Life, Economic Development, Parks & Recreation, Future Land Use and Transportation.

### **Section 3.4 Housing & Neighborhood Stability**

According to the most recent census data, the owner-occupancy rates and home values for Black Jack are significantly higher than the peer cities of St. John and Normandy and the North County region in general. The City is comprised of several large single family neighborhoods that benefit from strong Trustee leadership, a high percentage of home-ownership, low crime and high property values. Black Jack's neighborhoods were the highest ranked asset according to survey respondents. The City's neighborhoods are what make Black Jack what it is today and the lifeline for the future of Black Jack. However, without effective policing, consistent code enforcement, and homeowners demonstrating pride in ownership of their homes and properties, neighborhood stability is jeopardized. Therefore, neighborhood stability was also the leading threat or concern facing most residents who participated in the public engagement process.

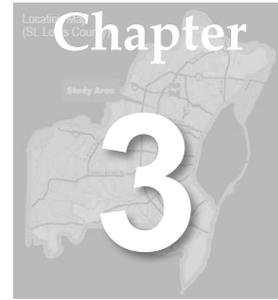
The City needs to adopt policies that promote neighborhood preservation, monitor the appearance of the City's housing stock and protect all neighborhoods from development that is not compatible with the existing single-family neighborhood character. Homeowners want to protect neighborhood identity by upholding the City's current zoning district requirements. A major concern is the development of more apartments. The community does not believe apartments are consistent with the City's single-family residential neighborhoods. The following goal, objectives and implementation strategies should be considered when making decisions regarding future residential development and neighborhood preservation.

#### **Housing & Neighborhood Stability Goal:**

*Preserve the character, stability, privacy, and safety of the City's neighborhoods and promote residential reinvestment and well planned new housing to create a self-renewing housing stock that accommodates the latest residential trends, offers a range of housing options and maximizes property values.*

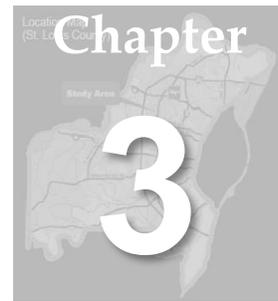
### **Housing & Neighborhood Stability Objectives & Implementation Strategies**

- 1. Preserve Neighborhood Character:** Adopt appropriate zoning and code enforcement policies to preserve neighborhood character. Residents want to enhance the beauty of the City's neighborhoods, including natural areas such as creeks, trees, and open spaces that help characterize the City's neighborhoods.



### **Chapter 3: Vision, Goals & Objectives**

- 2. Promote Healthy, Active Neighborhoods:** Promote and support the installation of sidewalks and street lighting along Old Jamestown Road, Old Halls Ferry Road and Parker Road. The City should also install bike paths in the City Parks and plan for the near-term and long-term investments in the infrastructure of the City.
- 3. Facilitate the Completion of Incomplete Subdivisions:** Encourage property owners, developers and existing residents to work together to successfully complete Jamestown Subdivision (behind Trees Edge) and the portion of Wildridge subdivision at the end of Bielefield Drive (the Old Hog Farm). All new development should be context sensitive and result in a respectable level of continuity among new development/improvements of the land and existing natural and man-made improvements.
- 4. Encourage the Development of Housing Options:** The City's housing stock is made up predominately of older single family homes on large lots. There is a shortage of newly built or renovated homes in the \$250,000 range on smaller lots that would appeal to Baby Boomers or Millennials. The City should encourage the development of new homes in this price range and consider the development of ranch homes, attached single-family villas and other housing types that appeal to a wider range of homeowners and offer a greater variety of home ownership options. This will help diversify the housing stock by providing affordable options for first time home-buyers, young professionals and retirees looking to down-size.
- 5. Preserve the family-friendly character of Black Jack's neighborhoods:** Promote efforts that reinforce clean, connected and active neighborhoods. There is a demand for investment in neighborhood infrastructure, such as new and improved sidewalks, street lighting, and bike/pedestrian linkages to the City's Parks and main roads (Old Jamestown Road, Old Halls Ferry Road and Parker Road).
- 6. Ramp up housing inspections:** There is support for enhanced code enforcement, including higher standards for maintenance and procedures for inspections of income producing rental properties. This Plan recommends the City implement voluntary housing code inspections to minimize life-safety hazards and require mandatory inspections for rental homes.
- 7. Promote Neighborhood Stability & City Beautification:** Promote public education about neighborhood investment and beautification, including help with organizing neighborhood and city-wide gatherings such as National Night Out, block parties with Community Police Officers, and quarterly meetings with Trustees.
- 8. Continue Neighborhood Gatherings & Public Awareness Efforts:** Conduct quarterly block parties with Police officers, Trustees, neighbors, elected officials, and City staff to share information about crime prevention, property maintenance, get to know each other, and most importantly have fun.
- 9. Address Absentee Landlord Issues:** Address absentee landlord issues by deploying immediate and on-going code enforcement efforts and updating the City's Municipal Code as needed to regulate problem rental properties to the extent permitted by law.



### **Chapter 3: Vision, Goals & Objectives**

- 10. Seek out programs and funding for neighborhood beautification and stabilization.** Pursue grants or financing assistance to preserve and enhance parks, open space and other public spaces as well as home repairs and maintenance support being particularly sensitive to the needs of elderly and lower-income homeowners.
- 11. Continue to Support Community Policing:** Increase police and code enforcement presence in all neighborhoods and impose a zero tolerance for crimes or property violations that compromise the health, safety or welfare of the law abiding citizens of Black Jack.
- 12. Encourage Expansion and Reinvestment in Senior Living:** Encourage the improvement and expansion of the City's existing senior housing facilities (i.e. Delmar Gardens) and be prepared to respond to the increase in demand for services required of seniors.
- 13. Encourage new housing development as shown on the Future Land Use Plan** to expand and renew the City's housing stock.

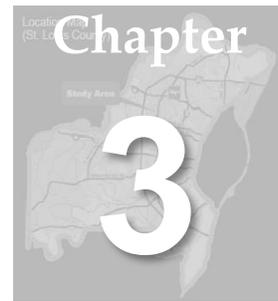
#### **IMPLEMENTATION PERFORMANCE MEASURES**

The following performance measures are recommended to help monitor the progress of the implementation of the Housing & Neighborhood Stability Goals and Objectives.

- Track the number of housing units constructed and compare with pre-plan annual new housing starts.
- Track major private investments made to homes (remodels, room additions, etc.) completed after the adoption of this Plan and compare with pre-plan redevelopment investments.
- Track the number of code violations corrected, estimated investment in dollars, and number of dilapidated homes renovated or removed.
- Track the number of citations written and other crime statistics in the City's neighborhoods and compare with pre-plan citations and statistics.
- Track the number of residents and families moving into the City.
- Track the number of neighborhood events and the number of participants.

#### **Section 3.5 Public Services, Utilities & Infrastructure**

Public utilities and infrastructure include, but is not limited to; water, sewer, electric, code enforcement, fire, parks, and other community services. Public services and utilities are provided directly by Black Jack, through the private sector or through other governmental agencies. According to feedback from the public engagement process, the community is very satisfied with existing utilities and public services. When survey respondents were asked if they; *"were pleased with the City's public services"*, **96%** of respondents replied "YES". However, residents, church officials and business owners would like to have more sidewalks and better lighting along the City's main roads. Additionally, the City's public utility infrastructure is aging and will require incremental updates and ongoing maintenance to avoid costly emergency



### **Chapter 3: Vision, Goals & Objectives**

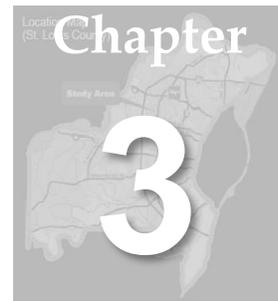
replacements and associated repairs. The following goal, objectives and implementation strategies should be considered when preparing the City's annual Capital Improvements Program and making decisions regarding future public service, utility and infrastructure improvements.

**Public Services, Utilities & Infrastructure Goal:**

*Provide incremental investments to the City's public services, utilities, and infrastructure to ensure current and future needs are met and to preserve the quality and affordability of services.*

#### **Public Services, Utilities & Infrastructure Objectives and Implementation Strategies**

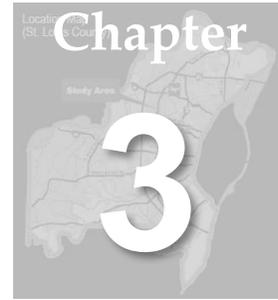
- 1. Incremental Improvements:** Provide continued investment to the City's infrastructure and services to ensure quality, affordable utilities that serve Black Jack' present and future needs. Incremental upgrades to the city's aging infrastructure are recommended to allow the city to spread the costs out over several years in lieu of costly one-time expenditures.
  - a)** Provide annual evaluations of the City's park and recreation services, public safety, code enforcement, and storm water management facilities to ensure they meet the needs of the community.
  - b)** Continue to implement and update the City's codes and ordinances as needed to provide the financial resources needed to provide adequate staffing or consulting to perform code enforcement, regulatory amendments, and plan review duties.
- 2. Holistically Plan for Public Investments:** This Plan recommends the City take a holistic approach to providing future public services & infrastructure by considering land use, transportation, economic development, environmental quality, and community aesthetics in all public investment decisions to ensure planned improvements meet today's needs without compromising the ability to address the needs of future generations.
- 3. City Hall:** Provide upgrades, as needed, to City Hall to ensure the necessary office, storage, meeting, and administrative needs of City government are met.
- 4. City Services:** Continue investing time and resources in code enforcement efforts, improve upon zoning/permitting and become more proactive with economic development efforts.
- 5. Police:** Continue the arrangement with St. Louis County to provide community policing. According to the Black Jack community, police protection and associated services are the highest rated public service and also rated as highly effective. Black Jack's



### **Chapter 3: Vision, Goals & Objectives**

arrangement with St. Louis County is the longest running contract for police services in the County and critical in maintaining the healthy, safety and welfare of the community.

6. **Senate Bill 5:** Provide the necessary accounting, reporting, budgeting, access to information, police certification, and amendments to fees & fines as required by law.
7. **Financing new infrastructure:** Initiate development agreements that help pay for the direct and indirect costs of new infrastructure development and continue to plan and budget for near-term capital improvements.
8. **Code Enforcement:** Continue to provide consistent, fair and effective code enforcement efforts to maintain and preserve the City's quality neighborhoods and income producing commercial sites.
9. **Stormwater:** The existing stormwater management system works, however, in the near future (5+ years) the City may be considered an MS4 community and be required to have a stormwater management plan that includes water quality, best management practices (BMP's), and addresses detention/retention requirements. In preparation for these additional regulations, the City should consider drafting a regional stormwater management plan to identify regional storm retention areas and the adoption of a stormwater ordinance to help address stormwater issues. All new development should be required to provide functional equivalency stormwater management – which means the post development conditions will not generate any additional stormwater runoff than the pre-development conditions.
10. **Staffing:** Develop flexible City staffing models that maintain level of service as demands fluctuate. Expand usage of part-time/seasonal staff and other measures to increase staffing flexibility. This will enable City management to be more nimble and cost effective in maintaining adequate staff capacity in the face of fluctuating workload demands.
11. **Improve Efficiency:** Improve efficiency and transparency in City projects, facility maintenance, bidding & procurement, and project management procedures. Improve access to information and streamline the delivery of services by utilizing the latest electronic technology, updating management processes, improving bid procedures, and standardization of those processes. An electronic database and associated management processes is recommended to improve project tracking and access to information by staff, City Council, and the general public. Such a system would increase accountability and efficiency and would lead to effective project management and budget decisions.
12. **Sustainability:** Promote compact, low impact development throughout the community. Low impact development (LID) is development that utilizes green building and site design strategies to reduce its impact on the environment. Examples include "restorative development" (improving an existing home or building); "redevelopment" (demolishing a building or home that has outlived its usefulness and replacing it with a new building) and "infill development" (constructing a home or building on an empty lot along an existing developed block). Low impact development uses Best Management



## **Chapter 3: Vision, Goals & Objectives**

Practices (BMP). Examples of BMP include the use of rain gardens, alternative energy (i.e. solar), well insulated windows, walls and roofs, high efficiency HVAC, geothermal, and compact building and site design.

### **IMPLEMENTATION PERFORMANCE MEASURES**

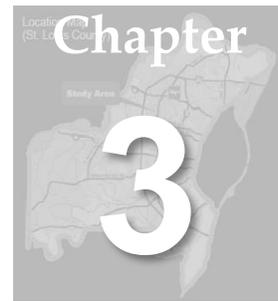
The following performance measures are recommended to help track the progress of the implementation of the Community Services & Public Facilities Goals and Objectives.

- Track the number of code violations, tickets written, criminals taken off the street, etc.as a result of Plan implementation efforts.
- Track the linear feet of new sidewalks installed, dilapidated sidewalks replaced and street lights installed.
- Track the linear feet of utility lines (sewer, water, electric and gas) replaced and facilities upgraded and/or improved.
- Track all policy and municipal code amendments made.
- Track the amount of public investments made to the City's parks, roads and facilities.

### **Section 3.6 Quality of Life**

There is a consensus among the participants of the public engagement process that maintaining Black Jack' single-family neighborhoods, parks and public services would have the most positive impact on the quality of life in Black Jack. The following quality of life comments were also identified during the public engagement process:

- More entertainment (indoor and outdoor) is needed. Residents want more things to do and see. Build upon the City's excellent park system and recreational opportunities.
- Make Black Jack known as a healthy community by improving and expanding recreation programs and developing a city-wide walking/hiking/biking system and promoting healthy lifestyles.
- Provide ongoing maintenance and improvements to the City's parks, roads and public spaces, but keep them affordable.
- Continue consistent, ongoing code enforcement efforts to maintain curb-appeal and protect the safety of the community.



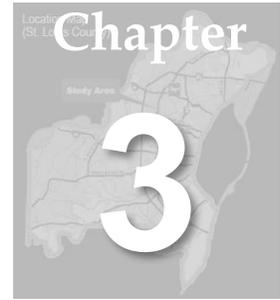
## **Chapter 3: Vision, Goals & Objectives**

### **Quality of Life Goal:**

*Develop programs that promote neighborhood stability, community beautification, and preserve Black Jack's quiet bedroom community atmosphere that is highly valued by the resident population.*

### **Quality of Life Objectives and Implementation Strategies**

- 1. Create More Entertainment & Recreation Opportunities:** Expand upon the City's existing entertainment/recreational venues, activities and events and encourage the development of new activities. Recruit new entertainment and recreational opportunities and events that build upon existing successes and create new activities that promote active lifestyles and building relationships between Black Jack's neighborhoods and businesses. These activities are needed to better connect businesses to the people of Black Jack, help bring people together, and attract new families and businesses.
- 2. Seasonal Events:** Continue to invest time and resources in seasonal events, decorations, concerts and festivals that bring people together.
- 3. Make Black Jack a "Healthy Community".** This plan recommends the City promote healthy, active living by providing ongoing maintenance, repair and expansion of sidewalks, parks, and open space throughout the City to encourage walking, running, and other healthy community initiatives. The World Health Organization (WHO) defines a healthy community as; "one that is continually creating and improving those physical and social environments and expanding those community resources that enable people to mutually support each other in performing all the functions of life and in developing to their maximum potential." Healthy communities strive to provide the following quality of life objectives:
  - a) A clean, safe, high-quality physical environment (including housing quality)
  - b) An ecosystem that is currently stable and sustainable for the long term
  - c) A strong, mutually supportive and non-exploitative community
  - d) A high degree of public participation in and control over the decisions affecting one's life, health, and well-being
  - e) The meeting of basic needs (food, water, shelter, income, safety, work) for all the city's people

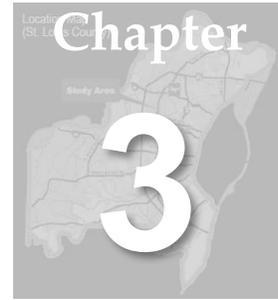


### **Chapter 3: Vision, Goals & Objectives**

- f) Access to a wide variety of experiences and resources with the possibility of multiple contacts, interaction, and communication with members of the community.
  - g) A diverse, vital, and innovative city economy
  - h) Providing connections to the community cultural and historical past.
  - i) A city form that is compatible with and enhances the above parameters and behaviors.
  - j) An optimum level of appropriate public health and sick care services accessible to all
  - k) High health status (both high positive health status and low disease status)
- 4. Keep Black Jack Safe, Clean and Connected:** Continue to support and maintain the Black Jack Police Department and other public services without passing unreasonable costs onto residents. Police, public works, parks and other City Services are currently very good. The intent of this plan is to maintain the current levels of service and expand only as needed to keep up with demand. This plan recommends the following:
- a) Facilitate and encourage citizen participation at meetings.
  - b) Place relevant information regarding City business and upcoming meetings and events on the City's Website and keeping the City's website current.
  - c) Provide opportunities for residents to speak out about future capital improvements and other significant expenditures.
  - d) Better coordination and management of media releases to promote the strengths of Black Jack and disassociate it from the negative press coverage of North County.
- 5. Adopt a Black Jack Spot:** This Plan recommends the City establish an, "Adopt a Spot" program which could include the private, public or corporate adoption of a city park, gateway entrance feature, intersection, bus stop, trail, etc. The program should encourage sponsors to participate in local litter control and beautification efforts to beautify the City while enhancing community spirit and pride. Student organizations, clubs, church groups, and scouting groups should be encouraged to participate.

#### **IMPLEMENTATION PERFORMANCE MEASURES**

The following performance measures are recommended to help track the progress of the implementation of the Quality of Life Goals and Objectives.



### **Chapter 3: Vision, Goals & Objectives**

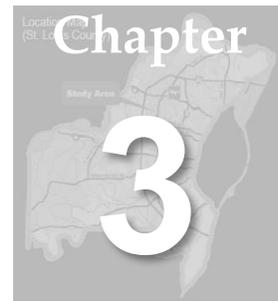
- Track the number of events, activities, and clubs formed that promote active, healthy lifestyles and the number of participants and compare to preplan numbers and participants.
- Track the amount of money and/or service hours (volunteer, billable or in-kind) devoted to promoting the quality of life in Black Jack.
- Track major private and semi-private investments made to businesses, churches, schools and neighborhoods that promote the quality of life in Black Jack.
- Track the linear feet of sidewalks installed or improved, paths or bike lanes created and the number of street lights installed and estimated investment in dollars.
- Track the number of healthy items offered on local menus and percentage of shelf space devoted to healthy products and compare with pre and post plan adoption numbers.
- Track the number of newsletters, bulletins, website articles, and any other promotions or educational efforts related to promoting the quality of life for Black Jack residents
- Record the number of participants at City meetings and other functions and compare to pre-Plan adoption numbers.

#### **Section 3.7 Business Stability & Economic Development**

The Black Jack community wants the Downtown area to be revitalized and made into a town center where residents can go during the day to work, shop, eat and meet neighbors. The community's rationale for revitalizing Downtown Black Jack is three-fold:

- 1) To strengthen existing businesses.
- 2) To increase the confidence to invest downtown by offering incentives to attract businesses offering a better selection of retail, groceries, restaurants and entertainment.
- 3) To consolidate non-residential uses within the City's existing downtown area to avoid the encroachment of commercial uses into residential neighborhoods.

This Plan recommends staging the downtown area to facilitate reinvestment in existing business and recruiting new businesses. Staging is a concept popularized by the real estate industry. It refers to decorating and furnishing properties for sale in a manner that is attractive to the targeted buyer or end user. Staging downtown Black Jack is a **place-based approach** to economic development recommended by this Plan. The recommended staging strategies for downtown Black Jack include; building upon its assets such as existing businesses, taking incremental public and private actions to beautify and revitalize downtown, and creating long-term value by diversifying the City's economic base. A key economic development challenge facing the City of Black Jack is reducing retail leakage. Leakage occurs when local residents leave Black Jack to shop, dine and be entertained. The following goal, objectives and implementation strategies are recommended to help stage downtown Black Jack for the new economy, promote economic stability and minimize retail leakage.



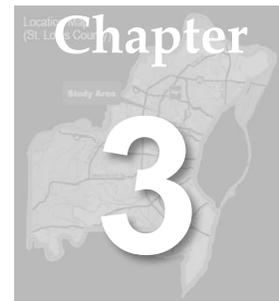
## **Chapter 3: Vision, Goals & Objectives**

### **Business Stability & Economic Development Goal:**

*Expand, diversify and strengthen the City's economic base by utilizing place-based economic development approaches and creating a mix of commercial, retail, restaurant and entertainment uses in downtown Black Jack.*

### **Place-Based Business Stability Objectives & Implementation Strategies**

1. **Practice Economic Gardening:** Supporting existing businesses is the foundation of the economic development recommendations. Encouraging entrepreneurship, small business start-ups and promoting existing businesses is known as **“Economic Gardening”**. The City should interview local business owners to learn about their challenges, raise awareness of this Plan’s economic development objectives and explore how the economic development strategies contained in this Plan could best support their long-term success. The City should consider the following:
  - a) **Regular visits to businesses:** Building relationships with local business owners lets City staff provide responsive, hands-on assistance and sends a message that each and every business is important to the City. Assign a staff person or team to build relationships with local business owners. Establish contact by visiting local business owners in person, and maintain relationships through regular check-ins.
  - b) **Create a Small Business Incubator:** Investigate the possibility of providing space downtown for short-term and/or reduced lease rates to serve as an incubation facility. This will allow Black Jack residents to build wealth in Black Jack and spend more in Black Jack. The long term objective is to nurture local entrepreneurs who generally have a vested interest in Black Jack and are less likely to move outside the community once established.
  - c) **Encourage Home-based Businesses & Start Ups:** The smart phone and changing office environments has made home-based businesses and telecommuting more popular than ever. Currently over 60 million Americans now perform at least some work at home. This Plan recommends encouraging home-based businesses to help create and sustain the City’s entrepreneur economy. Home-based businesses that do not disrupt the neighborhood character and meet the City’s home-based business requirements should be permitted by-right (with no public hearing). Home-based businesses that require State licensing (such as daycares or massage therapists), include outdoor storage, generate traffic, or include activities that are not conducive to a residential environment should require a conditional use permit and be regulated to the fullest extent permitted by law.

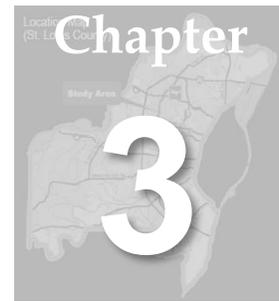


## **Chapter 3: Vision, Goals & Objectives**

- 2. Stage downtown.** This Plan recommends staging downtown Black Jack by implementing beautification improvements such as; including green infrastructure by installing trees and other vegetation, improving the pedestrian environment by providing pedestrian lighting, crossing areas, benches, and other amenities that help animate or brand the downtown. The City should consider the following economic development activities:

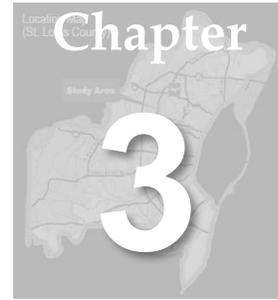
  - a) Collaborate with existing businesses and property owners** to identify what improvements would have the greatest impact.
  - b) Improve Downtown Infrastructure.** Immediate infrastructure improvements should include beautifying the downtown streetscape, making biking and walking more enjoyable and safe, and planning activities that bring people downtown.
  - c) Create gateways at entrances into Black Jack and Downtown.** Install gateway features and professional landscaping at major entryways into Black Jack and accessing and downtown. Visually pleasing features such as a monuments, statues, fountains, and/or professional landscaping are recommended at major gateway locations.
- 3. Designate an Economic Development Staff Person:** An effective economic development strategy requires dedicated staff to implement programs and build relationships in the community. Assign one person to economic development activities, including managing programs, pursuing funding, and tracking results so the City can modify its activities and investments as business needs change. City staff should also participate in the local Chamber of Commerce and other local and regional business associations.
- 4. Promote Downtown Black Jack:** Promote Downtown Black Jack and create opportunities for new businesses and existing business expansion.

  - a) Develop Strategic Partnerships to Promote Black Jack:** Support and encourage the development of community and regional organizations that promote civic activities and professional relationship building. This Plan recommends the City work with the Chamber, St. Louis County and private entities to create strategic economic development partnerships to promote regionalism, obtain grants, and build the confidence to invest in the community.
  - b) Launch an Economic Development Website:** Use the internet and social media to bolster economic development efforts, inform residents, and create a sense of community. In addition to providing new and expanding businesses with information and resources, a dedicated economic development website sends a clear message that a city is “open for business” and available to help.



### **Chapter 3: Vision, Goals & Objectives**

- c) Develop a Brand or Motto.** Develop a motto and/or redo or refresh the City's logo for the purposes of promoting and rebranding Black Jack and proudly display it on banners throughout town and on all City correspondence, signage, vehicles, etc.
  - d) Create, Promote and Host Special Events.** Continue to support seasonal events and activities that bring people together, support local businesses and promote neighborhood stability. Facilitate the development of new events to bring people together and shine a positive light on Black Jack. Consider organizing and promoting more events like Harvest Fest and other special events to bring people together, provide entertainment and attract people to the downtown.
- 5. Recruit supportable uses Downtown:** Promote the recruitment and expansion of commercial uses that establish viable retail development “niches” and/or cater to the daily needs and lifestyles of Black Jack’s resident population. Target uses that offer unique dining and shopping experiences, promote family-friendly values and healthy lifestyles. Consider the following recommendations:
- a) Recruit a restaurant that offers unique cuisine.** Work with local and regional restaurateurs to create a unique restaurant establishment in Downtown Black Jack that offers quality, healthy food and a dining experience that will attract customers near and far.
  - b) Respond to Emerging Markets:** As the population ages, the percentage of income spent on housing related costs and medical expenses will increase. The housing, medical (eye doctor, dentists, etc.) and retail industries that provide the aforementioned services will benefit from the increased demand. The City should encourage the development of these markets and service delivery sectors that cater to the residents of Black Jack.
  - c) Diversify Downtown:** Recruit a range of supportable uses Downtown such as a specialty butcher/grocery/prepared food store, specialty retail shops, coffee shop, ice cream parlor, quality clothing boutiques, a bakery, fitness/wellness providers, and other establishments that provide a destination for people to gather, shop, work and linger.
- 6. Review and Update Zoning Regulations:** Consider amending the City's zoning regulations to streamline the City's permitting process for businesses investing in downtown. City staff could also help applicants fill out permit applications to help reduce the cost and time involved with new construction and building expansions. Amend the City's Code to include land use restrictions for uses that create conditions that do not promote the vision, goals and objectives of this Plan.
- 7. Reduce Vacancies Downtown:** Identify and contact owners of vacant buildings and sites with the intent of reducing vacancy rates in half by 2020.



### **Chapter 3: Vision, Goals & Objectives**

Please refer to Chapter 4 for information regarding the latest real estate trends, proposed future commercial land use and economic development recommendations.

#### **IMPLEMENTATION PERFORMANCE MEASURES**

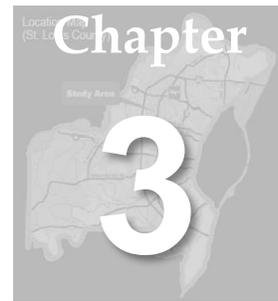
The following performance measures are recommended to help track the progress of the implementation of the Economic Development Goals and Objectives.

- Track private, semi-private and public investments made to local businesses, public spaces and corridors that serve downtown.
- Track any amendments made to the City's ordinances, procedures, licenses or fees that were adopted for the purpose of promoting businesses development.
- Track the number of events and participants at public events that help promote Black Jack businesses.
- Identify the number of vacancies and track the percentage of vacant spaces occupied annually to monitor this Plan's goal of reducing vacancy downtown by 50%.
- Track the amount of money and/or service hours (volunteer, billable or in-kind) devoted to promoting Downtown Black Jack.
- Track the sales receipts and other accessible financial indicators to demonstrate the annual performance of the City's businesses and compare to historical data, if available.
- Evaluate on-line performance such as number of visits or hits to the City's website, social media sites as well as customer service ratings of Black Jack businesses on sites such as "Yelp" and other popular sites.

#### **Section 3.8 Parks & Recreation:**

Throughout the planning process the community was asked to describe the strengths, weaknesses, opportunities and threats facing the City's parks and recreation activities. The following findings were reported:

- Maintain what we already have.
- Invest in on-going maintenance and incremental improvements to keep the parks in pace with the latest recreational trends.
- Promote activities, annual events that bring the community together, including support of programs, and events that support healthy, active lifestyles for all.
- Develop a comprehensive trail system for walking and biking to better connect the City's neighborhoods, parks, and businesses.



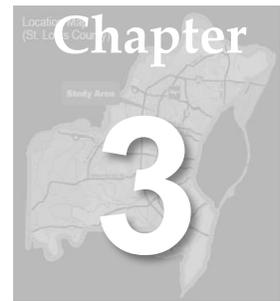
## **Chapter 3: Vision, Goals & Objectives**

### **Parks & Recreation Goal:**

*Ensure the availability of year-round recreational activities for all ages and excellent, well-maintained park and recreational facilities to serve the City's present and future needs.*

### **Parks & Recreation Objectives & Implementation Strategies**

- 1. Continue Investing in Black Jack's Parks & Public Spaces:** Continue to maintain, enhance and expand the City's parks and recreation system. This includes making improvements, as needed, to keep pace with the latest trends in park and recreation services & facilities. The City should promote the development of new or improved programs and empower residents, businesses and organizations to lend a hand in upgrading and maintaining all public spaces and places.
- 2. Improve Heritage Park.** Play equipment, a splash park or fountain, and outdoor play/gaming areas are recommended at Heritage Park to provide much needed outdoor recreation in this area of the City and increase the utilization of Heritage Park.
- 3. Provide More to do in the City's Parks:** Install play equipment, trails and create new activities, competitions and other events that help increase the utilization of all City Parks, bring people together, and raise awareness of the importance of healthy lifestyles and active living.
- 4. Create a New Park Downtown:** Support the development of a neighborhood park near Downtown to serve as an outdoor environment for special events and promotions, and create a buffer between the existing single family homes.
- 5. Expand Existing Parks:** Hoffman Park and the property west of Evangelista Park provide opportunities for additional park and recreation amenities. The City should work towards acquiring property adjacent to the City's existing parks and providing the necessary improvements to ensure the parks have sufficient equipment and facilities to keep them active, safe and comfortable during all seasons.
- 6. Install Trails in Evangelista Park:** Install a trail in Harold J. Evangelista Park and trails connecting to Christian Embassy Church. This trail should also connect to Trees Edge Lane and Old Jamestown Road.
- 7. Make Black Jack more pedestrian and bike friendly.** Develop a comprehensive sidewalk and trail system for walking and biking to better connect the City's neighborhoods, parks, and businesses. Safety, access and connectivity to the City's businesses, schools, parks and neighborhoods should be a priority.



### **Chapter 3: Vision, Goals & Objectives**

- 8. Encourage Membership at North County Recreation Center:** Partner with St. Louis County to raise awareness of the North County Recreation Center and increase membership/usage of the facility and the programs offered. Special focus should be on increasing usage among Black Jack's school age children and seniors. Approach St. Louis County to seek discounted membership for Black Jack's residents, employers and/or reduced rates for Black Jack churches, schools and institutions.
- 9. Partner with Area Schools:** Continue to partner with schools to improve the utilization of existing facilities, create more programs for adult learning, and expand park and recreation options available to all.
- 10. Preserve the City's Trees and Green spaces:** Preserve and maintain existing trees and open spaces city-wide.
- 11. Implement Landscaping Citywide:** Implement a coordinated/thematic landscaping program in the City's parks and open spaces. Install professional landscaping at the entrances to and throughout all City Parks and public use areas. The City should also encourage and/or participate in landscaping along proposed bike/walking trails in private open space such as subdivision common space.

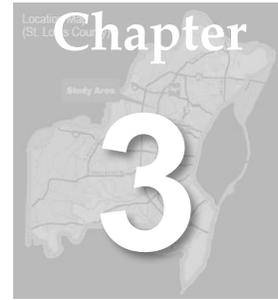
#### **IMPLEMENTATION PERFORMANCE MEASURES**

The following performance measures are recommended to help track the progress of the implementation of the Park & Recreation Goals and Objectives.

- Track the number of events and number of participants at the City's Parks.
- Track the amount of money and/or service hours (volunteer, billable or in-kind) devoted to improving the City's parks or conducting activities (sporting events, twilight movies, etc.) in the City Parks.
- Track investments made to the City's Parks including dollar amounts, labor (billable, in-kind and volunteer), trees/shrubs planted, and compare to pre-plan adoption numbers, if available.
- Track the resident membership/usage at the North County Recreational Facility and at other health clubs or recreational facilities.
- Work with Black Jack residents and employees to track and quantify healthy activities such as total miles walked, ran, swam or biked as well as other active lifestyle choices.

#### **Section 3.9 Future Land Use**

Residents want to retain Black Jack's family-friendly, bedroom-community atmosphere and would like to see Downtown Black Jack revitalized to include more businesses and urban design elements. The City must carefully consider future growth that contributes to the stability of the City's neighborhoods and the recruitment of uses that complement the existing uses downtown. The City must also facilitate efforts to create an environment ripe for economic growth. This includes promoting Black Jack, encouraging new residential development, and



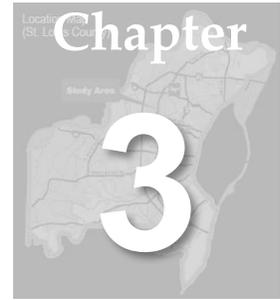
### **Chapter 3: Vision, Goals & Objectives**

reinvestment, ensuring the provision of adequate municipal services and taking the lead on beautification efforts. Black Jack’s neighborhoods, resident population, low property taxes, and central location need to be promoted to attract businesses and new families. The following Future Land Use Goal, Objectives, and Implementation Strategies were developed to help achieve the vision for the future of Black Jack.

**Future Growth & Annexation Goal:** *Promote land development that is consistent with this Plan and the neighborhood stability, economic development, and public infrastructure goals, objectives, and implementation strategies developed for this Plan.*

#### **Future Land Use Implementation Strategies**

- 1. Commercial:** Encourage revitalization efforts in the downtown area and recruit specialty shops, a café or coffee shop, family-friendly sit-down restaurants, butcher, delicatessen, ice cream parlor, and medical/professional offices downtown. (See also Economic Development Goals & Objectives in this Chapter).
  - a)** Limit commercial and non-residential uses to the convergence of Parker Road, Old Halls Ferry and Old Jamestown Road (Downtown Black Jack).
  - b)** Encourage restorative development and preservation of the existing building stock and infrastructure downtown.
  - c)** Aggressively target vacant buildings and underutilized lots Downtown for prospective businesses, entertainment and recreational uses and facilitate necessary improvements to make them occupancy ready.
  - d)** Work with local businesses and St. Louis County Highways to landscape the downtown (public right-of-way and private businesses sites), install lighting, and improved public spaces downtown to “stage” the downtown for future business and revitalization efforts.
  - e)** Coordinate the landscaping of the downtown with the landscaping of approaching arterial roads.
  - f)** Support the development of a neighborhood park between the old city hall and the town center to serve as a buffer between the existing single family homes.
  
- 2. Residential:** A key priority of future residential land use is the preservation of neighborhood character. Black Jack’s single-family residential neighborhoods are a very important asset. As the population ages and housing demands change, however, the City must evolve to meet changing demands in housing and lifestyles. This Plan recommends the following residential land use implementation strategies:

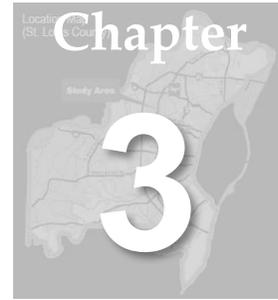


### **Chapter 3: Vision, Goals & Objectives**

- a) Promote new residential dwelling units that appeal to a wider range of homeowners and offer a greater variety of home ownership options to attract and retain people from a wide range of demographic, lifestyle, and age cohorts.
  - b) Address absentee landlord issues by deploying immediate and on-going code enforcement efforts and updating the City's Municipal Codes as needed.
  - c) Encourage reinvestment of the City's aging housing stock.
  - d) Continue dominance of single-family residential uses as vacant land is developed.
  - e) Provide for a variety of family sizes, while maintaining the single-family character of the City.
  - f) Work with local real estate agents to attract young families by providing them with information about the area's excellent public services, stable property values, low cost of living, good schools, parks, recreation facilities, quality housing, and quiet, verdant neighborhoods.
  - g) Meet housing needs of seniors; such as single-family dwellings, low-maintenance housing options, retirement communities, and nursing homes.
  - h) Retain the open, scenic character of Black Jack as residential development occurs.
  - i) Continue the practice of planned subdivision development that sets aside open space with steep slopes, wooded areas, and lakes.
3. **Code Enforcement:** Prevent blight and preserve the character and stability of existing neighborhoods through appropriate zoning, code enforcement, redevelopment, and rehabilitation.
4. **Low-Income Households:** Address needs of low income households by raising awareness of projects such as Rebuilding Together, Habitat for Humanity, and coordination of local efforts.
5. **Update Zoning Code:** Develop zoning procedures and development incentives to encourage downtown revitalization efforts. One recommended strategy is the development of a historic downtown overlay district.
6. **Consistency:** All rezoning applications and development plans should be reviewed for consistency with this Plan and compliance with the City's zoning code to avoid arbitrary land use decisions.

#### **IMPLEMENTATION PERFORMANCE MEASURES**

The following performance measures are recommended to help track the progress of the implementation of the Future Land Use Goals and Objectives.



### **Chapter 3: Vision, Goals & Objectives**

- Track the square footage of commercial space occupied and square footage of any existing business expansions and compare to pre-adoption Plan numbers.
- Track the number of businesses and jobs recruited to Black Jack.
- Track the number of housing units constructed and renovated.
- Track code enforcement efforts and compliance results and compare to pre-Plan adoption rates.
- Record and quantify all rezoning and redevelopment efforts and compare to pre-adoption numbers.
- Record and quantify all beautification efforts and compare to pre-adoption numbers.

#### **Section 3.10 Transportation**

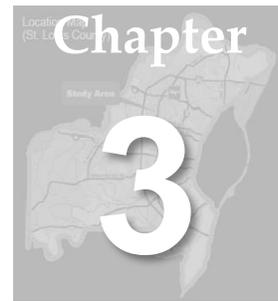
A quality transportation system accommodates automobiles, public transit, public safety vehicles, pedestrians and bicycles in a balanced way to maximize access and mobility. Participants of the public engagement program would like to have more sidewalks and better lighting along the City's main roads to improve access and safety for pedestrians. The Transportation Goals and Objectives for this Plan recommends integrated transportation solutions such as "**Road Diets** and **Complete Streets**" to enhance the accessibility and functional capacity of the City's transportation system for pedestrians and vehicles. A Road Diet typically involves converting an existing four-lane, undivided roadway segment to a three-lane segment consisting of two through lanes and a center, two-way left-turn lane and several high-value, low cost improvements to enhance safety, mobility and access for all road users. Complete Streets are streets designed or retrofitted to accommodate a variety of transportation modes.

This Section provides the Transportation Goal and recommended transportation objectives and strategies. The implementation of these recommended goals, objectives, and strategies is necessary to create a balanced transportation system that is functional, accessible, and safe.

**Transportation Goal:** *Maximize access, mobility, and safety throughout Black Jack by providing an integrated transportation system that accommodates automobiles, public transit, pedestrians, and bicycles.*

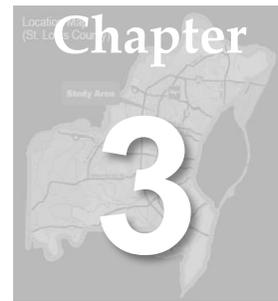
#### **Transportation Implementation Strategies**

1. **Conduct Annual Infrastructure Evaluations:** Provide annual evaluations of the City's sidewalks, street lighting, and transportation system to ensure they meet the needs of the community.



### **Chapter 3: Vision, Goals & Objectives**

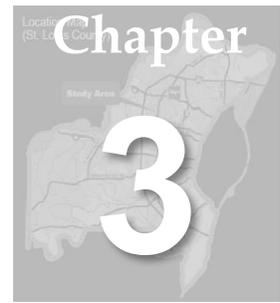
- 2. Implement Road Diet Measures:** Although the traffic volumes fall below the maximum thresholds recommended by the Federal Highway Department to be eligible for a road diet, St. Louis County Operations believe the Federal Highway's traffic volume standards are too high of a threshold and given the right conditions, the City's arterial roadways or portions thereof, may be acceptable for a road diet. Therefore, this Plan recommends working with the County's Operations Engineers to consider incorporating road diet and complete street enhancements along the City's arterial roadways (Parker Road, Old Halls Ferry Road and Old Jamestown Road).
- 3. Make Black Jack's Main Roads Pedestrian & Bike Friendly.** Make it a priority to provide sidewalks and paths to connect the school campuses, neighborhoods, and parks. Work towards the immediate implementation of the following actions.
  - a)** Develop multi-year program to study feasibility, design, construct, and maintain a bike/walking trail system.
  - b)** Improve and expand the City's sidewalk system, including rehabilitation of old walks, and the construction of new walks. Consideration should be given to the installation of continuous sidewalks and curbside tree planting in all future development.
  - c)** Continue to seek funding, acquire right-of-way, and capital investments needed to facilitate the construction of new sidewalks, bikeways, improve old sidewalks, plant new street trees, and preserve existing street trees and scenic vistas.
  - d)** Develop a public/private cost-sharing program for the rehabilitation of old walks and the construction of new walks in areas where sidewalks were never installed.
  - e)** Work with existing property owners, St. Louis County Department of Highways & Traffic and other agencies (GRG, Trailnet, etc.) to install sidewalks, bikeways and lighting along Old Jamestown Road, Old Halls Ferry and Parker Road.
  - f)** Implement an integrated bicycle lane system into the existing transportation network.
  - g)** Create a path/trail system to connect City parks, North County Recreation Center, local schools, and open space throughout the community.
  - h)** Investigate construction materials for bike path/walking trails including asphalt, crushed rock, and wood chips.
  - i)** Work with police and subdivision trustees to insure the safety and security of bike/walking trail segments.
  - j)** Coordinate bike path/walking trail system with the development of residential subdivisions.
  - k)** Consider locating future path/trail through or near scenic areas, vistas, of focal points such as lakes.



### **Chapter 3: Vision, Goals & Objectives**

- l) Encourage sidewalk installation along all St. Louis County arterials and paths/trails either along or within the right-of-way in the form of bike lanes when land is limited.
- 4. Evaluate Traffic Calming Options:** Consider traffic calming measures along Parker Road such as tapering the lanes as they move through Downtown Black Jack, between Old Halls Ferry and Old Jamestown Road and utilizing parallel parking on each side. On-street parking protects pedestrians from vehicles and creates conditions that are supportive of retail in a town center/downtown environment.
- 5. Preserve the Scenic Quality of the City’s Roads:** Old Halls Ferry Road and Old Jamestown Road are scenic, ridge runner routes that contribute to the community’s natural beauty and character. This Plan recommends maintaining the two-lane configuration of both roads with functional design improvements such as left-turn lanes, lighting, and pedestrian crossings at key intersections.
- 6. Install Street Lights:** Install pedestrian lighting and connect the existing sidewalk sections on the west side of Old Halls Ferry Road to provide continuous pedestrian access from Parker to Lindbergh Boulevard and make intersection improvements, as needed, to accommodate safe vehicular access and pedestrian crossings.
- 7. Design Roads to Established Standards:** All new collector roads should meet the City’s design criteria of 60 foot wide right-of-way and a 38 foot wide pavement.
- 8. Develop and Implement Landscaping City-wide:** Landscape Downtown Black Jack to create a positive first impression through the implementation of a variety of unified beautification and streetscape enhancements. The purpose of landscaping and enhancing the image of Downtown Black Jack and the roads that serve it is to improve aesthetics, shade, and animate pedestrian use areas and stimulate economic vitality. This will increase the duration and frequency of visits downtown. By coordinating the landscaping of the Downtown and the approaching arterial roads, the City can build upon the green spaces and attractiveness of the community. The recommended enhancements included in this implementation strategy should be a top priority and include:

  - a) The landscaping program for Downtown should include street trees within the road-right-of-way, a special landscape feature perhaps involving a community identification sign, and landscaping of private parking areas and building facades with shrubs, trees, and flower beds. Specific design of landscape features on private property must be directly negotiated with business and property owners.
  - b) Encourage the preservation, maintenance and replanting of street trees within road-right-of-ways. Tree planting, trimming, and removal should be implemented first along the City’s arterial roadways (Parker, Old Halls Ferry and Old Jamestown) and second along major collectors (Bristol Rock Road, High Crest Street, Jamestown Ridge Drive, and Jerries Lane).



### **Chapter 3: Vision, Goals & Objectives**

9. **Facilitate a cooperative effort** among local businesses, property owners, Trailnet, and St. Louis County to implement the recommendations contained herein and create immediate, long-lasting results.
10. **Install Gateways:** A system of gateway features is recommended at entrances the Downtown at into the City. Gateway improvements will provide an immediate impact on the visibility and economic vitality of the city. A public/private partnership should be created for the implementation of the gateway features in which private businesses may incorporate business logos, etc. within the gateway improvements in exchange for sharing in the costs of implementation and maintenance.

#### **IMPLEMENTATION PERFORMANCE MEASURES**

The following performance measures are recommended to help track the progress of the implementation of the Transportation Goals and Objectives.

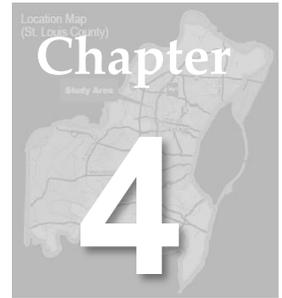
- Track the linear feet of sidewalks installed or improved.
- Track the number of street trees planted.
- Track the number of street lights installed.
- Track all road enhancement projects and document the cost of the project and quantify the improvements with regard to safety, aesthetics, pedestrian access, etc.
- Track the location and frequency of accidents and compare to pre-Plan and post-Plan implementation efforts.
- Track the type and frequency of traffic citations and compare to pre-Plan and post-Plan implementation efforts.

# Black Jack, MO - Comprehensive Plan

## CHAPTER 4: FUTURE LAND USE PLAN

May 17, 2016

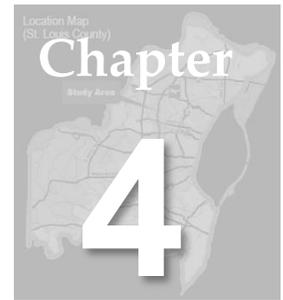




**Chapter 4: Future Land Use Plan**

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**Chapter 4: Future Land Use Plan**

**Section 4:1 INTENT**

The intent of the Future Land Use Plan is to provide an overview of the market forces driving future development and help guide future land use decisions that promote the planned, orderly growth of Black Jack. This Chapter includes the Future Land Use Map, Future Land Use Matrix and supporting text, all of which must be considered when making decisions regarding subdivisions of land, new development or changes in land use. The future land use recommendations were developed based on current land use practices, the latest development trends, and the comments obtained during the public engagement process. The future land use recommendations consider the compatibility of land uses and promote strategies that help achieve the community's vision to become:

***An active, unified community who believes in strong neighborhoods, family values and working together to become more prosperous, healthy and the city of choice for vibrant families, professionals and retirees.***

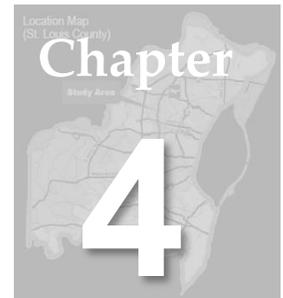
*Information in the following Sections found in the Urban Land Institute's 2015 Emerging Trends Report.*

**Section 4:2 SOCIO-ECONOMIC TRENDS**

“Millennials”, also known as “Generation Y”, consist of those people generally born in the early 80s to early 2000s (age 15-35). The age group is approaching the size of the Baby Boom Generation. While the Baby Boom Generation consists of 73 million and shrinking, Millennials are 72 million strong and growing as a result of steady immigration rates. Millennials are the most diverse of all generations with regard to religion and race and stands out as the most multi-cultural and transient generation in America. The most economically stable cities in the US have the highest concentration of Millennials. This comes as no surprise as diversity builds strength in all systems; natural and manmade.

Millennials are changing the marketplace due to their large size and will continue to influence future land use and development as they age. When asked about the importance of specific community features, Millennials ranked the following characteristics highly; ***a short distance to work and school, proximity to shopping and entertainment, and walkability.*** Although, it is impossible to predict if these preferences will endure or if Millennials will be able to afford the lifestyle they want or the locations they want to live; it is important that the City of Black Jack strives to provide the housing options, walkability and access to shopping and entertainment that Millennials desire, because they are increasingly setting the standard for land use development for all generations.

The growth of Millennials and their impact on all sectors of commercial real estate could be the most dominate trend in years. This group lives, works and plays in different ways than previous generations. Millennials will repopulate aging downtowns and urban areas as they seek convenience and connectivity. Access to arts, entertainment, recreation and culture and connections to cyber space will be priorities. “Location, location, location” will take a back seat to “broadband, broadband, broadband”. From in-town rental housing to collaborative (flex) office space to close-in warehouse (to ensure same-day delivery), Millennials will be a noticeable force in shaping commercial real estate. On the other side of the demographic shift,



**Chapter 4: Future Land Use Plan**

the Baby Boomers will also drive change as they age; many will sell their oversized homes and move to in-town locations with similar amenities as those desired by Millennials, but with a stronger emphasis on health care. Car ownership will decline, but the desire to be mobile will not. Millennials will demand other forms of transportation such as biking, walking and public transportation. The “sharing economy” will continue to increase as more and more users look towards Uber and Air B & B as legitimate transportation and lodging options.

**Section 4:3 LATEST DEVELOPMENT TRENDS**

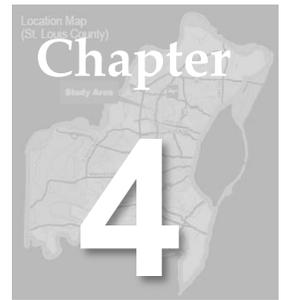
Economic and demographic changes will drive demands for real estate. The market must identify, understand and adapt to these changes in demand. Black Jack should follow the lessons learned in the post-recession economy which learned “it’s not the BIG that eat the SMALL...it’s the FAST that eat the SLOW; Translation: Cities must anticipate and adapt to change. All real estate sectors are making changes going forward. Office users are demanding less space per worker as they reconfigure for more flexibility, shared-space and telecommuting. Retailers are looking for smaller formats to serve multiple locations (in lieu of one mega- store serving entire regions) and making adjustments to accommodate the on-line shopping phenomenon. Industrial space is being designed and located where it can meet the needs of online retailers with faster delivery times. Housing is adapting to provide open concept floor plans, accommodations for home offices, guest suites, less square footage of living space and an increased emphasis on outdoor common areas. After a long, slow recovery, housing prices are on the rise, returning to “normal” levels prior to the bursting of the housing bubble. This will create more demand for new home construction as buyers demand the latest housing concepts and reasonable financing is available.

The top priority of US retailers and manufactures in the foreseeable future is to reduce the supply chain; also known as “shoring up the supply chain”. This means less products manufactured overseas, more centrally located distribution warehouses and continued increase in on-line sales. On-line retailing is impacting the whole distribution program. Distribution centers must be built near major metropolitan areas to enable same-day delivery in areas that have never been contemplated for such uses. In response to the increase of on-line shoppers, retailers are transitioning from using brick and mortar stores as showrooms to using them as quasi-distribution centers. Brick and mortar retail will continue to converge with on-line shopping as retailers become progressively drawn into competition with Amazon to deliver goods to customers on the same day they are ordered. Stores will increasingly fill online orders from their own shelves, effectively blurring the line between retail and warehouse space. The City should be prepared to respond to the demands for this new retail/warehouse/distribution format and the latest housing trends.

**Section 4:4 FUTURE LAND USE MAP**

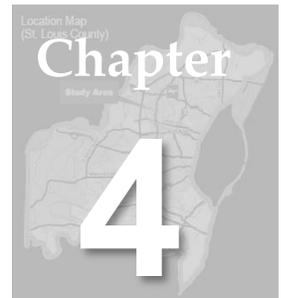
The Future Land Use Map, located at the end of this Chapter, shows the recommended distribution of future land uses. The future land use recommendations take into consideration the existing conditions presented in Chapter 1 and vision, goals and objectives presented in Chapter 3. The Map shows generally how land should be occupied or preserved to best meet the goals adopted in conjunction with this Plan. Compatibility and the use of transitions such as roads, stream buffer or woodlands between dissimilar land uses are very important. According

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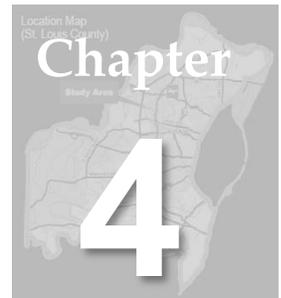
to the Missouri State Statutes, future zoning changes, land subdivisions, new development and redevelopment should be reviewed for consistency with this Plan. Factors such as compliance with the City’s Zoning Code; impact on existing development, capacity of adjacent streets, latest development trends, and the impact on the natural environment should be considered before allowing new development or uses to be located within the City.

The recommendations of this plan should be considered with a sense of flexibility. Development proposals that do not exactly match the Future Land Use Map and Comprehensive Plan recommendations, but reflect market place demands, should be given reasonable consideration as long as they do not present significant public service burdens or negatively impact the health, safety or welfare of the community. The future land uses identified on the Future Land Use Map are defined in the Future Land Use Matrix below.



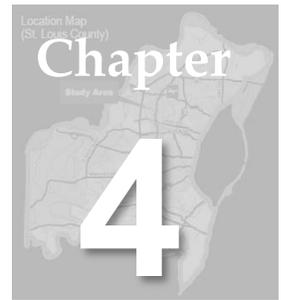
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<b>Section 4:5 FUTURE LAND USE MATRIX</b>		
<b>Description/Corresponding Zoning</b>	<b>Density</b>	<b>Recommended Uses</b>
<b>Low Density Residential (R-1, R-2, PEU, NU, PS, FD, &amp; FP)</b>	<b>Minimum lot size:</b> No less than 15,000 SF.	<ul style="list-style-type: none"> <li>- Single Family Detached</li> <li>- Farms</li> <li>- Nurseries, greenhouses</li> <li>- Public &amp; Institutional Uses</li> <li>- Golf courses &amp; driving ranges</li> </ul>
<p>Areas designated “Low Density Residential” are intended for single-family homes in well planned subdivisions where the average lot size is 15,000 square feet or larger and large areas are preserved as open space, woodlands or riparian stream buffers. Infill development shall maintain lot sizes that are consistent with the surrounding residential development and homes that are consistent with the scale, size and character of existing homes. Sidewalks and street lights are recommended in all future residential development or redevelopment. The installation of trail connections to adjacent roads, parks and existing and planned trail segments is also recommended.</p>		
<b>Medium Density Residential (R-3, PEU, NU, PS, FD, &amp; FP)</b>	<b>Minimum lot size:</b> No less than 10,000 sf.	<ul style="list-style-type: none"> <li>- Single Family Detached</li> <li>- Single Family Attached</li> <li>- Public &amp; Institutional Uses</li> </ul>
<p>Areas designated as “Medium Density Residential” are intended for compact single-family detached dwellings on lots containing at least 10,000 square feet. Infill development should maintain a density that does not exceed 125% of the average surrounding residential density. Therefore, lots should generally be no less than 25% smaller than the existing, adjacent lot sizes. Attached single family homes (Villas) are recommended on a case by case basis as a conditional use. All conditional uses should be situated or conducted on at least five (5) acres, unless otherwise determined by the City Council. Sidewalks and street lights are recommended in all future medium density residential development or redevelopment. The installation of trail connections to adjacent roads, parks and existing and planned trail segments is also recommended.</p>		
<b>Multifamily (R6A, PEU, PS, FD, &amp; FP)</b>	<b>Minimum lot size:</b> 4,500 SF for single family & single family attached villas. 4,000 SF per multifamily unit.	<ul style="list-style-type: none"> <li>- Single Family</li> <li>- Single Family Attached</li> <li>- Townhomes</li> <li>- Cluster Subdivisions</li> <li>- Public &amp; Institutional Uses</li> </ul>
<p>Areas designated as “Multifamily” are intended for a mix of residential uses and densities including apartments, senior housing, assisted living facilities, villas, condos, duplexes and single family dwellings. At least 4,000 square feet of lot space should be required per dwelling unit, unless the use is part of a planned development. Planned developments should be reviewed by the Planning Commission and approved by the City Council. Infill development should maintain a density that does not exceed 125% of the average surrounding residential development. Any lot of record existing on the effective date of this Plan that is located in an area designated Multifamily, but less than 4,500 SF may be used as a site for one (1) single family dwelling. No building should exceed 45’ in height. Two parking stalls should be provided per dwelling unit in multifamily, unless the use is part of a planned development; a parking reduction to 1.5 stalls per unit is recommended when justified by an alternative parking plan or shared parking demonstrating adequate parking is provided.</p>		



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<b>Future Land Use Matrix (continued)</b>		
<b>Description</b>	<b>Density</b>	<b>Recommended Uses</b>
<b>Commercial (C1, C2, C6, C8, MXD)</b>	<b>Average minimum lot size:</b> 6,000 SF for single uses, 12,000 SF for mixed uses and planned uses to be determined by ordinance.	<ul style="list-style-type: none"> <li>- Commercial Service &amp; Retail</li> <li>- Office</li> <li>- Medical</li> <li>- Financial services (banks)</li> <li>- Mixed use</li> <li>- Public &amp; Institutional Uses</li> </ul>
<p>The area designated “Commercial” encompasses the historic Downtown Black Jack and provides excellent visibility and access. Smaller commercial uses (less than 10,000 SF) such as restaurants, retail sales and services and mixed uses should be permitted. The City’s “Downtown” should serve as a focal point for revitalization efforts. The use of shared access and parking measures are recommended. Monument signage (in lieu of pole signage) should be encouraged. Buildings should be designed to the human scale, with visible street oriented entrances, landscaped features, and unifying architectural and landscape designs. The installation of pedestrian and bike paths and crosswalks is strongly recommended. The use of landscape buffering and screening is recommended to buffer commercial uses from other uses.</p>		
<b>Public/Semi-Public</b>	<b>Average minimum lot size:</b> As determined by the City Council	-Public & Institutional Uses
<p>The Public/Semi-Public uses are allowed in all of the designated future land use categories subject to City approval. Uses include, but are not limited to, active and passive public parks, open space and recreational areas, sports fields, schools, community facilities, churches, hospitals, and other institutional/governmental uses. All public and quasi-public uses and facilities should provide access to public roadways and public utilities and comply with the applicable zoning and design criteria. Should a public or semi-public parcel seize being used as public or semi-public, it should be rezoned to the zoning district most representative of the adjacent zoning or use and developed accordingly.</p>		
<b>Park (vacant, common ground &amp; open space)</b>	<b>Average minimum lot size:</b> Not applicable	<ul style="list-style-type: none"> <li>- Public and Private Parks</li> <li>- Recreational Facilities</li> <li>- Trails &amp; Trailheads</li> <li>- Public &amp; Institutional Uses</li> </ul>
<p>The Park land use designation includes property owned and operated by the City for public use or future public use and includes the City’s existing parks and recreation facilities. Future Parks are shown on the Future Land Use Plan. Parks are allowed in all of the designated future land use categories subject to City approval. Sidewalks, trails and pathways are recommended throughout the city connecting parks, schools, neighborhoods, downtown, employment centers and key destinations.</p>		



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**Section 4:6 FUTURE LAND USE RECOMMENDATIONS**

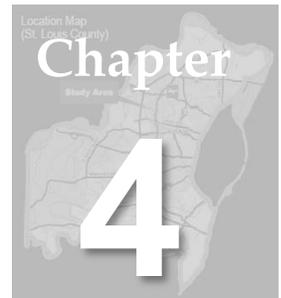
The following strategies and recommendations are intended to create opportunities for a wide range of uses and development scenarios while ensuring continuity through design and the use of physical and natural buffers between dissimilar uses. The future land use recommendations are based upon the past patterns of growth, the existing conditions analysis, anticipated growth, and the need to create harmony between the built and natural environments. The intent of the future land use recommendations is to provide the focus and direction necessary to turn community goals into productive community action and replace or significantly revitalize existing deteriorating buildings, homes and underutilized sites with market-driven uses and sustainable site designs.

**Section 4:7 SINGLE FAMILY RESIDENTIAL (LOW & MEDIUM DENSITY)**

According to the participants of the public engagement process, there is a high demand for new single-family housing in the area. There is an estimated demand for as many as 50 to 75 units over the next 10 years in the City, the majority of which could be accommodated via subdivisions that are already approved, platted and public improvements that are already substantially complete. As the housing stock continues to age, more emphasis must be given to the rehabilitation and preservation of existing housing. According to 2010 Census Data, 43% of all housing structures in Missouri were built before 1970. This was confirmed by St. Louis County Assessor's data from 2015 which reported the median year that Black Jack's single-family homes were built was 1975. This means 50% of the City's housing stock is older than 1975.

The Future Land Use Plan designates approximately 100 acres for new single family construction and approximately forty (40) acres of attached single family and multifamily construction. Low density residential is recommended south of Coldwater Creek and along Old Halls Ferry and Old Jamestown Roads in the northernmost portion of Black Jack. Medium density single-family residential areas cover most of the central and southern areas of Black Jack. Higher density single family residential dwelling units are proposed in three (3) clusters located just outside the Downtown area. Towards the northern limits of the City and along the east sides of Old Halls Ferry and Old Jamestown Road a reduction of density is recommended where larger single family lots already exist to maintain the City's open spaces and preserve scenic vistas.

Single family residences represent the majority of housing available within the City of Black Jack. Most future growth in the City's housing stock is anticipated to occur within existing approved platted subdivisions and the development of smaller new single family subdivisions within the City's existing limits. New single family subdivisions are recommended adjacent to existing single-family neighborhoods on sites that are not impacted by steep slopes or flood hazards. This pattern of development will minimize the costs associated with providing services to new residential areas and avoid incompatible mixes of land use. Future single family development is also recommended in the form of infill development of empty lots or as replacement of a substandard or outmoded home. The densities and land uses of infill should



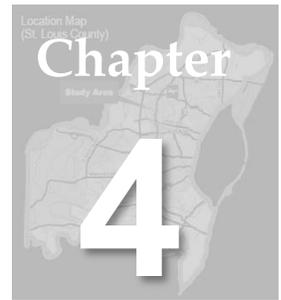
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be consistent with this Plan. Infill development will help renew the City's housing stock by adding vitality and value to the City's existing neighborhoods. Infill development should take advantage of locations that provide connections to public utilities and excellent access to the City's roadways, schools and parks. Future medium density residential infill, tear-down or redevelopment of individual lots is recommended in the areas designated as Medium Density Residential when such development contributes to, rather than detracts from existing neighborhoods. All infill and redevelopment proposals should be consistent with the surrounding residential neighborhood and blend with the surrounding land uses with regard to character, density, height and massing.

Demand for attached single-family villas is strong and growing, especially among Baby Boomers. Villas are attached single-family structures separated into two (2) owner-occupied living units. They include common-wall construction (zero setback), individual garages, private yards, landscaped common areas and homeownership is generally required. Maintenance of the public and private outdoor areas is typically provided by professional property management organizations. The City should consider allowing villas as a viable redevelopment solution when two or more single-family lots exist in areas designated as Medium Density Residential. Duplexes and multiple-family development should not be permitted in the areas designated for future single family development on the Future Land Use Map. They are intended for areas designated as Multi-family only. The following restorative development options are recommended to help stabilize, diversify and expand the City's housing stock. They include:

1. The restoration of older homes to include the latest housing trends and sustainable building practices and to provide the amenities desired by young families and seniors. These include open concept floor plans, modern kitchens, ground level master bedrooms and the use of energy efficient HVAC systems, ENERGY STAR compliant windows and doors and the latest roofing, siding and decking materials
2. The development of vacant parcels within existing neighborhoods with new residential homes.
3. The replacement of substandard homes or out-dated homes with market-rate housing.

Encouraging homeowners to rehabilitate their homes and the construction of residential infill are the preferred development options. These options keep existing neighborhoods intact and reduce the demand for new residential development, which is more expensive to develop. The Missouri Housing Development Commission (MHDC) has established a HOME Repair Program (HeRO). This program was developed for the purpose of assisting home owners with home repair, weatherization, accessibility improvements and lead abatement in owner-occupied homes. This program is available to non-profit agencies that undertake the eligible activities on behalf of low and moderate-income families in non-metropolitan statistical areas. Eligible homeowners must have incomes that do not exceed 80% of the area median income. Eligible homeowners may receive assistance in an amount not to exceed \$22,500 per home



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However, infill and restorative residential development does not meet the needs of all future homebuyers nor provide the expansion needed to accommodate the City's future anticipated growth. Therefore, several areas are designated for future single family growth on the Future Land Use Map. Generally these areas are located in the western and northern reaches of the current City limits that offer the topographic advantage of flat, well drained soils served by public utilities, roads, and excellent municipal services. A variety of residential densities is recommended to serve the City's diverse housing needs and household sizes ranging from large families to seniors living alone. All new residential development should be in harmony with the City's existing neighborhoods with regard to density, design and use and preserve, to the extent possible, the physical attributes and natural features of the site. For example, areas impacted by floodplain, steep slopes, woodlands or special scenic beauty, should be limited to lower density, single family homes. Refer to the Future Land Use Map for the recommended locations for single family residential uses.

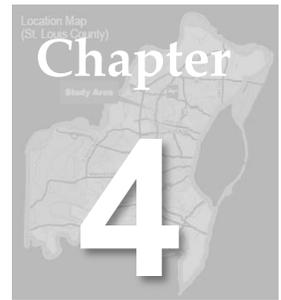
**Section 4:8 PROJECTED HOUSING UNITS**

Based on the area designated for future single family construction, approximately 100-150 new single family homes could be constructed based on the densities recommended in the Future Land Use Matrix and adequate areas are set aside for the installation of roads and the preservation of open space and woodlands. The total estimated build-out of the City's housing stock according to these predictions would be between 2,300-2350 housing units. By way of comparison, the City had 2,074 housing units in 1990 and added just over 125 new housing units over the last 25 years to make up the City's current housing stock which consists of 2,191 single family homes according to the 2010 US Census. Considering it took over 25 years for the City to add 125 homes to the City's housing stock from 1990- 2015, adding 100-150 new single family homes to the City's housing stock in the next 10-20 years is ambitious, but attainable.

This Plan does not set a definitive goal for the total number of houses built. The City's decision makers should review the development of each lot and each subdivision on a case by case basis for consistency with the Future Land Use Map and compliance with all applicable regulations. Black Jack is fortunate to have vast areas of undeveloped woodlands and open spaces. These areas add value to residential properties and desired by many homeowners. Therefore, while this plan designates a variety of areas for various types and densities of future residential construction, it does not envision these areas being 100% built-out. Vast areas should be left open, wooded or as parkland to create neighborhoods of lasting value and maintain the current character of Black Jack.

**Section 4:9 MULTIFAMILY RESIDENTIAL**

Within Black Jack, there are two (2) large concentrations of multi-family units; one in the southwest corner of Parker Road and Old Halls Ferry Road, and the second in the northeast corner of Parker and Old Jamestown Road. A smaller multi-family development is located on the east side of Old Jamestown Road just south of City Hall. Multi-family land use constitutes less than 2% of the total area of the City as shown on the Future Land Use Map. This plan envisions multi-family development for seniors at the designated locations. These locations



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serve as complimentary expansions to the existing senior services and other multifamily development, such as market-rate, renter-by-choice apartments.

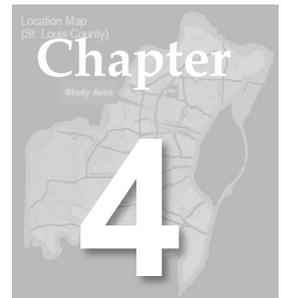
Currently senior housing represents approximately 8% of all new housing construction. This rate is anticipated to double over the next ten (10) years due to the aging of the Baby Boom Generation and functional obsolescence of older independent living facilities. Newer senior facilities are resort-like and provide a wide range of amenities, health care and medical services required of an aging population. In addition, to a steady flow of Baby Boomers looking to downsize, the Census Bureau is projecting a boom in the population of young adults (Millennials), one-person households, and married couples with no children. These individuals are most likely to choose apartments to provide the flexibility necessary to respond to job, lifestyle, and relationship choices and changes. Today's modern apartments are better suited to the needs of these groups by combining convenience and amenities. They are also increasing the average rent prices as a result of an influx of high-end developments. These new luxury apartment complexes are equipped with outdoor pools, exercise rooms, dog parks, guest suites and other amenities commonly associated with condominium developments. They are bridging the gap between homebuyer and the renter who can afford a home, but does not want to be tied down by homeownership. This new market segment is known as "renter-by-choice". While senior housing is the preferred type of multifamily housing desired by the community, market-rate apartments designed for the "renter-by-choice" tenant should also be considered in areas designated as "Multi-Family" on the Future Land Use Map.

Multi-family development should include the latest indoor and outdoor amenities demanded in this market and highly sought after among "singles" (young adults), "mingles" (newlyweds) and "jingles" (empty nesters). Any development that creates traffic congestion, noise or other conditions that would interfere with the enjoyment of adjacent properties should be prohibited or at least regulated to the extent permitted by law. All future multi-family development located adjacent to single family should provide on-site buffering or screening.

**Section 4:10 ECONOMIC DEVELOPMENT**

Like many smaller, bedroom communities, much of Black Jack's economic activity comes from existing businesses and entrepreneurs. This Plan recommends place-based economic strategies such as "staging the downtown" and "economic gardening" (discussed in Chapter 3) as well as aggressively recruiting businesses to provide better retail selection, entertainment, job opportunities, and increase local retail sales within Black Jack. A key focus of the economic development strategies is reducing vacancy rates by 50% (See Chapter 3, Section 3.7 Item 8) which will help increase property values, generate vitality and stabilize the local economy.

Underutilized sites and buildings in Downtown Black Jack could struggle indefinitely in their current condition, or with a new look or purpose, could be attractive to a new business. The City should encourage property owners to reinvest in their properties through operational improvements and/or efficiencies that increase rent rates and reduce vacancies. The basis for this recommendation is to increase the demand in the City's existing commercial buildings. Retrofitting the City's existing commercial building stock is cheaper and faster than new



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construction and will help achieve the Plan’s goal of reducing vacancy rates while also driving up rental/lease rates, resulting in a higher class of property and market-rate tenants. The restorative development and transformation of the old daycare on Parker Road into a successful dance studio is an example of this recommendation.

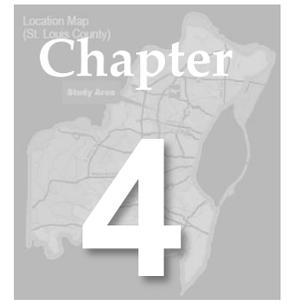
Downtown Black Jack is an important asset. This Plan recommends the City assist, encourage and/or incentivize property owners to position the current vacant building stock for immediate occupancy. This will require proactive code compliance efforts to get current building owners to bring buildings and properties up to code. Improving Downtown Black Jack and making the corridors that serve it more attractive to prospective users/tenants should be a top priority. The City should develop partnerships with local and regional entities and direct financial resources towards positioning the Downtown to be **poised and ready** for future restorative development and reestablishing Downtown as a vibrant, attractive gathering area. These efforts are necessary to create the “Town Center” that Downtown Black Jack once was and that current and future Black Jack residents desire and deserve.

In summary, this Plan recommends the City “trench in” or focus on opportunistic investments Downtown and along the corridors that serve the City where these investments can serve as catalysts to create more value-added improvements. The intent of these recommendations is to build upon the built and natural resources Black Jack already possesses by focusing on the implementation efforts of several small, incremental improvements throughout the City, rather than relying on one big revitalization project or new development. Planners refer to this approach as “urban acupuncture”.

The following Section and the Economic Development Goal, Objectives and Implementation Strategies provided in Chapter 3, Section 3.7 includes additional economic development and future commercial use recommendations.

**Section 4:11 COMMERCIAL LAND USE - DOWNTOWN**

Commercial land use makes up a small percentage of the total land area in the City of Black Jack, with just over 20 acres. The commercial uses are concentrated in the center of the City along Parker Road between Old Halls Ferry and Old Jamestown Road. No major commercial anchor is present such as a large grocery store or big box retailer. Two (2) small strip centers constitute the majority of the commercial use. Business and property owners in the downtown must be an integral part of development activities. Development of vacant sites and restorative development of underutilized buildings on Black Jack Court could provide an opportunity along this “U-shaped” street south of Parker Road to create a central focal point for the downtown area. Additional redevelopment opportunities are found at the recently vacated service station and the old City Hall located on the northwest corner of Parker and Old Halls Ferry Roads. Upgrading existing properties by way of attractive paint schemes, professional signage, and landscaping is another way to maintain and enhance the town center’s friendly, small-scale presence. Future development and reinvestment is needed to help capture more retail spending and provide convenience and more choices to the resident population. The area designated for Future Commercial Land Use is shown on the Future Land Use Map in red.



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Economic development efforts should focus on businesses that provide goods and services that other local commercial areas do not fulfill. New emphasis should be placed on uses such as arts, entertainment, business incubators, specialty retail, commercial services, boutiques, and internet cafes. These are examples of “destination uses” which attract customers that are willing to seek them out, even if they are hard to find and/or more expensive. These businesses provide access to knowledgeable sales and service personal and gathering space for like-minded end users to learn and linger. Customers are willing to seek out such uses because they offer unique products and services that big box or internet shopping cannot.

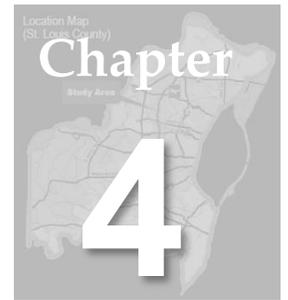
City leaders and developers must place a new emphasis on establishing downtown as the town center it once was. To effectively accomplish this, the City must increase the utilization of Downtown by revitalizing vacant buildings and recruiting businesses. This plan recommends the Downtown area offers a diverse mix of land uses that are poised to sustain a long life and adapt to the changing demands of the community. The downtown revitalization recommendations are summarized into the following three (3) general themes: Renewal, Connection, and Animation.

- ✓ **Renewal** or reinvestment is the first element necessary for rebuilding a downtown. Renewal and reinvestment in the built environment is necessary, as is redevelopment of human and civic capital stock. This element includes private and public investments to help “stage” Downtown, redeveloping the old City Hall site and other economic development strategies.
- ✓ **Connection** focuses on how automobile, bikes and pedestrian modes of transportation link downtown to the surrounding neighborhoods, how they create circulation and movement within Downtown and how these connections can be improved.
- ✓ The **Animation** theme involves all of the elements that bring life to downtown. These elements include retail, institutions, recreation, arts, civic events and other activities

The following downtown revitalization strategies are recommended:

**1. Renew:**

- a. Redevelop the Old City Hall to serve as a catalyst for future development and reinvestment within the Downtown area.
- b. Create a walkable shopping district downtown with a mixture of shops, entertainment and restaurants offering unique, high quality merchandise, al-fresco dining, cultural attractions, art galleries and annual events and entertainment.
- c. Market downtown Black Jack as the premier location for new and expanding commercial and non-residential uses. The downtown economy needs to diversify to attract a wide range of users such as retail, office, entertainment and recreation. The development of small retail boutiques, sit-down restaurants, and limited outdoor sales is recommended.

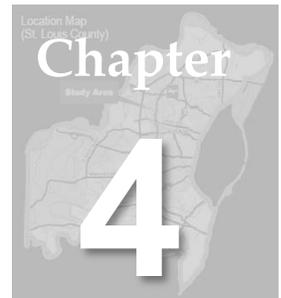


**2. Connection:**

- a. Develop visual and physical connections to the downtown and encourage the development of uses that provide a connection to downtown Black Jack’s past, present and future.
- b. Incorporate “traffic calming” techniques, such as pedestrian crossings and on-street parking in appropriate areas and install enhancements to improve pedestrian orientation in the downtown area.
- c. Improve the sidewalks along Old Jamestown Road, Parker Road and Old Halls Ferry Road to increase walkability and improve the appearance of the corridor.
- d. Install better traffic and pedestrian lighting as needed to improve safety, aesthetics and visibility along Old Jamestown Road, Parker Road and Old Halls Ferry Road.
- e. Develop a pedestrian-oriented streetscape with pedestrian amenities and parking facilities appropriately screened and located so as to not dominate the downtown.

**3. Animation:**

- a. The City should cooperate with the County Department of Highways to consider “road diet” and complete street” retrofits for these major roadways which serve as the City’s lifeline, and considering the following animation enhancements:
- b. Establish gateway features. Parker Road, Old Halls Ferry Road and Old Jamestown Road are the major Gateways into Downtown Black Jack and ideal locations for gateway features as shown on the Future Land Use Map. Establishing attractive entrance signage for the Downtown highlighting the City’s logo and/or motto and include a message board identifying any special events, meetings, etc. Entrance monuments and professional landscaping should also be located at each major entry into Black Jack at the City limits. These features will help give the Downtown a more formal entrance and create a memorable identity for Black Jack. See the Future Land Use Map for gateway enhancement locations.
- c. Cooperate with St. Louis County, business owners, property owners and other entities that offer financial or technical assistance to assist in the funding, design and installation of streetscape enhancements along Parker Road, Old Halls Ferry Road and Old Jamestown Road that follow a common theme as they converge in Downtown Black Jack. The streetscape enhancements should include building facades, pedestrian access, lighting, street furniture, banners, signage, landscaping, etc.
- d. The downtown area should be festive during all seasons. Trees and light poles along Old Halls Ferry, Old Jamestown and Parker Road should be decorated for the winter



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holidays and colorful flags hung from lampposts are recommended seasonally to celebrate special occasions and seasonal changes.

- e. Litter and trash should be picked up weekly from downtown sidewalks and parking lots.
- f. Incorporate pedestrian amenities along Old Jamestown Road, Parker Road and Old Halls Ferry Road to create a unifying theme and a linear park-like setting. Consider a healthy city initiative theme to help brand the area and differentiate it from other corridors in the region. Another theme to consider is the City's trees/heritage, strong, integrated neighborhoods or vast open spaces and parks.
- g. Defining the boundary between commercial uses in the downtown and adjacent residential uses is a challenge. This Plan recommends developing design standards to require landscaping, buffering and context sensitive designs to create continuity within the downtown and provide practical transitions between adjacent residential neighborhoods.

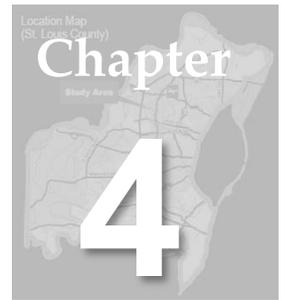
In addition to the above future land use recommendations, please refer to Chapter 3, Section 3.7 for additional place-based economic development and business stability recommendations.

**Section 4:12 PARK, OPEN SPACE & VACANT LAND**

The City of Black Jack has three (3) park areas. The City's largest park is Harold Evangelista (also known as Black Jack Park) which is approximately 56 acres and located along the south side of Cold Water Creek and west of Old Jamestown Road. Heritage Park consists of four (4) acres. It is located along the east side of Old Jamestown Road, just north of City Hall. The City's latest addition to its park system is Hoffman Park. Hoffman Park is an unimproved park area with over 21 acres of open space and woodlands located in the northernmost portion of the City off Old Jamestown Road. Table 4.1 provides an inventory of the City's park system.

Harold Evangelista Park is the only improved park in the City Park inventory. Heritage Park is presently undeveloped, except for a small area at the north end which contains the City's public works and maintenance activities. Park use accounts for 3.3% or 60 acres of land in the City. Two (2) new parklands are proposed on the Future Land Use Plan. One future parkland area is located on northwest corner of Parker & Old Halls Ferry Road. It contains a lake and is approximately 9 acres. This proposed park area is located just north of downtown. For purposes of this Plan, the Park is known as "Downtown Park". The other future park area recommended in the Future Land Use Plan is an extension of Harold Evangelista Park. The combined acreage of Black Jack's existing and proposed parkland is approximately 110 acres, see Table 4.1.

Outside the City, there are two (2) golf courses (Eagle Springs and the Golf Club of Florissant) and the North County Rec Plex / Veteran's Memorial County Park along the east city limits of Black Jack extending from Redman Road north to Parker Road. Because of the rolling, and in some places, very steep terrain within the City, open spaces constitutes a relatively larger



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percentage of the City of Black Jack than most other cities in the County. Black Jack has almost 200 acres (over 11% of the total land area) devoted to open space. For this analysis, open space is considered to be any common ground within a subdivision and may consist of mowed fields, woodlands, creek beds, and steep hillsides. These “open space” areas are not included in the calculation provided in the following park inventory and analysis.

<b>Figure 4.1 Black Jack Parkland Inventory</b>		
<b>Parkland</b>	<b>Acres</b>	<b>Improvements</b>
Harold Evangelista Park	56	2 tennis courts, 2 ball fields, 2 basketball courts, horseshoe pits, pavilion, picnic benches,
Heritage Park (parkland only)	4	None
HoffmanPark(Jamestown Mall area)	21	None
Proposed Downtown Park	9	None (Not currently in park system)
Proposed Evangelista Park expansion	20	None (Not currently in park system)
<b>Total Acres</b>	<b>110</b>	

**Section 4:13 PARKLAND CLASSIFICATIONS**

In order to establish the parkland and recreational facility needs of the City of Black Jack, an inventory of existing parks and facilities was completed. These existing conditions were then compared to recreational standards from various sources. These standards serve as guides in determining other appropriate parkland and recreation facility requirements for a given population. It should be noted that these figures reflect only those parcels of land which are designated as public park areas. An abundance of privately-owned open space does exist within the City, and these parcels provide a variety of recreational facilities. For the purposes of this study, however, only facilities located on public parklands will be examined.

The National Recreation and Parks Association (NRPA) developed a classification system to serve as a guide for community parks and recreation planning. The system describes several categories of parks, recreation areas and open spaces, which in combination make up a unified municipal park network (Park, Recreation, Open Space and Greenway Guidelines, NRPA, 1995). Table 4.2 shows the various park categories, functions, size, service area and typical features.

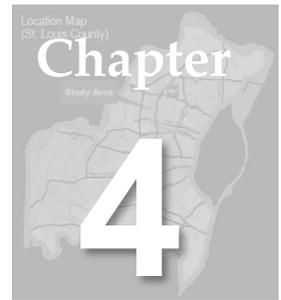
**Chapter 4: Future Land Use Plan**

**Table 4.2 Park Classifications**

<b>Park Classification</b>	<b>Function</b>	<b>Size</b>	<b>Service Area</b>	<b>Typical Features</b>
<b>Playlot</b>	Primarily to serve young children in residential areas.	1 acre or less	1/4 mile limited by barriers	Play area; landscape
<b>Mini Park</b>	Addresses limited, isolated or unique recreational needs	1-5 acres 3 acres optimum	1/2 mile limited by barriers	Play area, passive recreation, limited sports
<b>Neighborhood Park</b>	Serves as recreational and social focus for neighborhoods	5-20 acres 10 acres optimum	1 mile radius limited by barriers (5-15 minute walk)	Play area, sports fields, courts, trails, picnic areas, etc.
<b>Community Park</b>	Provide multiple park and recreation opportunities for all age groups	20-80 acres 40 acres optimum	3 mile radius (10 minute drive)	Recreation center, aquatics, sports fields, trails, etc.
<b>Natural Resource Area</b>	Lands set aside to preserve unique natural resources	N/A	Based on resource availability and opportunities	open or green spaces and unique and/or visually appealing landscapes
<b>Greenways</b>	Serves to form interconnected park system	25' min. width, with a min. path width of 8'.	Based on resource availability and opportunities	Trails and open or green spaces

**Section 4:14 PARKLAND BENCHMARKS**

The St. Louis County Standards apply to suburban populations, while the NRPA and SCORP standards apply to more urbanized areas that are more densely populated and contain limited open space. The need for parks and open space is at a premium, therefore, the NRPA and SCORP standards require more parkland per capita versus other benchmarks applicable to less urban areas. Since Black Jack is located in St. Louis County and contain densities that are similar to St. Louis County, the St. Louis County standards provide the most appropriate park



**Chapter 4: Future Land Use Plan**

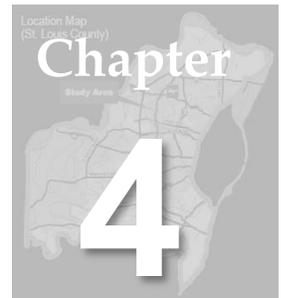
standards. St. Louis County park classifications are based on park size and include an established service area radius for each park classification. All of the standards are based on population. For purposes of this analysis, Black Jack’s population as of the 2010 U.S. Census was used, which was 6,929.

The NRPA and SCORP benchmarks set a goal of 1 acre of parkland per 47 residents. For Black Jack this would mean a goal of 147 acres, based on the City’s 2010 population of 6,929. The City’s park system only contains 56 acres of improved, programmed parkland, therefore is well below the NRPA and SCORP standards. Even when the City’s new park and recommended park areas are factored in, the total parkland within the City of Black Jack is 110 acres, 37 acres shy of the NRPA/SCORP benchmarks.

According to the St. Louis County standards, the City only needs 31 acres of parkland. Therefore, Black Jack has a surplus of 23 acres of parkland. Table 4.3 includes an analysis of Black Jack’s existing parks compared to the local benchmarks used by St. Louis County.

Park Classification (Size)	Existing Parks	Proposed Standard (# acres/ # of people)	Calculated Demand (acres)	Black Jack’s Existing Acreage (Corresponding Park)	Black Jack’s Surplus / Demand (approx. acres)
<b>Playlot (up to 1 acre)</b>	0	0.3 ac. / 1000	2.00 ac.	0 ac. <i>Heritage Park</i>	<b>(2.0 acres) DEMAND</b>
<b>Mini Park (1-5 acres)</b>	0	0.25 ac. / 1000	1.73 ac.	0 ac. <i>Heritage Park</i>	<b>(1.73 acres) DEMAND</b>
<b>Neighborhood Park (5-20 acres)</b>	0	1.5 ac. / 1000	10.40 ac.	0 ac. <i>Downtown Park</i>	<b>(10.4 acres) DEMAND</b>
<b>Community Park (20-80 acres)</b>	1	2.5 ac. / 1000	17.3 ac.	54 ac. <i>Evangelista Park</i>	<b>36.6 acres SURPLUS</b>
<b>TOTAL</b>	<b>1</b>	<b>31.43 acres</b>		<b>54 acres</b>	<b>22.47 acres SURPLUS</b>

Black Jack’s existing parks (71 acres), recommended new parkland (29 acres) and open space (200 acres) accounts for over one-quarter (1/4) of the City. This is a unique and very positive aspect that helps characterize Black Jack. However, the City needs to provide a wide range of improvements in the City’s existing parks and work towards obtaining ownership of the recommended park expansion areas. The size and beauty of the City’s open spaces and parks are key components of the Future Land Use Plan. Parks and open space also serve as transition areas between different densities of residential uses, and between the town center commercial area and adjacent residential areas.



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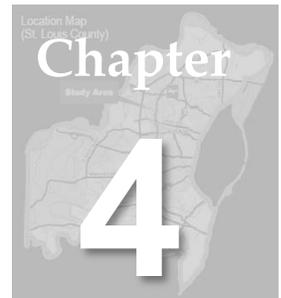
**Section 4:15 FUTURE PARK SYSTEM RECOMMENDATIONS**

A neighborhood park is recommended north and east of the old City Hall site. Currently no park is located near this immediate location. The proposed nine (9) acre neighborhood park site contains a desirable mix of open space, woods and a 1.4 acre lake. The 10.4 acre deficit in neighborhood parks per Table 4.2 could be provided if the “Downtown Park” is provided. Access to the proposed park should be via an entrance off Parker Road, with a gateway feature and pedestrian connections to Downtown.

The parkland available for use by the residents of the City of Black Jack is sufficient in terms of overall acreage. There is, however, a deficit in the availability of smaller mini-parks and neighborhood parks. To some extent the role played by these smaller-sized parks is being filled by privately-owned open space. Small parks are costly to maintain and generally only serve adjacent residents. Additionally, there are several churches and school campuses that provide outdoor areas that serve as mini-parks and play lots. Therefore, this Plan does not recommend any new mini-parks or playlots.

However, the City of Black Jack needs to create more places and activities that “bring people together” to strengthen the community, attract prospective businesses and support an entrepreneurial economy. The City should start with reinvesting in the existing parks to provide more things to do, provide restroom facilities and create recreational trails and sidewalks connecting parks to neighborhoods. Future parks are shown on the Future Land Use Map and include the following park enhancements:

1. Acquire and develop a neighborhood park north of Downtown to create a 9 acre park with a lake located on the northwest corner of Parker & Old Halls Ferry. (AKA “Downtown Park).
2. Acquire 20 acres west of Evangelista Park and south of Coldwater Creek and develop trails and other passive park activates, (AKA Evangelista Park Expansion).
3. Create a continuous, well lit, walkway/bikeway along Old Jamestown Road to create a safe corridor for pedestrians and cyclists. The same should be considered for Old Halls Ferry Road and Parker Road.
4. Install professional landscaping and facility improvements at all parks to further develop existing and proposed parks and ensure the City’s Parks serve the community’s current and future active recreation needs. A priority should be the immediate installation of playground equipment, a spray/fountain area and parking at Heritage Park. A parking lot and walking/biking paths in Hoffman Park should also be a priority.
5. Tailor park improvements and recreation programs to the diverse needs of Black Jack residents.



**Chapter 4: Future Land Use Plan**

6. Encourage connection of City parks with residential areas via a bike or path/walking trail system.
7. Facilitate the preservation of the large amount of private open space (mostly subdivision common space) to meet small park needs.
8. Create a connection via walking trails and bike paths between Harold Evangelista Park and the adjacent church property.
9. Help coordinate indoor and outdoor recreation and educational programs with the City's churches, schools and the North County Recreation Complex.
10. Negotiate a discounted rate for City residents to encourage their participation in the adjacent golf courses and the North County Recreation Complex.
11. Utilize a variety of means to fund recreation facilities, programs and special events.

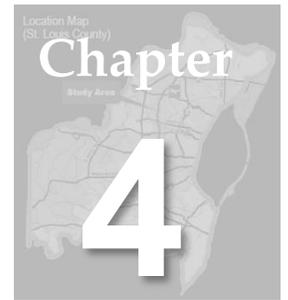
The addition of landscaping to all parks, programmed enhancements to existing parks, and the acquisition of the proposed park areas is necessary to serve the City's current and future population. The proposed bike path/walking trail system will also serve to unite the widely scattered parks and open spaces with residential and other land uses.

**Section 4:16 PUBLIC/ SEMI-PUBLIC**

The Public/Semi-Public Land Use category includes governmental, quasi-public uses and places of assembly-such as churches. All public facilities and places of assembly should have direct access to major roadways and not create traffic congestion or other nuisances. Institutional uses should be permitted in all future land use categories, subject to site plan review and compliance with the applicable zoning and design regulations. If an institutional land use stops being used as an institutional use, the future land use category should revert to the adjacent future land use classification. In the event there are two adjoining, but dissimilar uses, the most restrictive use should apply.

**Section 4:17 INFRASTRUCTURE FINANCING**

Infrastructure improvement and maintenance are important for attracting private investment in redevelopment, but paying for infrastructure can be challenging for cities as resources for infrastructure financing dwindle. These tools are most applicable in communities where infrastructure problems are a major barrier to economic development, but local funding for capital improvements is scarce. For example, some historic downtowns have outdated utilities, crumbling sidewalks, and streets filled with potholes. To bring businesses and residents back downtown, investments are needed to update utilities and repair streets and sidewalks. The following financing options should be considered:



***Chapter 4: Future Land Use Plan***

- 1 Developer impact fees:** To pay for infrastructure improvements, such as green infrastructure, streetscape improvements, and bike lanes, charge new development projects one-time fees to defray the costs of expanding public services. These fees are typically collected on a pay-as-you-go basis and used to cover one-time capital investments rather than ongoing operations and maintenance.
- 2 Special assessment districts (NID, CID, TIF):** Work with local property and business owners to build support for a special assessment district, where property and/or business owners pay a fee to fund specific improvements in the area. As allowable types of special assessment districts vary by state, the city would need to research the legal structure and steps to implementation.
- 3 Coordinated infrastructure investments:** Encourage coordinated infrastructure investment across city departments and with outside jurisdictions to reduce redundant tasks and save money. Wherever possible, improvements to walking and biking facilities should be made at the same time as larger infrastructure investments. This process could include establishing an interdepartmental or multijurisdictional working group, inventorying planned infrastructure improvements and identifying areas of overlap, and prioritizing projects and funding sources based on shared infrastructure requirements.



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# APPENDIX A

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Survey Summary



MAY 17, 2016  
STREILER PLANNING, LLC

# Comprehensive Plan Update Survey Summary

The following tables summarize the Citizen Surveys that were developed and administered for the purpose of obtaining citizen feedback regarding issues relating to the 2016 Comprehensive Plan Update. The survey was posted on the City’s website throughout the summer and early fall of 2015. Hard copies of the survey were distributed at all Focus Session Meetings, Special Events and available at City Hall. The City received over 29 surveys, many of which were representative of entire households, husband/wife and entire businesses.

1. **Threats:** Survey takers were asked to rate the following issues the City of Black Jack will face over the next 10-20 years from what they were most concerned about (5), to (1) for issues of no concern.

Ranking of the Top Issues facing the City of Black Jack’s					
Top Community Threats (in order of ranking)	No Concern	←————→			Most Concern
	1	2	3	4	5
<i>Ranking</i>					
1) Neighborhood stability	4.52				
2) Crime (violence, drugs and safety issues)	4.50				
3) Property maintenance- (residential)	4.48				
4) Property maintenance- (non-residential)	4.18				
5) Revitalization of commercial areas	3.93				
6) Quality and delivery of City services	3.86				
7) Access to quality shopping & dining	3.69				
8) Economic development	3.68				
9) Open space/natural resource preservation	3.66				
10) Parks, recreation & trails for all age groups	3.62				
11) Apartments, duplexes & rental housing	3.33				
12) Development of a “Town Center”	3.17				
13) Public transit / senior transportation needs	3.11				
14) Availability of commercial property	2.93				
15) Expansion of the current city limits	2.31				

## SUMMARY

“**Neighborhoods Stability**” was #1 concern or threat with a ranking of 4.52 out of 5. Seventy-six percent (76%) of all respondents ranked Neighborhood Stability a “5” on a scale of 1-5, 5 bring the highest concern. “**Crime**” was the 2<sup>nd</sup> highest ranked concern or threat with a ranking of 4.50 out of 5 and “**Residential Property Maintenance**” was the 3<sup>rd</sup> highest ranked concern with a ranking of 4.48.

“**Expansion of the current City Limits**” was the lowest ranked concern or threat with a ranking of only 2.31 out of 5. “**Availability of commercial property**” was the 2<sup>nd</sup> lowest ranked concern/threat with a ranking of only 2.93 out of 5.



# Comprehensive Plan Update Survey Summary

## 2. Agree/Disagree: General Questions

Personal Preference Questions					
Agree/Disagree Statements (Top ranked listed first)	Disagree		Agree		
	1	2	3	4	5
Ranking					
1) Black Jack is a great place to live.	4.41				
2) Black Jack is a great place to raise children.	4.31				
3) I am happy with the City's parks & recreation activities.	3.81				
4) Black Jack is a great place to retire.	3.68				
5) Black Jack is a great place to visit.	3.52				
6) Black Jack is a great place to own/operate a business.	3.52				
7) Black Jack should grow in size and population.	2.76				

### SUMMARY

The highest ranked personal preference statement was **“Black Jack is a great place to live”** with a ranking of 4.41 out of 5. The 2<sup>nd</sup> highest ranking statement was **“Black Jack is a great place to raise children”** with a ranking of 4.31 out of 5.

The lowest ranked personal preference statement was **“Black Jack should grow in size and population”** with a ranking of only 2.76 out of 5. **“Black Jack is a great place to own/operate a business”** was the 2<sup>nd</sup> lowest ranked personal preference statement with a ranking or only 3.52.



# Comprehensive Plan Update Survey Summary

3. **Strengths/Assets:** Rate each of the following strengths/assets as they apply to the City of Black Jack from most valuable (5) to least valuable (1).

Ranking of the City of Black Jack's Top Strengths					
Top Community Assets (in order of ranking)	Least Valuable	←————→			Most Valuable
	1	2	3	4	5
<i>Ranking</i>					
1) Police	4.50				
2) Housing & neighborhoods	4.32				
3) Resident population (the community)	4.26				
4) Municipal services	4.25				
5) Family-friendly atmosphere	4.18				
6) Schools	4.17				
7) Highway access & visibility	3.79				
8) Religious Institutions	3.76				
9) Heritage	3.68				
10) Location	3.68				
11) Open spaces & wooded areas	3.64				
12) Organizations and committees	3.54				
13) Parks, trails & recreational programs	3.54				
14) Local industries	3.14				
15) Commercial & retail establishments	3.04				

## SUMMARY

The top ranked community asset according to the survey respondents was “**Police**” with a near perfect ranking of 4.50 out of 5. The 2<sup>nd</sup> highest ranked community asset was “**Housing & Neighborhoods**” with a ranking of 4.32 followed by “**Resident Population (the community)** (4.26) and **Municipal Services** with ranking of 4.26 and 4.25 respectively.

“**Community & retail establishments**” was the lowest ranked community asset with a ranking of only 3.04 out of 5 followed by “**Local Industries**” with a ranking of 3.14 and “**Parks, trails & recreational programs**” with a ranking of 3.54.



# Comprehensive Plan Update Survey Summary

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4. **City Services:** Survey takers were asked to rate the following municipal services based on their level of importance from 1-5, with 1 being very important, AND, rate how well the services are performed from excellent (5) to poor (1).

<b>Ranking &amp; Quality of Municipal Services</b>						
<i>Municipal Service (in order of quality of service)</i>	<b>Level of Importance</b>	<b>Quality of Service</b>				
		Poor	←————→			Excellent
	1-5	1	2	3	4	5
1) Police	4.88	4.92				
2) Fire	5.00	4.92				
3) Drinking Water	4.47	4.58				
4) Sanitary Sewer	4.25	4.54				
5) Street maintenance	4.53	4.46				
6) Yard waste collection	4.13	4.44				
7) Planning & zoning	3.94	4.28				
8) Winter maintenance-snow plowing / salt	4.41	4.23				
9) Trash / recycling	4.19	4.20				
10) Property Maint. code enforcement	4.75	4.08				
11) Stormwater management	4.18	4.00				
12) Parks & recreation	3.56	3.96				



# Comprehensive Plan Update Survey Summary

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5. Yes/No Specific Issue Questions:

<b>Yes / No General Quality of Life Questions (in order listed on the survey)</b>	<b>YES</b>	<b>NO</b>
a. The City of Black Jack should expand through annexation.	20.0%	80.0%
b. The City should have more sidewalks and bike paths.	65.4%	34.6%
c. I would support a tax or bond to fund street improvements.	50.0%	50.0%
d. I would support a tax or bond to fund park improvements.	53.8%	46.2%
e. I am generally pleased with the City's Public Services.	96.0%	4.0%
f. There are sufficient housing options in the City.	76.0%	24.0%
g. Black Jack should have more parks and walking areas.	50.0%	50.0%
h. Traffic congestion is a problem.	12.0%	88.0%
i. Black Jack has adequate street lighting?	32.0%	68.0%
k. There are sufficient recreation programs for youth.	18.2%	81.8%
l. There are sufficient recreation programs for seniors.	15.0%	85.0%
m. Black Jack should invest in incentives to attract business	73.3%	26.7%
n. There are sufficient employment opportunities in town.	22.7%	77.3%



# Comprehensive Plan Update Survey Summary

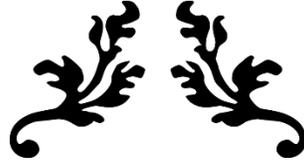
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## 6. Surveyor Demographic Questions:

Surveyor Demographics				
Gender	Male	52%	Female	48%
Resident?	Yes	91.7%	No	8.3%

Age	17 & Under	18-29	30-45	46-64	65 and over
	0%	8.7%	13.0%	34.8%	43.5%
Education	Some high school	High school grad	Some college	College grad	Master or PHD
	0%	15.8%	0.0%	31.6%	52.6%





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# APPENDIX B

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Public Engagement Responses



MAY 17, 2016  
STREILER PLANNING, LLC

**1. Why do you choose to live in Black Jack?**

- I live in Black Jack because it is convenient to my business (also in Black Jack), my church, and close to family.
- Generally quiet. Responsive honest government. We moved here 17 years ago and were attracted to a new home and subdivision.
- Close to major highways.
- Small quaint community free of congestion.
- Great community to move up to after living in an apartment.
- North County Recreation Center is nice.
- Great location, found a nice home.

**2. What can be done to sustain these positive neighborhood characteristics and ensure all properties are maintained in a sufficient manner?**

- Keep our neighborhoods well maintained, affordable, safe, and family-friendly.
- A large rental pool of homes adversely affect neighborhoods.
- **Code enforcement**
  - Code enforcement on property upkeep becomes critical --especially when faced with surrounding neighborhoods which have let property values slide. (This includes nearby unincorporated areas which are not regulated closely--yet are the portals through which people pass in order to enter Black Jack.)
  - The manner in which the enforcements are handled can go a long way in maintaining community good-will.
  - Strong, enforced code enforcement. Citizens understand the benefits & necessity of code enforcement.
- **Occupancy Permit Process:**
  - Continue requiring occupancy permits.
  - Ensure subdivision trustees are informed when absentee owners are renting homes.
  - The neighborhood associations could bring code violations to the City. For example, violating occupancy permit etc.
- **Pride of Ownership.**
  - Great neighborhoods have pride of ownership – Most of the neighborhood uses the same lawn service and many hire professional landscapers

**3. Does Black Jack's housing stock currently offer housing options and services for all age groups? What life-cycle housing options and related services (schools, parks, medical facilities, trails, etc.) are needed?**

- **Housing is good, preserve what we have.**
- Overall, I think we have a lot of housing diversity--multiple apartments, small homes, larger homes, senior living, and a senior nursing facility.
- Black Jack has a diverse housing stock, however it does not have the "related services" needed to serve a diverse community. We have no medical care offerings (doctor offices, urgent care). We have limited shopping (no full grocery outlet, no butcher shop, and no produce). Very limited family restaurant options (both pizza). Walking & bicycle trails would be great additions as well (and could connect with other established trails in the area). (Trails have been discussed for years.)
- We need a police presence. We need police patrolling our streets like they once did.
- Make sure residents keep up their properties (grass cut, streets clear, etc.)
- No more Section 8 rental properties
- Keep Black Jack a bedroom community.
- More owner-occupied housing / less residential rentals
- **Senior Housing**
  - More senior housing near public transit.
  - The City's housing stock does not offer a full range of life-cycle housing options. The area is zoned for single family homes only. We need an affordable assisted living facility with added public transportation.
- **Single Family Housing**
  - Black Jack needs moderate rental housing for all income groups.
  - Black Jack Park (Evangelista Park) is a great amenity, but it would benefit from some nice single family homes adjacent to the park along the proposed Trees Edge Lane.
  - Increase the lot sizes in R-2 to allow the construction of ranch homes – that is what the market is driving as the Baby Boomers age and do not want to deal with stairs.
  - Need some new larger homes on smaller lots
- **Condos**
  - Condos would be nice provided they are owner occupancy only.

#### **4. What road improvements do you recommend?**

- **Increase/Improve lighting**
  - Better lighting needed along our main corridor streets for safety, improved driving comfort, beautification and help define boundaries of Black Jack - let people know when they've entered Black Jack.
  - Throughout the entire city.
  - Along Old Halls Ferry and Old Jamestown north of Parker Road.
  - Old Jamestown Road needs more lighting.

- Within Jamestown Subdivision
- Most neighborhoods are completely dark – they are not safe.
- Porch lights would be sufficient if increased by households. Home owners should use lights on their property.
- Currently light at street entrance and near cul-de-sac - why not lighting every 20 feet.
- Additional lighting needed in Park.
- No, lights are already in place.
- **The following locations need Sidewalks**
  - Along Old Jamestown Road- (all teams and respondents agree)
  - Along Old Halls Ferry Road- (all teams and respondents agree)
  - Along Parker Road
  - North of Parker Rd on Old Halls Ferry and Old Jamestown.
  - Along Old Jamestown Road to Black Jack Park (Harold J. Evangelista Park)
  - Main Roads (Halls Ferry and Jamestown) don't have sidewalks. It would be great to install sidewalks and/or a bike path to accommodate bike and pedestrian traffic.
  - Alongside Jamestown Elementary and streets closest to schools. Sidewalks could be used for bikes or walking trails connecting schools to heart of the City.
- **Black Jack should have more parks and walking areas. If yes, where?**
  - Install a trail in Harold J. Evangelista Park and trails connecting to Christian Embassy Church, area schools and neighborhoods.
  - At the end of Trees Edge Lane and Old Jamestown Rd.
  - Install trails to connect to existing nearby trails. These types of trails get a lot of use in other communities, they offer safe alternatives for walking and biking. These paths also encourage people to visit our area.
- **Propose a bond issue or other funding mechanism to help fund street improvements.**
  - We would support a tax or bond to fund street improvements along Old Jamestown Rd and Old Halls Ferry and where needed.
  - Jamestown Road needs to be wider.
  - Black Jack needs to install sidewalks along all streets.
  - Add a turn lane on Old Halls Ferry and Old Jamestown (north of Parker) so a bike/walking lane can be added. Sidewalks on both sides would be sufficient.
- No new improvements needed until the city maintains the one we have
- No more parks needed.

**5. What type of business do you recommend in the City's commercial areas?****Businesses We Don't Want:**

- Types of businesses that would not fit well within our "bedroom community" are 24 hour facilities. People often comment that they like the fact that after about 10pm Black Jack's commercial area is mainly quiet. A previous attempt at a 24 hour gas/liquor location (QT) failed primarily because of its demand to be able to be open (and sell liquor) 24 hours. The community said "NO".
- No more liquor stores.
- No more personal care services (hair, nail salons, etc.)
- Reduce the number of daycares.
- I do not like the vacant buildings.
- We don't want large/destination restaurants here. We don't mind driving.
- Black Jack is not a chain store / franchise City. Keep it local.
- No fast food. No drive-thru restaurants or fast food or chain food restaurants.
- No Bowling Alley or Skating Rinks (they'll attract trouble)
- No more apartments or condos (unless owner occupied)
- No more dollar stores
- No pawn shops
- No check cashing stores
- Doesn't matter what we have here – we would rather go to West County.
- These uses and any other use that would bring crime to the City should be prohibited or regulated.

**Businesses We Want:**

- We should solicit businesses that can offer services to our community that would provide a closer, more convenient alternative to travelling outside our city limits.
- Make sure businesses serve the immediate community – we don't need businesses that bring in outsiders while not serving the local populace.
- We should focus on businesses that offer services to a majority of citizens, rather than those that cater to only a small segment.
- **Grocery store.**
  - No grocery or butcher in Black Jack.
  - We need something unique and willing to offer foods we like.
  - The lack of a food market with fresh fruit and vegetables.
  - A market offering fresh food would do well.
  - Aldi's would be nice.

- A health food store would be nice
- Need food markets, reasonably priced and nutritious.
- Farmers Market needed.
- We used to have the best meat market, “Valente’s Meat Market” was awesome- they had fresh bread, nice lunch meat and sandwiches made to order. It would be great to have that back.
- **Restaurants.**
  - We need some type of restaurants, family type.
  - A restaurant like Sweetie Pie’s would be nice. People come from all over to eat there.
  - We need a nice authentic restaurant.
  - Great location for an ethnic food establishment.
  - Macaroni Grill, Red Lobster, good Mexican Restaurant, Olive Garden would be nice.
  - Food Trucks
  - A nice place to have casual meetings would be nice – like Bread Co, etc.
  - A restaurant like Hendel’s Market would be great.
  - Meyers could be a local gem. Work with the owners to make it a destination. It has a long history that needs to be shared. It could be our version of Hendels. It used to be a tea house loved by the area’s ladies. Prior to that it was a nurse / greenhouse.
  - Black Jack needs a nice sandwich place.
  - Fast food and sit down dining would be great.
- 24hr pharmacy at Walgreens.
- Adult daycare.
- Urgent care.
- Consider a start-up business incubator and/or computer labs.
- It would be nice to have a gas station in town. Closing of the gas station was really bad. It was the last place in town to fuel up.
- We need a regional attraction - an aquarium would be great. Make it a destination. Check out the one in Sacramento Calif.
- Build from Black Jack’s unique heritage in future commercial businesses.
- Club Fitness or fitness center would be nice.
- Need more commercial. Convenience stores, i.e. 7-11, etc.
- Convert old City Hall into a banquet center for Weddings, meetings, places to gather, classes, etc.
- Country Club for kids would be great.
- Starbucks near Delmar Gardens – or similar use where patrons can meet and linger.

- CCL, Inc. (across from Art's) would be a great location for art gallery, studios and/or a great restaurant.
- The Custard Place (behind CCL) should be restored and converted into another ice cream parlor.
- We prefer the mom & pop variety – but we need a commitment from approved businesses that they will maintain better hours. Franchises will not come, so this is all we have.
- Need a highly successful anchor to bring in smaller businesses

## **6. What improvements do you recommend to the City's infrastructure or municipal services?**

- I'd love to see more community programs during the summer--like the outdoor concert series offered in many County Parks or by City of Florissant. These usually draw great family-friendly crowds from neighboring communities. It would be a great way to showcase our city--especially if held somewhere like the city hall's grounds--where people driving by would be drawn in (rather than at the city park).
- **Police service is excellent.**
- **Fire protection is excellent.**
- **No recreation services available.**
  - Partner with North County Recreation Complex for additional youth and senior services and activities.
  - The City should use existing resources (funds) and apply for grants to help pay for recreation memberships at YMCA or North County Recreation Center.
  - A senior center / community center would be great.
  - Indoor batting cages
  - A pool and ice rink would be nice.
  - No indoor recreation.
  - YMCA. Black Jack needs stuff for 7-14 year olds.
- **Better Parks**
  - Swings would be nice at City parks.
  - Bigger basketball court.
  - Build a community center at Black Jack Park (Harold Evangelista Park) with pavilions for rent, a large gym, rooms for parties, outdoor water park, etc.
  - Walking trails and sidewalks needed.
  - Park area needed for arts- all sorts including performing arts, etc.
  - Pass a tax or bond issue to plan parks and playgrounds in highly visible areas. We like what they did near city hall. Big park is perceived as too big and secluded and unsupervised to visit alone or with kids.

- Improve Harold Evangelista Park and the land adjacent to the park.
- Install trails and sidewalks.

**7. What do you think should be done to ensure that infill development is desirable? What type of future land use is most/least desired?**

- Maintain existing “open space”.
- No additional multi-family units are necessary.
- No strip malls.
- The two most recent housing developments are incompatible, which affect market value of homes in the area.
- Black Jack should follow-up with primary builders and determine if they will sell lots to others to build themselves – either way the City needs to make sure the owners guarantee the completion of the subdivision.
- Don’t let builders have control in perpetuity- make sure the subdivisions are turned over to the residents once a majority of the lots are sold.
- One of the most critical components of successful Black Jack neighborhoods are the Trustees who serve as a unified body protecting the health, safety and welfare of the neighborhood.
- The Trustee should closely monitor infill development to ensure it meets the indentures along with the City.
- Community policing is important. Be vigilant – everybody needs to keep eyes and ears on the street and call if anything looks out of place.’
- Neighborhood Stability is great, we need to preserve it. Anything that compromises neighborhood stability should be prohibited and/or regulated.

**8. What can be done to improve the City of Black Jack?**

- **Defining Black Jack as a community in a positive manner.** So often people drive through without even knowing they went through a town. The main corridors include Parker, Old Halls Ferry, and Old Jamestown. I believe these main corridors should highlight the fact that "This is Black Jack". Other communities successfully accomplish this through decorative (yet functional) street pole lighting, banners on these street poles, floral hanging baskets, waste receptacles, etc. These types of beautification projects define the area, let people feel good that they're entering their home town, tells visitors we respect our town (and they should too), and says we're a nice place to live.
- **Economic Development**
  - The City’s commercial district (Parker Rd) needs a face lift.
  - My focus on improvements would be more local business offerings.
  - Better defining the "town center"
  - We need to make Black Jack more recognizable, consider branding.

- We need a city center centered on the Walgreens location. This area needs to be brightened up. Bring in a good restaurant.
- Define the City with banners, seasonal decorations, and gateway monumentation. Lighting would be nice, but make them useful too- we need better lighting on our streets. (Look at downtown Alton, Godfrey area for good examples – they do a good job staging their business districts.
- Tear down old City Hall to make way for a new business.
- Build, promote and maintain a Central Business District. (Walgreens location)
- Redo downtown. Make it nice.
- Downtown revitalization.
- Black Jack needs a shopping mall desperately. It would improve economic development.
- **Park improvements** at Evangelista Park. Consider a better picnic area, trails, play equipment, outdoor theatre and line the park with single family homes.
  - Better utilization of Parks
  - Expand upon available greenspace.
  - Sidewalks, lighting and trails everywhere.
- **Promote Neighborhood Stabilization**
  - Communication is key. Keep the public informed.
  - Get involved with neighborhood policing. Lookout for your neighbor. Make sure your car doors are locked. Keep your property well lit. Get a dog!
  - Create casual gathering areas in the common ground in each neighborhood to encourage social events that bring people together.
  - Rebuilding Together – great program for those that apply. Educate residents and help them take advantage of this program.
  - Continue the active involvement of all neighborhood trustees and the dissemination of information both electronically and via ongoing trustee meetings and mailings. “NEXTDOOR” – website is great.
  - Get involved. Attend meetings. Call when you see something that doesn’t seem right.
  - Sustain Neighborhood Watch efforts.
  - Crime is much lower in Black Jack than any surrounding areas, however, just outside our boundaries crime is problematic. The perception of crime in Black Jack and the City’s association with “North County” are major concerns. There is also a concern crime in Black Jack might creep up. These issues need to be dispelled and dealt with.
- **Public Services**
  - **Code Enforcement is great – keep it up.**

- **No annexations- take care of what we have.** Neighboring areas continue to be resistant. But we should be vigilant in making St. Louis County enforce code violations in these areas (like trash, tall weeds, and building repair) as it effects our area's reputation - people must pass through these areas to reach us!
- Keep up the roundtables, trustee meetings and access to the mayor and City decision making bodies.
- Annex West and north to selectively bring in quality homes and businesses.
- Community Policing- keep up the great work and patrolling our neighborhoods.
- We have a good police presence.
- We need police patrolling our streets like they once did.
- Black Jack gets \$20,000 in CDBG funding which is based on value of the community. This should be used to improve sidewalks and lighting.
- Better code enforcement and property maintenance.
- Elimination of vacant homes and buildings.
- Crime Free Multi-Housing Program needs to be implemented. If a tenant causes too many police calls, they should be evicted. This should apply to all rental properties.
- Vigorous efforts made toward litter control.
- Install sidewalks along Old Jamestown and Old Halls Ferry north of Parker Rd.
- Better lighting along major streets and within neighborhoods would be nice. Street lighting.
- All streets in this town should be maintained by the City. I am sure homeowners in Jamestown Estates (Ward 3) would not have purchased homes if they knew about the builders' ownership versus the City. These homeowners pay taxes for services (streets, winter maintenance) but they don't benefit from these services.
- Keep up the great seasonal activities. They help bring people together.
- I do not like the vacant buildings.
- Better customer service from our businesses – they are currently not very courteous.
- Substandard homes and buildings need to be replaced / redeveloped especially along Parker Road.
- It's too expensive for us, but we have family here.
- **Triple Bottom Line. People, Profits and Planet.** Black Jack would be better off if the businesses desired are located on the fringe of the City- so Black Jack can maintain its bedroom community atmosphere and keep out potential problematic uses/places to gather. Start with redeveloping Jamestown Mall.

## 9. What are the top threats or Weaknesses facing Black Jack in the future?

- **IMAGE:**
  - The entire North County area is fighting a negative image--an image which Black Jack must fight being included in daily.

- Media has a way of highlighting the negative attributes of North County – most casual observers lump us in with North County.
- Dominos is located where the great Black Jack Oaks once stood. They were cut down to make way for the new Dominos 15-18 years ago. It's too bad since the trees played such an important role in our City's history.
- **CRIME**
  - Tough thugs and agitators are not part of our community, they come from the outside, but they need to be dealt with.
  - Whisper Lake is bad and is getting much worse. High crime is a problem. It's an easy target for criminals because they can come and go unnoticed due to the high percentage of transient residents / transitional housing.
- **ECONOMIC DEVELOPMENT**
  - Not enough commercial development with the closure of Jamestown Mall, Black Jack and the surrounding community lost a huge economic base that has yet to be replaced.
  - Jamestown Mall is a big loss.
  - We have to drive too far for good retail. Our tax dollars are being spent elsewhere
  - Retailers are overlooking Black Jack – we need to bring retailers to town.
  - Current businesses seem to be just getting by, but do not bring people in.
- **HOUSING / NEIGHBORHOOD STABILITY**
  - The most disturbing thing that has occurred recently are the abandoned houses on Sherwood Creek, neglect of yard care and disregard for litter laws.
  - As a result of the unfair mortgage practices, mostly effecting black customers, many have lost their homes. Too many vacant homes in concentrated areas. Breeds vandalism, For those that remain in the community, how do we as neighbors encourage pride in homeownership or rental by better maintaining their property - at least maintain lawn and stop littering?
  - Renters and homeowners on fixed income who are aging and no longer able to take care of yards and/or pay to have properties maintained.
  - Since we moved here in 1991 we have seen longtime residents continue to maintain their properties, but more and more Black Jack is becoming a transient community where people come and go and don't take care of their homes or get to know their neighbors. Neighborhood pride seems to be slipping. Block parties may help bring back community interest and pride.
- Black Jack is a small City, we do not have a lot of room to expand.

## 10. What are Black Jack's Top Strengths or Assets?

- **We don't have any constraints** - we have everything a great community needs, but we could use more stuff for elders and children to do. We could use a big business.

- **Crime is in check.**

- There have been 176 police reports for Black Jack from Jan – June 2015. This is up 15 from 2014 mostly due to fraud/impersonation fraud associated with income tax returns. Car break-ins are up. Overall crime trends in Black Jack are trending down.
- The City has a new Communication Center equipped with the latest technology thereby replacing the antiquated technology that was once in place. This allows residents to call one number for a wide range of complaints and allows City officials to coordinate with fire department and other municipalities.

- **Black Jack's budget is balanced.**

- Black Jack is a "B-City" meaning it collects revenue via the "Pool" rather than "point of sale". In 2014, Black Jack collected \$1 million in sale tax "pool". This allows Black Jack to be a bedroom community; we don't have to have businesses to generate our revenue, but we do need to sustain and grow our population to make sure we get as much of the "pool" as we can.
- Court- Black Jack has never collected more than 10% of its revenue from court, in fact the average collected around 5% -well below most St. Louis County communities. In the future the maximum amount that can be collected will be capped at 12.5% (anything above that goes to schools). Outside St. Louis County, cities can collect up to 20%.

- **Low Taxes:** Black Jack is one of only four cities in St. Louis County that does not collect property tax.

- **Home Values:** The home values in Black Jack are higher than the surrounding region.

- **2-week Response System:** Set up as follows. 1- Complaint comes in. 2. Forwarded to Code enforcement and dealt with. 3. Mayor follows up within 2 weeks. 4. The complaint is either addressed or mayor put in contact with individual making complaint.

- **Aquatic Center** at the North County Recreation Center on Red Road.

## 11. What is your vision for the future of Black Jack?

- **An Active Unified Community**

- Black Jack needs something to unite the community, a reason to bring people together.
- Common unity
- More community activities and reasons to bring people together (annual events, BBQs, caravels, bands, picnics, dive-in movies, etc.). Communities that do things together for no reason, that get to know one another, are stronger and more resilient.
- Like it was in the good ole days when everybody knew everybody, mom & pop stores filled our businesses districts and there were tons of places to hang out. Remember when everyone looked out for each other...the invisible eye? Shunned people (kids) into acting right.
- Everyone needs to be working together.
- A strong, integrated family-oriented community with activities for kids of all ages.

- Moving Forward Together.
- **Beautification**
  - A more beautiful drive through the main corridors of Black Jack, through better lighting, banners & flowers--improvements which would help identify & define our city center.
  - Residential areas that reflect ongoing improvements and pride in home ownership.
  - Beautify what we have. Better lighting, better landscaping, just spruce things up. People want to be safe- make Black Jack safe.
  - **Black Jack must set standards** to keep itself separated from neighboring communities that have allowed their regulations to decline. Poor upkeep of properties (both within our city and in unincorporated border areas), tall grass, vacant businesses, trash, etc. will allow Black Jack to be lumped into the negative perception many have of the area. We must be vigilant to keep these type of stereotypes from being applied to Black Jack.
  - **Black Jack needs to distinguish itself** – so that it is more recognizable and beautiful. Define the area with decorative AND useful street lights, flowers, banners, etc. We should create an inviting and welcoming appearance to bring in quality businesses and give residents a reason to care about their City. Black Jack also needs to be recognized at the exits of Highway 270 and 367. Currently there are no directional signs to lead people from the highway into Black Jack. This also would aid in letting people know we exist!
- **Make sure city stays the same.** Keep Black Jack a bedroom community. We like being a sleepy town where everybody knows each other.
- **Great teachers/leaders = great communities.**
- **Be proactive**
- **Oasis of North County**
- **Great Neighborhoods.**
- **Black Jack is a small city** – we don't have a lot of room to expand.
- **Maintain property values.** Always consider the health, safety and general welfare of residents in decision making.
- **Little growth.** The City's population is aging. The housing market needs to diversify to accommodate the latest housing market demands. Census data from 2010 and 2000 shows a decline in population from 0-17 year olds. Future growth depends on annexation of area with a retail center.
- **Keep number of government housing to a very minimum.**
- **Make Black Jack the City of choice for young, vibrant families.** Past history in the area show cities that stand still get surrounded and get squeezed out of existence. Make the city that young people want to grow up and also raise their own family in. Currently most young people leave as soon as they finish college.
- **Economic Development:**

- More diversity in the business area is crucial to building up the city's image, along with beautification projects.
- We need a grocery store--ever since we lost Valenti's Meat Market--there has been no place to purchase meat or produce locally.
- Redevelop the "old city hall" which has been vacant--but still has cost the city for upkeep and repairs.
- More options for restaurants within the city...sit down restaurants, sandwich shops, fast food....anything.
- Too many vacancies, which leave a negative impression in people's minds.
- All new development must be compatible with the existing architectural style / quality. No strip malls.
- Kirkwood, Mo is nice- good urbanism. It showcases all styles, supported by a growing community and a nice mix of excellent shops, history and restaurants.
- A more up-beat town, especially downtown Black Jack.
- A healthy & diverse business district that compliments the community and provides them needed goods & services.