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SUPERFUND RECORDS

Planning for the Future:

Future Land Use Framework for the Voluntary Property Purchase Plan Area Herculaneum, Missouri

September 2006

EPA Region 7
Superfund Redevelopment Initiative

61

Funded by
United States Environmental Protection Agency

Prepared for
City of Herculaneum
VPPPA Future Land Use Committee

Prepared by
E² Inc.

Project Overview

The U.S. Environmental Protection Agency (EPA)'s primary responsibility at Superfund sites is the protection of human health and the environment. Since 1995, it has also been EPA policy to consider reasonably anticipated future land uses when making remedy decisions at Superfund sites, so that the remediation of Superfund sites can allow for the safe reuse of a site for commercial, recreational, ecological, or other purposes.

With forethought and planning, communities can return sites to productive use without jeopardizing the effectiveness of the remedy put into place to protect human health and the environment. Across the nation, more than 375 Superfund sites are either in productive reuse or have reuse plans under development. The commercial and industrial use of these sites supports 15,000 jobs and a half-a-billion dollar increase in annual incomes. Other sites are providing more than 60,000 acres for ecological and recreational uses.

Reuse planning at Superfund sites presents a unique set of obstacles, challenges, and opportunities. Superfund site designation represents a commitment that EPA will remediate a site's contamination and will make the site safe for human health and the environment. However, several factors can complicate reuse considerations at these sites, including the level and complexity of contamination, the regulatory and liability scheme used to enforce site remedies, and unclear or resistant site ownership, which can lead to a lengthy and contentious remediation process. Any successful reuse planning effort must be mindful of how a site's reuse and remediation will work together, must involve and expand the capacity of diverse stakeholders to meaningfully participate in the process, and must take into account the long time frames often involved in Superfund site remediation.

The City of Herculaneum, Missouri received assistance from EPA's Superfund Redevelopment Initiative and EPA Region 7 in 2006 to undertake a community-based planning process to develop future land use recommendations for the 130-acre Voluntary Property Purchase Plan Area (VPPPA) at the Herculaneum Lead Smelter Superfund site. During the future land use planning process, the community worked closely with environmental consultants E^2 Inc. (the project's consultant team), with support from EPA and the Missouri Department of Natural Resources (MoDNR), the Missouri Department of Health and Senior Services (MDHSS), and the Agency for Toxic Substances and Disease Registry (ATSDR) to develop reasonably anticipated future land use recommendations and a conceptual reuse strategy for the site. The recommendations and site reuse strategy are intended to inform remedial future remedial plans for the VPPPA as well as future community planning efforts.

This report, prepared by the project's consultant team, presents the project's reuse guidelines and reuse strategy, called a Conceptual Land Use Framework. It provides an overview of the community planning process and highlights key future land use considerations, opportunities, and challenges that the City of Herculaneum, EPA, and MoDNR will need to keep in mind as the VPPPA properties transition from residential to non-residential land uses.

Project Timeline

2001-2005
EPA conducts time-critical removal action to address lead contaminated soils and home interiors at 400+ residential properties in Herculaneum.

2002
MoDNR and the Doe Run Company negotiate the Voluntary Property Purchase Agreement, requiring the Company to offer to purchase 169 residential properties adjacent to the Herculaneum Lead Smelter.

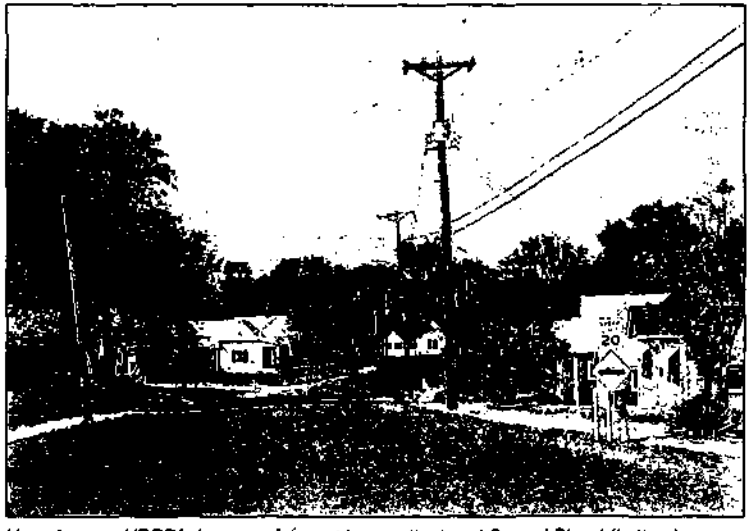
October 2005
Members of the project's consultant team visit the site and meet with the City of Herculaneum's Board of Aldermen, EPA Region 7 Project Manager Kerry Herndon, Missouri Department of Natural Resources staff, and Doe Run Company representatives.

February 2006
First Future Land Use Committee meeting held to introduce the project, identify opportunities and challenges, and establish future land use guidelines

April 2006
Second Committee meeting held to discuss future land use framework for the site

June 2006
Public meeting and third Committee meeting held to discuss revised framework and a strategy for implementing its components.

September 2006
Project report created to summarize the future land use planning process, present the site reuse strategy, and highlight next steps



Herculaneum VPPPA: images of vacant homes (top) and Curved Street (bottom)

Acknowledgments

E² Inc. would like to thank the following people and organizations for their hard work in support of the Herculaneum VPPPA Future Land Use planning process and for their valuable contributions to this report.

Future Land Use Committee Members:

Sarah Baker, *Herculaneum Volunteer Fire Department*
Jim Donnelly, *Resident and Business Owner*
Lawrence Casey, *Resident / African Methodist Episcopalian Church*
Father Robert Fleiter, *Assumption Catholic Church*
Charles Gill, *Resident*
Gary Hughes, *the Doe Run Company*
Jim Kasten, *Herculaneum High School*
Jeff Meyers, *National City Bank*
Aaron Miller, *the Doe Run Company*
Larry O'Leary, *Herculaneum Community Advisory Group*
Ronda Overberg, *Remax First Choice*
Michelle Richardson, *Herculaneum Board of Aldermen (Committee Liaison)*
Bill Stotler, *Resident*
Terry Thomas, *Herculaneum Board of Aldermen*
Gene Thomson, *Herculaneum Today and Tomorrow*
Poly Visnovske, *Assumption Catholic Church*
Bill Whitmer, *City of Herculaneum*

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Kerry Herndon	EPA Region 7 Project Manager
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Leanne Tippett Mosby	MoDNR
Dennis Stinson	MoDNR Project Manager
Cherri Baysinger	MDHSS

Historic photographs of Herculaneum: (top) view north on Main Street circa 1921, (bottom) intersection of Main Street and Station Street circa 1922 (photographs courtesy of Herculaneum Bicentennial Committee)

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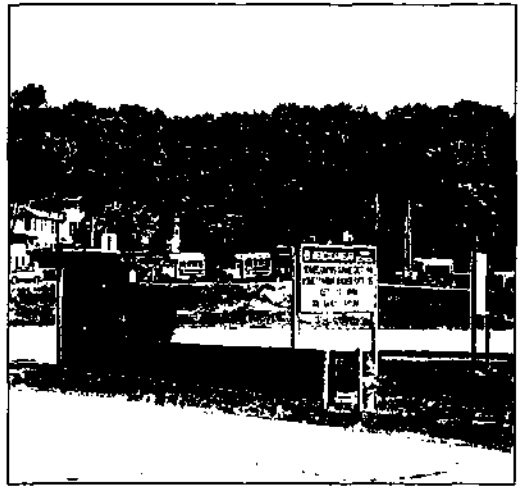


Top: Doe Run Company lead smelter; left: Herculaneum High School; right: view of the Mississippi River from Dunklin Fletcher Park.

Introduction

Today, planning for the long-term stewardship of the 130-acre Herculaneum VPPPA is underway. EPA and MoDNR are assessing the area's conditions and contaminants and developing remedial approaches for the future. Simultaneously, the Doe Run Company, the owner and operator of the Herculaneum Lead Smelter, is determining future priorities for the use of company-owned properties in the VPPPA.

Since 2001, EPA, the Missouri Department of Natural Resources, and the Doe Run Company have addressed lead contamination in Herculaneum through a series of time-critical removal actions and remedial responses, including residential soil replacements, home interior cleanups, and a voluntary residential buyout program. Currently, EPA, MoDNR, the Doe Run Company, and officials from the City of Herculaneum are working to determine appropriate future uses for vacated properties within the Herculaneum voluntary property purchase plan area (VPPPA), which consists of approximately 169 residential properties.

This report is the product of a six-month community planning process conducted by the City of Herculaneum to determine the community's future land use priorities for the Herculaneum VPPPA. A 17-member, community-based Future Land Use Committee has managed the future land use planning process. Composed of community residents, elected officials, business owners, City of Herculaneum department staff, Doe Run Company representatives, VPPPA property owners, and representatives from community organizations including, Herculaneum Today and Tomorrow and the Herculaneum Community Advisory Group, the Committee has met three times since February 2006 to discuss future use opportunities and challenges in the VPPPA and to develop a framework for returning the area to successful use.

February 2006 Future Land Use Committee Meeting

Over the past six months, the Herculaneum VPPPA Future Land Use Committee has:

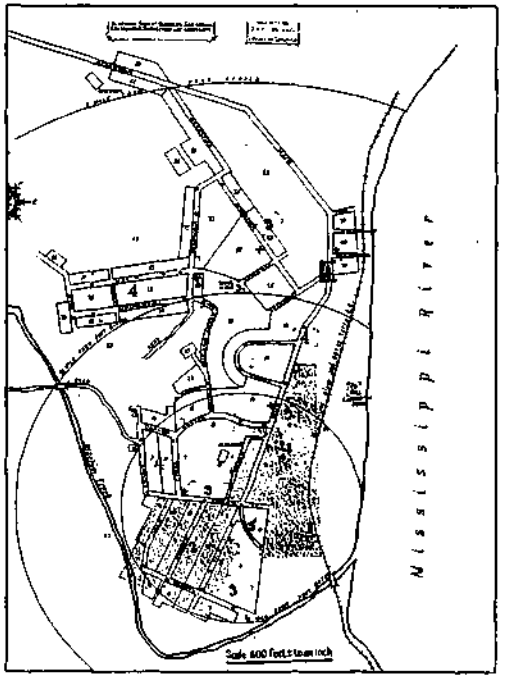
- researched the site's history, contamination, and current status;
- worked with the project's consultant team to assess property ownership patterns and the potential opportunities for industrial, commercial, recreational, civic and ecological land uses at the site; and
- developed land use goals and a future land use framework for the VPPPA.

Based on these analyses, discussions, and community input, the members of the project's Future Land Use Committee hereby present EPA, MoDNR, Herculaneum's Mayor and Board of Aldermen, and the Doe Run Company with their recommendations for the Herculaneum VPPPA Future Land Use Planning Project. The Committee recognizes that these recommendations are an important step that will inform future remedial planning and land use decision-making in the VPPPA. The Committee also recognizes that these recommendations represent a first step that the community will need to follow with sustained involvement, partnerships, and resources. Accordingly, this report includes a detailed assessment of partnership opportunities, resources, and next steps to ensure that this report serves as part of an active and ongoing community discussion.

Project Reuse Guidelines

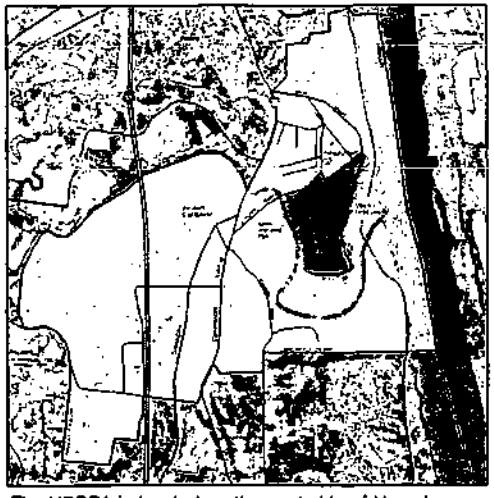
During the Future Land Use Committee's initial meeting, the group reviewed the VPPPA's existing conditions and physical characteristics, and developed the following reuse guidelines:

- The long-term protection of the health and safety of community residents should be the top priority for the VPPPA.
- Commercial, and light industrial uses in the VPPPA could represent a valuable opportunity to create new jobs and generate revenues. Considerations for commercial and light industrial uses should also recognize the need to create a buffer separating residential neighborhoods from the lead smelter.
- Infrastructure improvements should be an important consideration for the future use of the VPPPA, including the renovation of existing infrastructure, as well as planned access improvements.
- The VPPPA's reuse should include an opportunity to recognize the community's history and location on the Mississippi River.
- Future land use considerations should recognize that the VPPPA is not currently vacant but is occupied by multiple landowners and characterized by a variety of land use types. The VPPPA's reuse will need to accommodate existing residential, commercial, community and non-profit uses, while recognizing that residential opportunities should be limited in the VPPPA in the future.
- The VPPPA's future land uses should carefully consider the Doe Run Company's plans, including the Company's proposed buffer zone, as well as its goals for the reuse of vacant residential property in the VPPPA.
- While the City of Herculaneum does not own all of the land in the VPPPA, the local government does own a municipal building, public right of ways, and several parks in the VPPPA. The local government also has a right and responsibility to ensure the orderly growth of Herculaneum through the use of zoning, and land use planning tools.
- Reuse alternatives for the VPPPA should consider alternative locations for municipal and civic buildings, including Herculaneum City Hall and the Volunteer Fire Department.

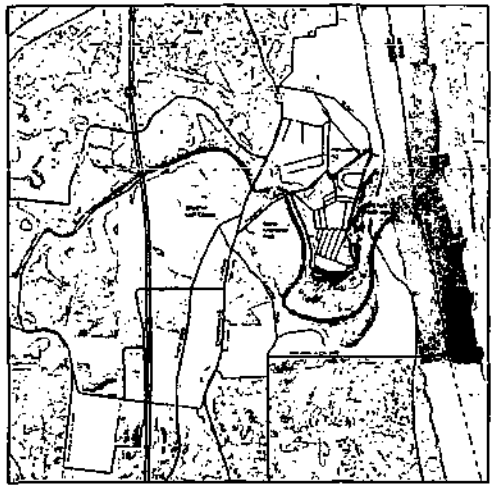


A 1924 Sanborn Fire Insurance Map of Herculaneum shows the St. Joseph lead smelter and the portion of the city located in the VPPPA.

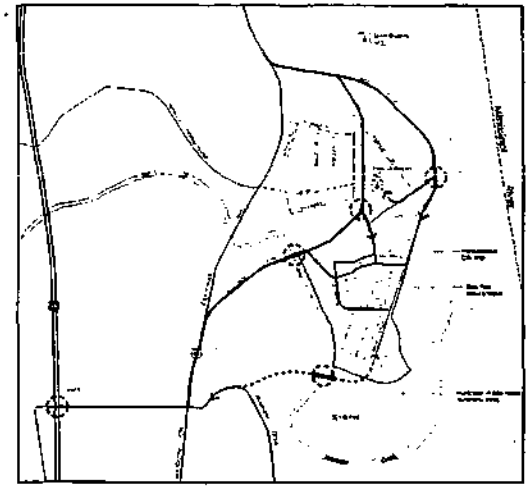
Existing Conditions in the VPPPA



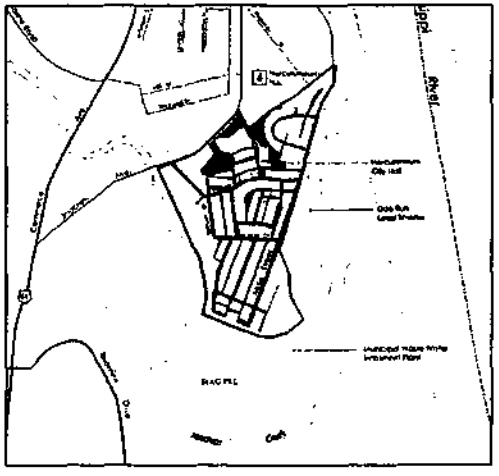
The VPPPA is located on the east side of Herculaneum, adjacent to the Doe Run Company Lead Smelter.



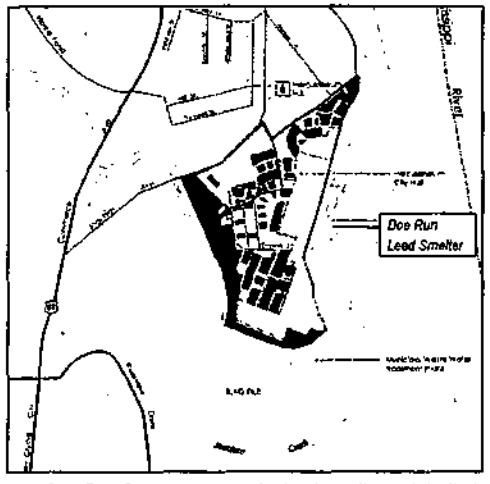
The City of Herculaneum's zoning districts include residential, commercial, and light industrial use designations, as well as separate areas for parks, and flood plains.



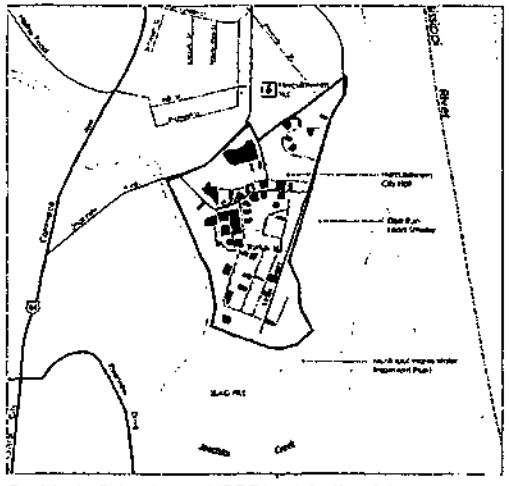
The VPPPA is accessible from the north via Joachim Avenue and Main Street. The Joachim Avenue bridge is currently under renovation, the projected location of a new bridge south of Joachim Avenue is shown on the map as well.



The City of Herculaneum's municipal properties and right of way are shown in red on the map above.



The Doe Run Company owns the lead smelter as labelled on the map and the properties shown in red. The Company's proposed buffer zone is show in a lighter shade of pink and red. As of fall 2005, the Doe Run Company owned approximately 55% of the property in the VPPPA.

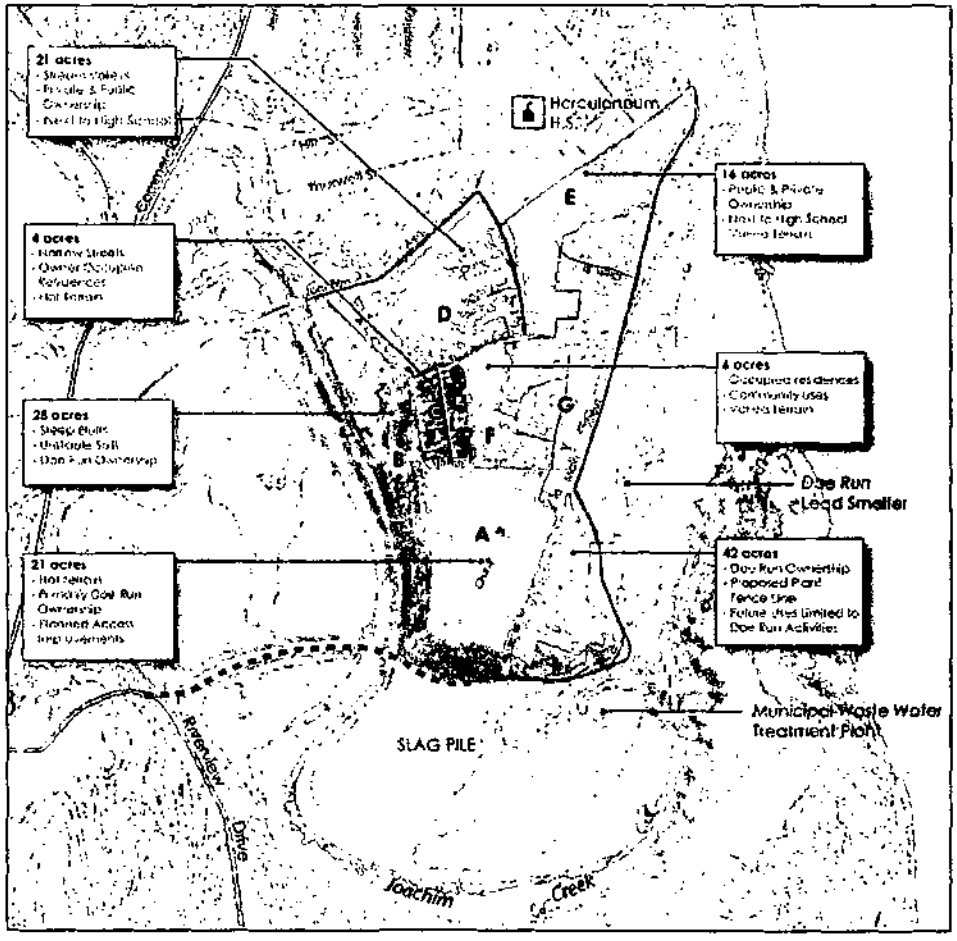


Residents living in the VPPPA retain the right to own and occupy their homes. Occupied residential properties are shown in red on the map.

Project Design Guidelines

After the Future Land Use Committee established the project's reuse guidelines, the project's consultant team developed additional guidelines to be taken into consideration as agency and community stakeholders develop future plans. These include:

- The VPPPA's infrastructure, existing buildings, property ownership patterns, and natural features determine significant opportunities and constraints that can guide the development of future uses in the VPPPA.
- Multiple land uses could be located in the VPPPA in the future in an effort to provide multiple community benefits over the long term, recognizing that Herculaneum residents have expressed an interest in reinforcing the locality's identity as a healthy and sustainable community.
- Future land uses in the VPPPA could consider ways to create a recognizable core for civic and municipal activities in Herculaneum that would meet the needs of the City Hall staff, the volunteer fire department, and members of the community.
- The reuse of the VPPPA could consider opportunities to foster local business ownership and environmental stewardship so that the community can preserve it's unitque natural resources while simultaneously generating economic opportunities for future generations.



The map above shows seven distinct concept areas, which highlight both potential opportunities and constraints for the future use of the VPPPA.

VPPPA Characteristics

Area A: *A vacant home in the flat southern portion of the VPPPA*

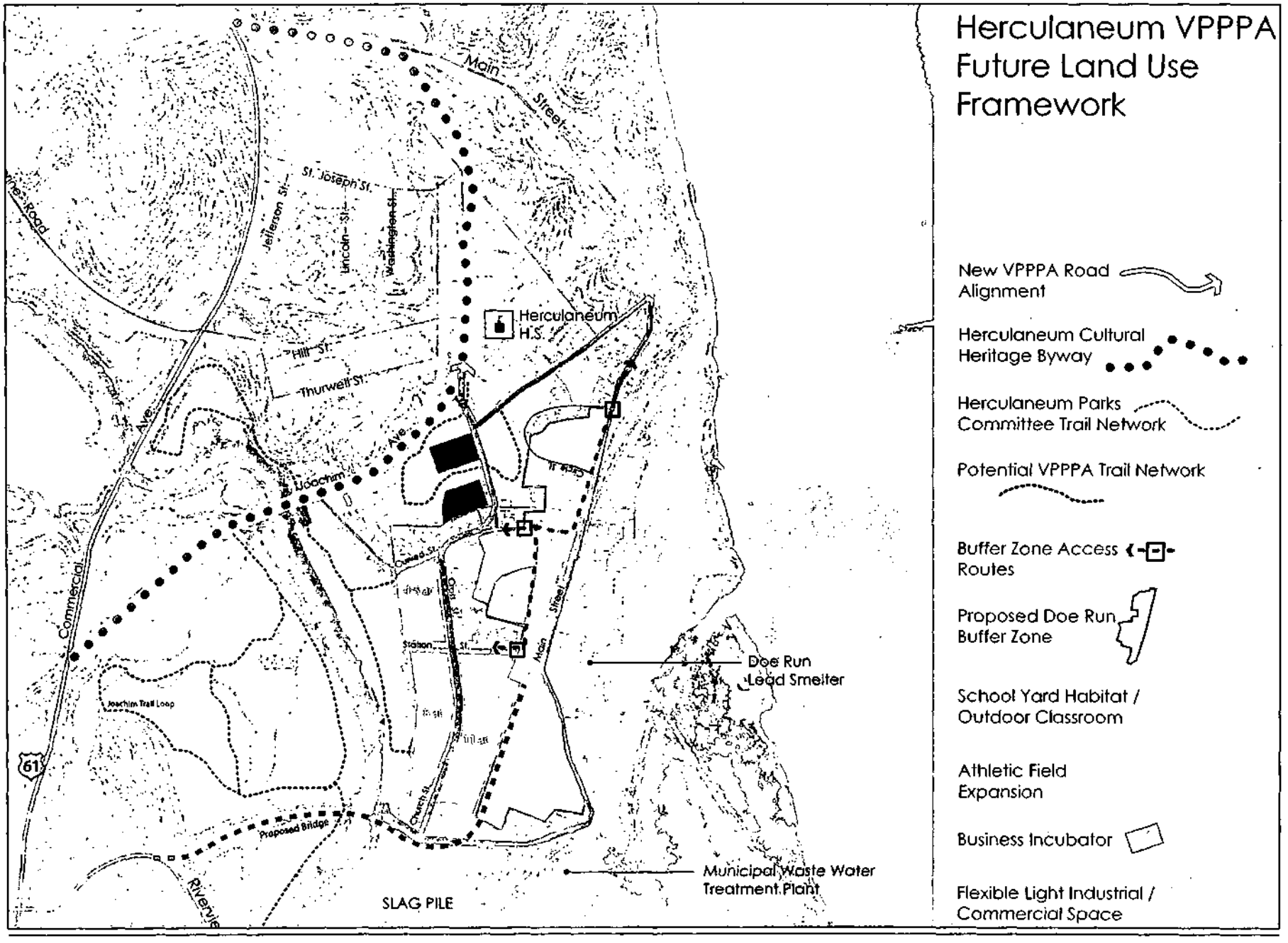
Area B: *Forested bluffs surrounding Joachim Creek*

Areas C&D: *Small occupied homes surrounded by steep topography and drainage structures in the northern VPPPA*

Area E: *Terraced concrete pads at the site of a former mobile home park in the northern VPPPA*

Area F: *Assumption Catholic Church on Station Street near the Doe Run Company lead smelter*

Area G: *Main Street and Doe Run Company land in the Company's proposed buffer zone area*

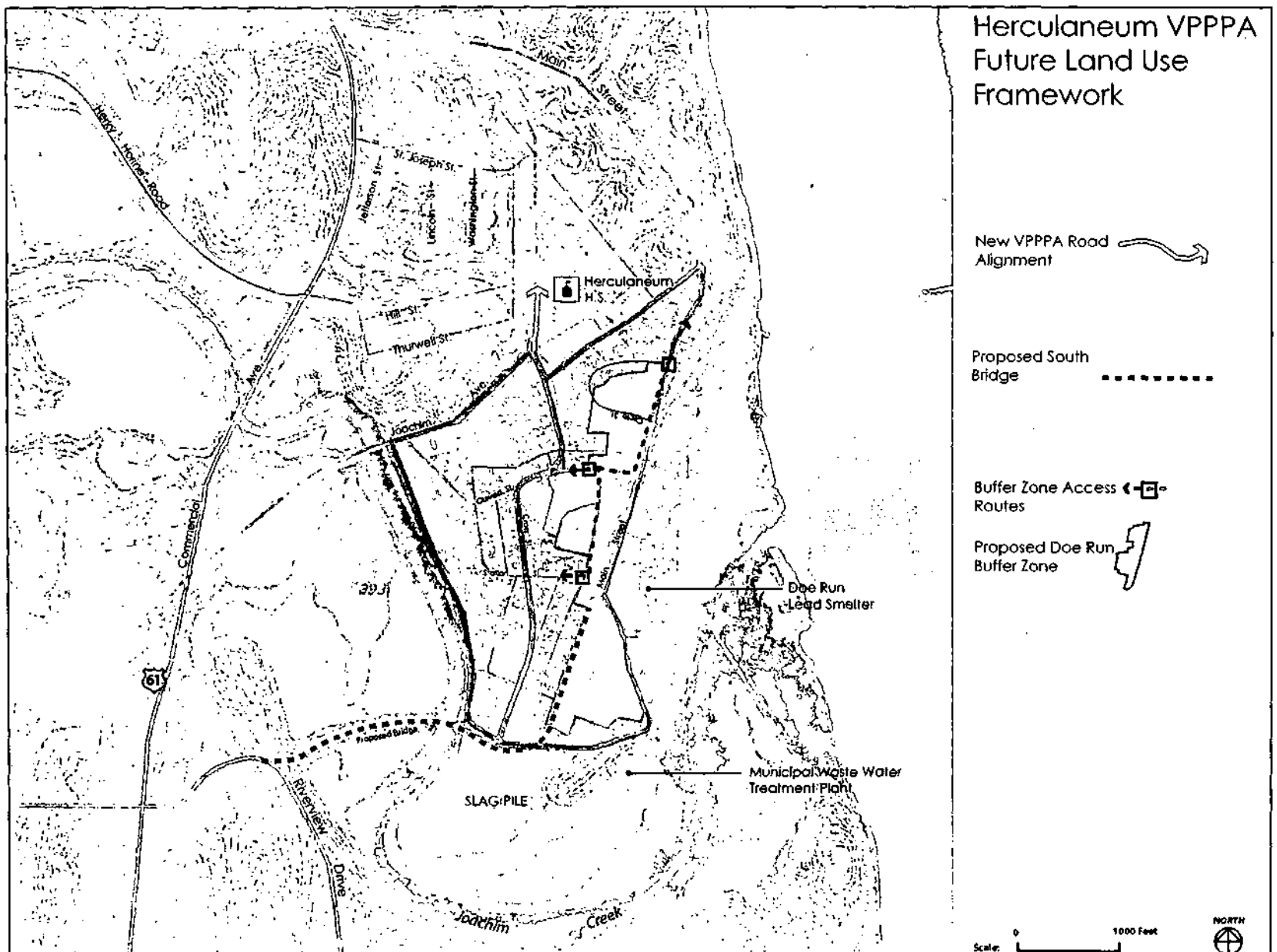

Herculaneum VPPPA Future Land Use Framework
New VPPPA Road Alignment
Herculaneum Cultural Heritage Byway
Herculaneum Parks Committee Trail Network
Potential VPPPA Trail Network
Buffer Zone Access Routes
Proposed Doe Run Buffer Zone
School Yard Habitat / Outdoor Classroom
Athletic Field Expansion
Business Incubator
Flexible Light Industrial / Commercial Space
Main Street
St. Joseph St.
Jefferson St.
Lincoln St.
Washington St.
Hill St.
Thurwell St.
Joachim Ave.
Herculaneum H.S.
Doe Run Lead Smelter
Municipal Waste Water Treatment Plant
SLAG PILE
Commercial
Joachim Trail Loop
Proposed Bridge
Church St.
Station St.
61

A Conceptual Future Land Use Framework for the Herculaneum VPPPA

The project's consultant team worked with the Future Land Use Committee to develop a stategy for the future use of vacated properties in the VPPPA, called a Future Land Use Framework. The resulting document is called a "framework" because it represents an early plan that is a flexible structure able to incorporate additional detail as local, state, and federal stakeholders make decisions over time. EPA and MoDNR are working to finalize remedial approches for the VPPPA, while the Doe Run Company and other VPPPA property owners consider future property ownership and land use decisions. Integrating agency regulatory actions, the company's future land use decisions, and municipal planning goals may take years rather than months, so plans for the VPPPA's future use must be flexible enough to incorporate new information over time.

The project's consultant team presented a first draft of the framework to the project's Future Land Use Committee in April 2006. The draft framework outlined four possible scenarios for the future use of the VPPPA. The scenarios envisioned civic, commercial, industrial, and community-based future land use opportunities for the VPPPA. The first scenario focused on enhancing the existing conditions with road improvements, a cultural byway designation on existing public roads, an expanded trail network, a job training facility, an outdoor environmental education area, and expanded recreation fields. The three remaining scenarios offered various alternatives for commercial, light industrial, and civic uses within a reuse area in the southern portion of the VPPPA. A variety of commercial and light industrial uses were considered, including a research laboratory, a slag recycling facility, a warehouse distribution center, and facilities to support a commercial port on the Mississippi River. In addition to the revenue generating, commercial and light industrial uses, the scenarios also considered opportunities to locate a civic and municipal office center in the VPPPA, as well as elsewhere in Herculaneum.

During the April meeting, members of the Land Use Committee discussed alternative locations for a municipal center in Herculaneum and expressed interest in expanding the framework's emphasis on commercial land uses and opportunities to enhance the recognition of the community's history and heritage. Based on feedback at that meeting, the project's consultant team revised the framework and presented a second draft in June 2006, which is presented on the facing page of this report. The various components of the future land use framework are described on subsequent pages of the report.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Doe Run Lead Smelter
Municipal Waste Water Treatment Plant
SLAG PILE
Joachim Creek
Main Street
St. Joseph St.
Henry Horner Road
Commercial
Riverview Drive
Thurwell St.
Hill St.
Proposed Bridge
61
Scale: 0 1000 Feet
NORTH

Infrastructure Improvements

Limited access to the VPPPA was identified by the Committee as a critical issue to consider in the development of future land use recommendations for the area. The City of Herculaneum's road network in the VPPPA is currently constrained by shifting ownership patterns and limited access from the south and east. The infrastructure improvements outlined below offer a strategy for enhancing vehicular access that anticipates planned infrastructure improvements as well as the closure of certain roads in the VPPPA.

Improving VPPPA Access to Surrounding Areas

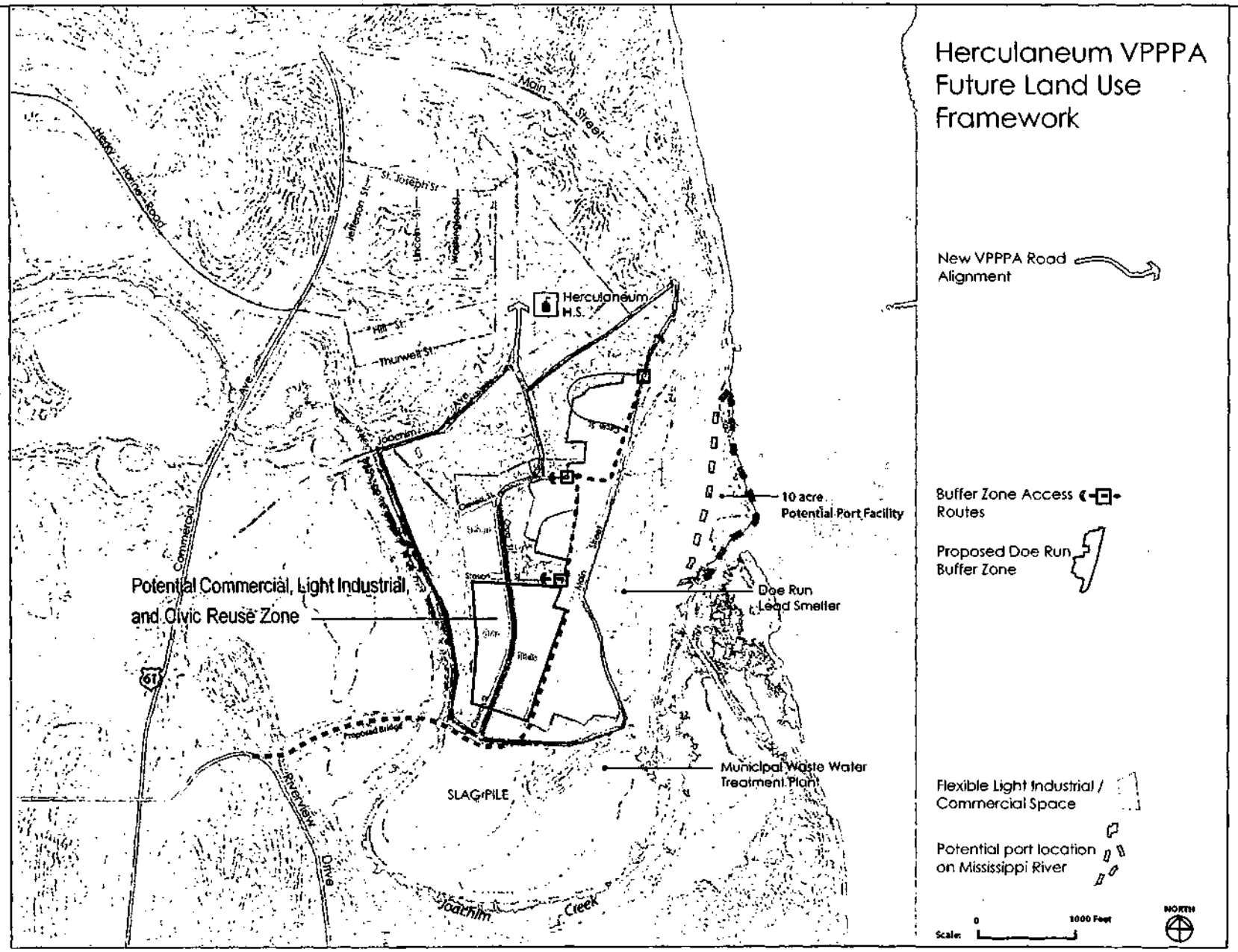
Joachim Avenue and Main Street currently provide the two main access routes into the VPPPA, as shown on the map on the facing page. The Joachim Avenue Bridge is currently closed for renovations. Funds for the Joachim Avenue bridge renovation have been secured, and the bridge's renovation is planned for 2007.

A new bridge (the South Bridge) connecting the southern portion of the VPPPA with Riverview Drive has been proposed as shown in the blue dashed line on the map. The South Bridge would provide an efficient route to connect the VPPPA and the Herculaneum lead smelter with Route 61 and I-55. Funds have been secured through federal appropriations and Missouri transportation improvement grants to cover the anticipated $5 million cost of the South Bridge. Construction of the South Bridge is expected to begin in the next five years.

Adapting the VPPPA's Internal Road Network

The future use of the VPPPA depends not only on improved access from surrounding areas, but also on adapting the area's internal road network. The Doe Run Company would like to extend its plant fence line westward from its current location east of Main Street to the extent of the 42-acre area shown in yellow on the map on the facing page. Public right of way acquisitions are planned as part of the fence line expansion. The Doe Run Company has acquired the public right of way on a portion of Main Street within the yellow shaded area on the map. In the future, the Doe Run Company's right of way acquisitions could result in the closure of portions of Main Street, Station Street, Curved Street, and School Street.

The new road alignment shown as an orange line on the map could provide improved access to the majority of the VPPPA by connecting the proposed South Bridge with portions of Joachim Avenue adjacent to Herculaneum High School. The road alignment could take advantage of established, roads including Church Street, Cross Street, and Mott Street, creating a central artery through the VPPPA for community uses. A separate access road could be established for Doe Run traffic, including haul trucks, and employee vehicles. The alignment would bisect a 20-acre area in the southern portion of the VPPPA, creating two six-eight acre reuse zones for future land uses.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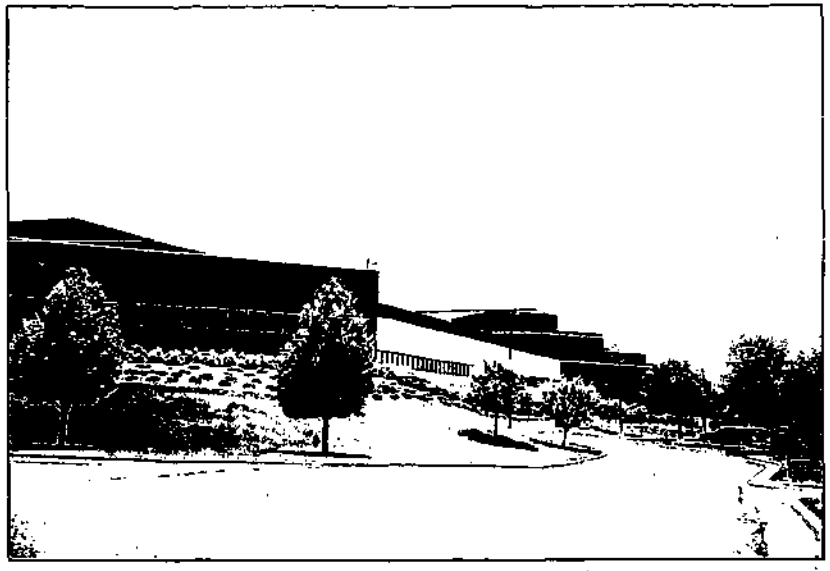
Flexible Light Industrial / Commercial Space
Potential port location on Mississippi River
Scale: 0 1000 Feet
NORTH
Herculaneum H.S.
10 acre Potential Port Facility
Doe Run Lead Smelter
Municipal Waste Water Treatment Plant
Potential Commercial, Light Industrial, and Civic Reuse Zone
SLAG PILE
Main Street
St. Joseph St.
Hill St.
Thurwell St.
Joachim
Commercial
Riverview Drive
Joachim Creek
Proposed Bridge
61



Commercial offices could provide a viable future land use alternative for the VPPPA in the future.

Commercial, Light Industrial, and Civic Reuse Opportunities

The southern portion of the VPPPA includes approximately 20 acres of relatively flat land, the majority of which is owned by the Doe Run Company. This area extends south of Station Street and west from Main Street, as shown on the map on the facing page. With improved access to surrounding areas and a new road alignment, the individual parcels in this area could be consolidated for future land uses. The area's physical characteristics indicate that this area would be suitable for a range of commercial, light industrial or civic land uses.

Future Land Use Committee Members expressed an interest in light industrial uses that could provide additional revenue and employment opportunities, while creating a buffer between the Herculaneum Lead Smelter and surrounding residential areas.

Compatible Business and Light Industry

The map on the opposite page shows three potential reuse areas, totaling 24 acres, that could accommodate several commercial land uses, including professional offices, flexible light industrial buildings such as a research laboratory, a mail order distribution center, or a light manufacturing facility.

Mail Order Distribution Center (11 acres)
Eleven acres could support a 100,000 s.f. flexible light industrial space suitable for a mail order distribution center with warehouse space, support offices, and parking.

Professional Offices (8 acres)
Eight acres could support an 80,000 s.f. professional office building and associated parking.

A wholesale distribution center like the Gardener's Supply Company in Burlington, Vermont, could potentially fit well with the community's interest in new employment opportunities and additional tax revenue.

Commercial, Light Industrial, and Civic Reuse Opportunities (continued)

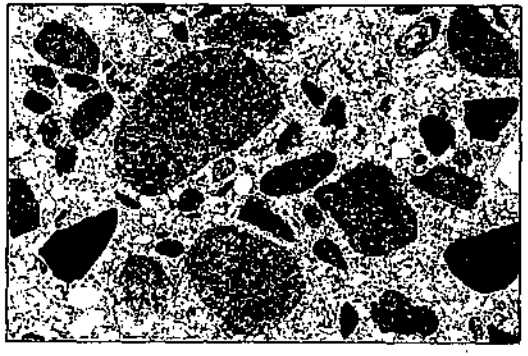
Innovative Industry

Committee members expressed an interest in identifying unique light industrial opportunities that could take advantage of the VPPPA's location.

An eco-industrial park approach to the reuse of the VPPPA could involve locating an industry adjacent to the Herculaneum Lead Smelter that would benefit from resource sharing with the Doe Run Company. An eco-industrial park is a community of businesses that cooperate with each other and with the local community to efficiently share resources, leading to economic gains, and better environmental performance. Businesses located in eco-industrial parks reduce or eliminate some form of waste associated with their industrial processes (e.g., heat, steam, carbon dioxide, and various chemical and material byproducts) by selling it to other businesses in the park or community for use in their production processes. Often, one core industrial business, such as a power plant or processing company, serves as an anchor tenant that attracts other businesses interested in utilizing/sharing their waste products.

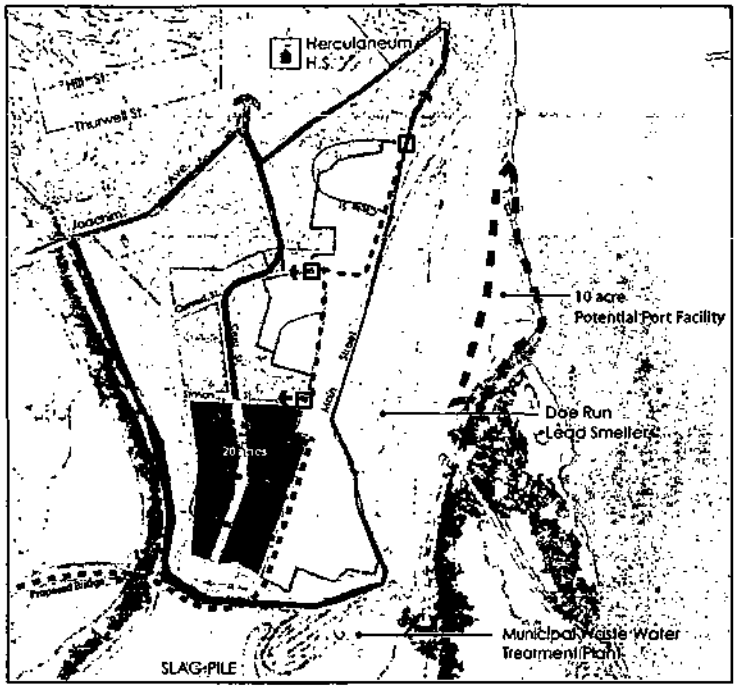
Currently, one of Doe Run's primary by-products at the smelter is slag, a combination of unrefined lead and zinc extracted from lead concentrate through the smelting process. Though additional research would be necessary to determine its financial viability, technologies exist that would allow the Doe Run Company to reprocess and clean the slag, removing the smaller amounts of lead and heavy metals, while leaving behind only silica, which has several commercial uses and is a key ingredient in aggregates like concrete. Reprocessing slag could reduce the need for storing a waste product near the smelter and could help produce a material that would otherwise need to be mined from a quarry.

An eco-industrial approach could provide benefits for both the community and Doe Run. The Company could clean up a waste product and simultaneously create a commercially valuable resource.



Above: Reprocessing the material stored in the slag pile located south of the Doe Run Company lead smelter could create a new innovative industrial use opportunity for Herculaneum.

Right: A silica by-product of slag reprocessing could be used as an ingredient in concrete or other construction aggregates.

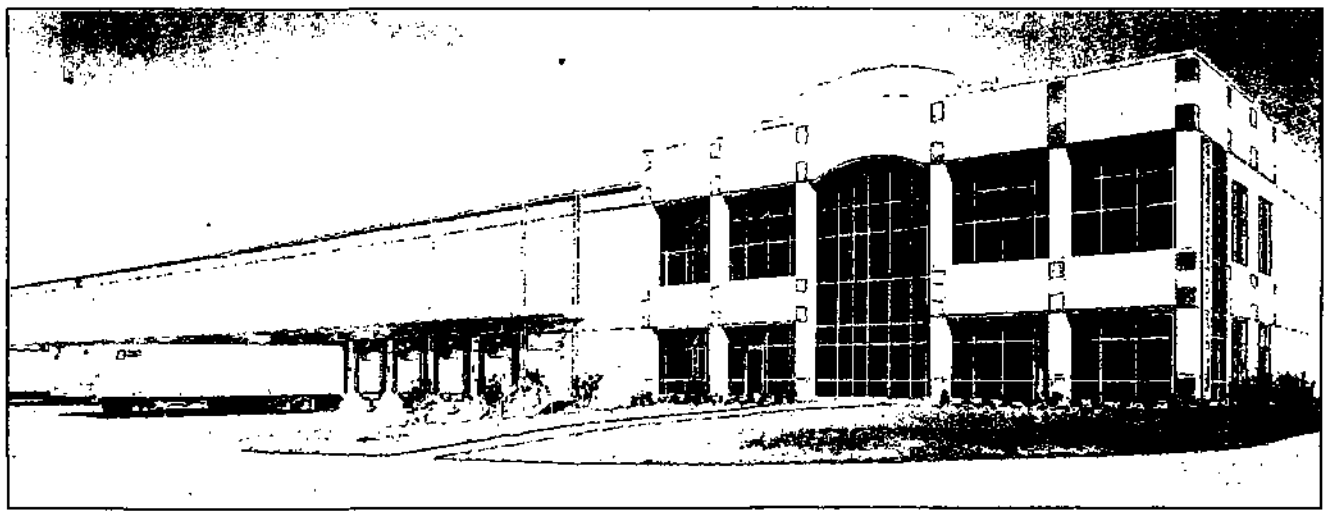


Above: The area shown in blue could also support a distribution center for commercial freight - the VPPPA is accessible via rail road and the Mississippi River Barge Canal.

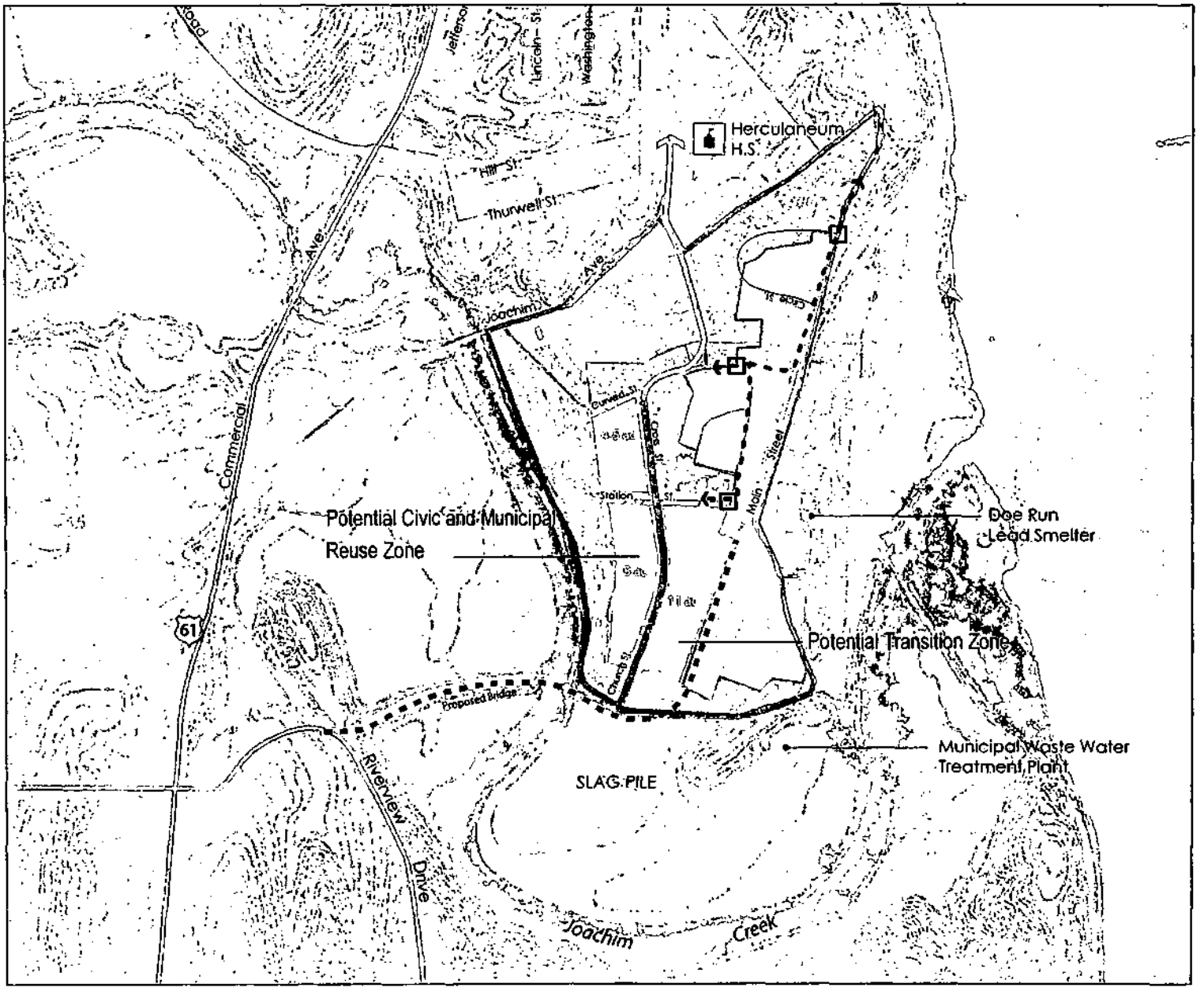
Distribution Facility

The Future Land Use Committee identified the Mississippi River barge channel and the existing rail access at the Herculaneum Lead Smelter as locational advantages that could help support future land uses in the VPPPA. A distribution facility located on the entire 20-acre portion in the southern VPPPA could potentially help to support a commercial port on the Mississippi River.

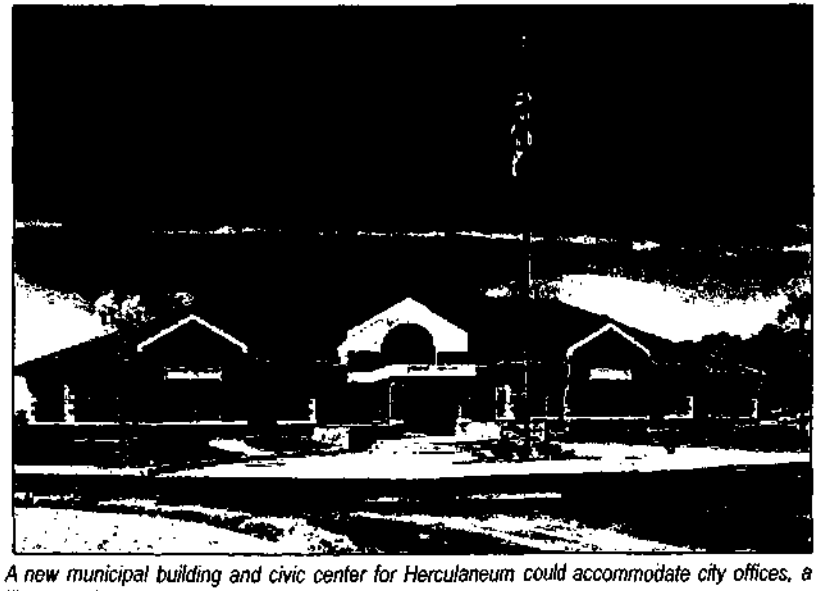
While property ownership and regulatory issues, as well as river and rail access considerations would need to be addressed prior to its implementation, the 20-acre area shown on the map to the left could likely provide enough space for a 275,000 s.f. distribution facility. It would likely be necessary to reconfigure the primary access road to the VPPPA in order to maximize acreage required to support a large distribution facility, as shown on the map.



Left: Distribution facilities serve as storage and transfer areas for bulk cargo. With transportation improvements, one large distribution facility could provide another reuse alternative for the southern portion of the VPPPA.


Herculaneum H.S.
Hill St.
Thurwell St.
Joachim Ave.
Commercial Ave.
Potential Civic and Municipal Reuse Zone
Doe Run Lead Smelter
Potential Transition Zone
Municipal Waste Water Treatment Plant
SLAG PILE
Riverview Drive
Joachim Creek
Main Street
Station St.
Proposed Bridge
61

Herculaneum's city offices, police station, and board of alderman chambers are currently housed in the City Hall shown above.



A new municipal building and civic center for Herculaneum could accommodate city offices, a library, and a community center.

Commercial, Light Industrial, and Civic Reuse Opportunities (continued)

Civic Reuse Opportunities

Herculaneum's City Hall and volunteer fire department are currently located in the VPPPA, on Circle Street and Broadway Street respectively. Following discussions regarding the Doe Run Company's proposed fence line expansion, the Future Land Use Committee Members identified the need to explore alternative locations for a municipal office building and community center. Committee members expressed an interest in considering locations in the VPPPA as well as other locations in Herculaneum.

Herculaneum city staff anticipate the need for a multi-use municipal and civic complex that would accommodate city hall offices, a Board of Alderman chamber, a police station, a library, and a community center for public events.

The map on the facing page shows an eight-acre zone in the southern portion of the VPPPA designated for civic and municipal uses. This area would provide sufficient space for a 22,000 s.f. facility, as well as parking for staff and the public.

An 11-acre area east of Church Street could remain an open space transitional zone, buffering the civic use area from the Herculaneum Lead Smelter. A vegetated area could create a natural screen separating industrial and civic uses in the near term. The transitional area could also support professional offices that would be compatible with a civic center in the long-term.

Trail and Byway Considerations

Community members in Herculaneum have taken significant strides toward developing a network of walking and hiking trails. The Herculaneum Parks Committee has been working to plan and build the Joachim Loop Trail adjacent to Bates Memorial Park. The two-mile loop will provide opportunities for community residents and visitors to view the floodplain forest along Joachim Creek. A proposed expansion could provide access to the bluffs above the Mississippi River.

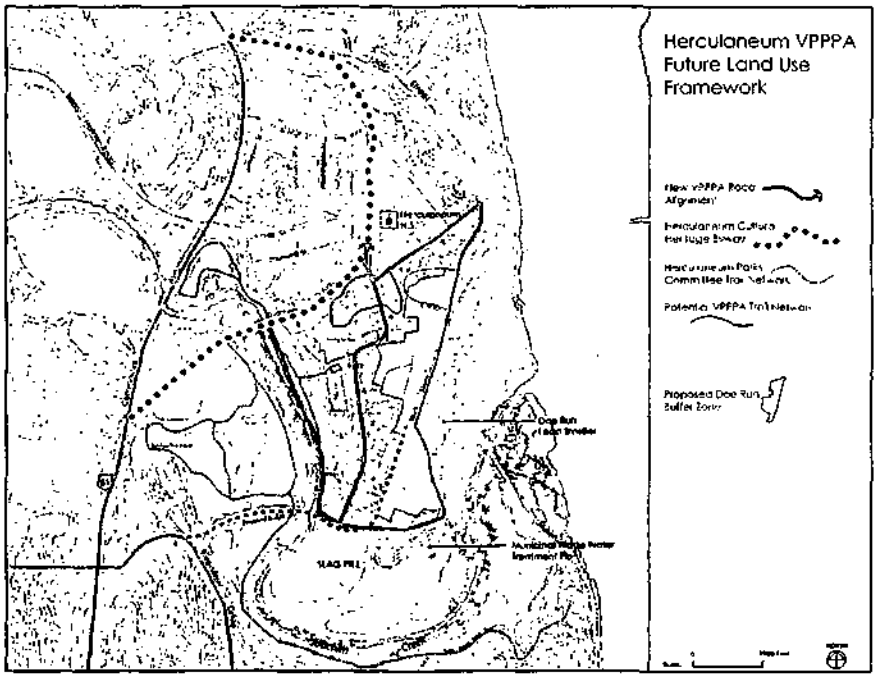
Building on the efforts of the Parks Committee, Future Land Use Committee members identified the need for a network of trails east of Joachim Creek. The trails and byways component of the future land use framework includes an expanded network of walking trails as well as a proposal to include Herculaneum as a point of interest along the Great River Road Scenic Byway.

Trails

The northern and western-most portions of the VPPPA are characterized by steeper terrain, unstable soils, and natural drainage areas. These physical characteristics are an important part of the Mississippi River Hills region of eastern Missouri and establish opportunities for recreational and ecological uses in the VPPPA.

The map above and to the right shows the Joachim Trail Loop and proposed trail to the river bluffs in red. Shown in green are potential routes for a new recreation trail in the VPPPA. The proposed trail routes could connect Herculaneum High School with the Joachim River Corridor. A linear trail could be located along the eastern banks of Joachim Creek, extending through exposed bluffs and floodplains, providing opportunities for students, community members, and visitors to learn about Herculaneum's geology, natural history, and ecology.

Hiking trails could also help make Herculaneum a more walkable community, reflecting the community's goal to recognize Herculaneum as a healthy and sustainable place.

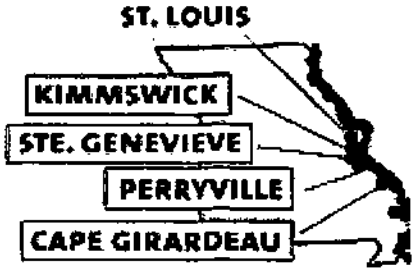


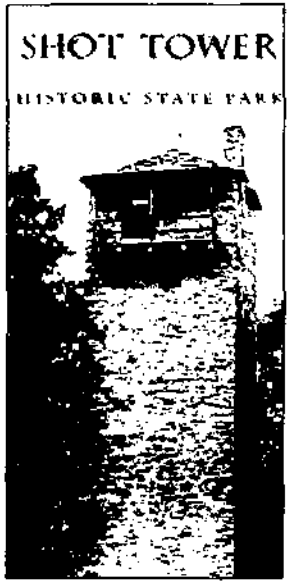
Above: The map above shows opportunities to expand trail networks in the VPPPA. The red dashed line is the Joachim Trail Loop, currently under construction, and the green dashed line indicates a potential route for expanding a network of trails into the VPPPA.

Left: The photo to the left illustrates approximately what the Joachim trail at Bates Memorial Park will look like when completed.

Herculaneum Cultural Heritage Byway

Committee members identified a goal of building on Herculaneum's unique location on the Mississippi River. The nation's longest river has become a resource for generating revenue and celebrating local history and quality of life for many communities located on its banks.





Above: The Great River Road Scenic Byway runs the entire length of Missouri along the Mississippi River. The byway designation includes portions of Route 61 and 67. Kimmiswick, Ste. Genevieve, Perryville, and Cape Girardeau have all established heritage centers along the Great River Road. Herculaneum could put its name on the map with a heritage exhibit and byway of its own.

A cultural heritage exhibit in Herculaneum could help preserve the community's history. Numerous historic sites can be found in and around Herculaneum, including a former lead shot tower site, a former ferry crossing, and the site of the first presbyterian sermon delivered west of the Mississippi.

Right: Wythe County Virginia's Shot Tower State Park, located along a recreational trail, provides an opportunity for residents and visitors to learn about and appreciate the region's manufacturing heritage.

Route 61 in Herculaneum is designated as part of the Great River Road Scenic Byway. The Great River Road is a 2,069-mile long Scenic Byway running from the headwaters of the Mississippi to the Gulf of Mexico that has been selected by the National Scenic Byways Program for recognition, preservation, and enhancement. Other Missouri communities along the Great River Road Byway include Kimmiswick, Ste. Genevieve, Perryville, and Cape Girardeau.

Future Land Use Committee Members identified Joachim Avenue as a potential route for a cultural byway and discussed several potential exhibit locations. Committee members and participants at a June 2006 public meeting generated the following list of ideas for a cultural heritage exhibit:

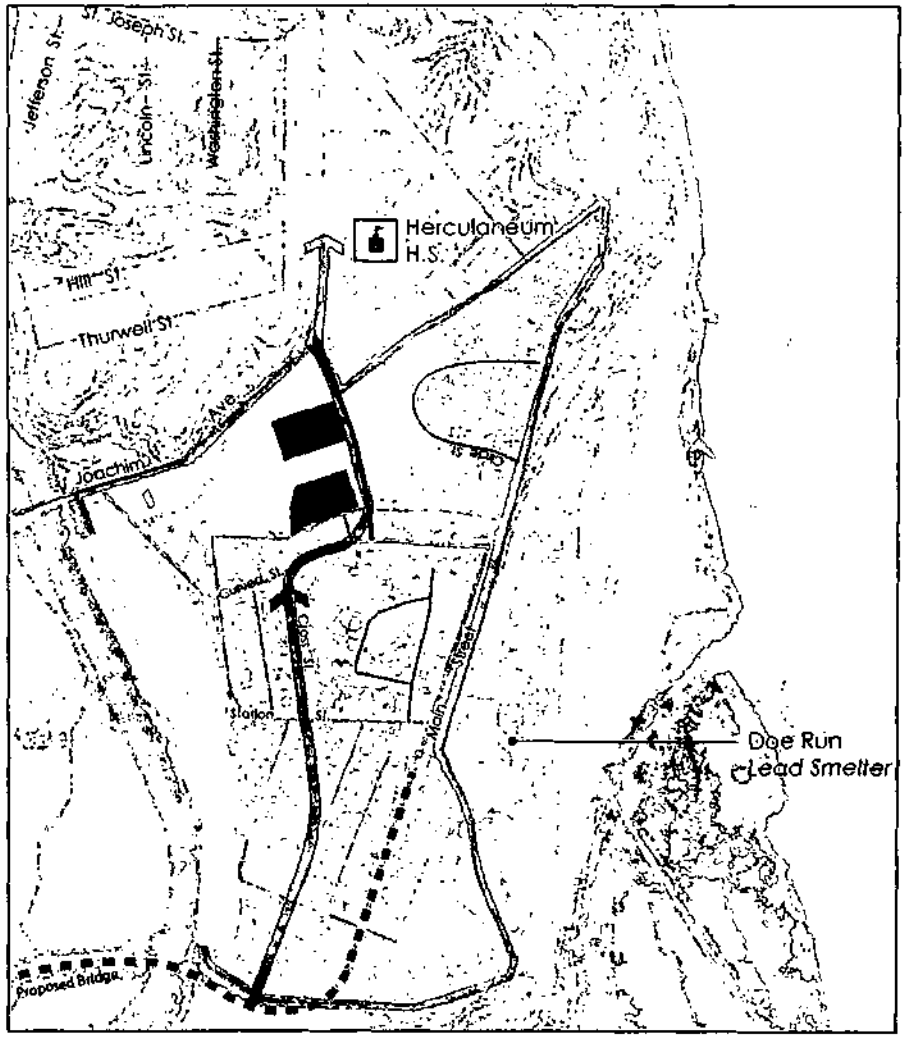
- *Recognize Herculaneum's history as as the site of the first post office and the second oldest settlement west of the Mississippi River.*
- *Preserve the history of Herculaneum's lead shot tower site on the bluffs above the Mississippi River.*
- *Provide information about the mining and smelting history of St. Joseph Lead Company and Doe Run Company operations in the region.*
- *Preserve Herculaneum's heritage as a former ferry crossing on the Mississippi River.*

Herculaneum could build upon the Route 61 Great River Road designation and create a cultural heritage byway that might include distinctive signs, and exhibits highlighting Herculaneum's history as a frontier town, a Mississippi River town, and the significance of the Herculaneum smelter in the history of Missouri's lead belt. Roadside signs could bring visitors to the community, and a cultural heritage exhibit could provide a way for the community to celebrate its history. Herculaneum is well-positioned to join regional efforts to celebrate the Mississippi River region.

Education Opportunities

Future Land Use Committee members identified a need for future land uses in the VPPPA to serve as amenities for residents across the City of Herculaneum. The framework includes three components that seek to expand education opportunities for both students and community members at Herculaneum High School: 1) An Environmental Education Area; 2) Job Training Facility and Business Incubator; and 3) a flexible open space use area for parking or recreation field expansion.

Herculaneum High School is located immediately north of the VPPPA. Future land uses in the VPPPA could be designed to compliment the high school, expanding education opportunities for students and community members.



The map above shows three areas in the northern and western VPPPA where future land uses could help to expand learning and education opportunities at Herculaneum High School. The green areas indicate City or Doe Run Company properties that could potentially be incorporated into an outdoor environmental education classroom. The red areas are clusters of vacant Doe Run-owned homes that could be adapted to support a job training facility. The orange areas could provide Herculaneum High School with flexible open space for either recreation fields or a parking lot expansion.

Environmental Education Area

The northern VPPPA includes steep slopes, stream valleys, and drainage ways, presenting a range of opportunities for students and community members to learn about local ecosystems. One way to establish an environmental education area would be to focus on the Joachim Creek watershed.

Understanding Watersheds: A trend in environmental education revolves around the identification and protection of local watersheds. A watershed is an area of land that drains to a particular body of water (e.g., stream, river, or lake). As rainwater collects on the surface of a particular area, it runs downhill towards the nearest body of water, picking up sediments, and loose materials. The blue arrows on the map below show how surface water from the VPPPA eventually runs into Joachim Creek.

The map above shows Herculaneum's floodplains (green shaded areas), topography, and drainage patterns (blue arrows).

A variety of education activities surrounding watershed management could be developed in the VPPPA . For example, students could engage in water sampling or a stream assessment in order to learn about the relative health of the area around the High School. The presence of contaminants, the quality of vegetation, and the amount of paved surface area are all factors that are affected by land uses in a particular watershed. Students and community members alike can learn about local community and ecosystem health through studying watersheds.

The natural stream valleys, and manufactured drainage ditches are both important components of the Joachim Creek Watershed. An environmental education exhibit, located adjacent to Herculaneum High School as shown in the green areas on the map on the facing page, could provide an outdoor classroom and a hands-on learning environment that would help students understand the local watershed as part of an earth or environmental science curriculum.

Steep bluffs rise above the Mississippi River and Joachim Creek, creating a hands-on opportunity for students, community members, and visitors to learn about Herculaneum's natural history.

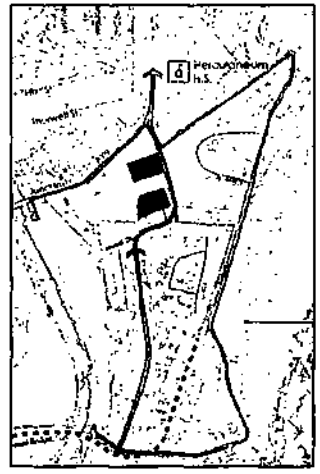
Job Training Facility and Business Incubator

Property ownership patterns and topography are varied in the northern portion of the VPPPA, creating challenges for large-scale property consolidation and reuse. However, there are many vacant residences that could be retrofitted for uses that would benefit the community. The Doe Run Company owns clusters of properties along Mott Drive and Circle Street that are well-positioned to support new enterprises in Herculaneum. These areas are shown in red on the map.

The Future Land Use Committee Members identified the need to provide economic opportunities for young people in Herculaneum. Accordingly, the framework highlights a community-based approach to economic development and job creation, through the adaptive reuse of vacant residences in the northern part of the VPPPA as a job training facility and small business incubator.

Business incubators are facilities where start up businesses can learn the basics of small-business management, finance, and strategy. Typical incubator clusters include multiple small businesses around a central administrative office, allowing growing enterprises to share overhead costs as they develop into successful businesses.

Locally, the University of Missouri has established a program called the Community Enterprise and Entrepreneurship Development initiative or CEED. The CEED program is helping future business owners in eastern Missouri's Mississippi River Hills region to establish a cottage industry around regional cuisines, including locally grown foods, wines, and specialty products. One of the key concepts involved in this effort is marketing the region's foods and wines through a "label of origin" or an identifiable graphic for the region. While food production would not likely be a viable use of property in the VPPPA, a business incubator would potentially be able to support the CEED effort in developing marketing materials, while simultaneously providing enterprise opportunities and job training for young people in Herculaneum.

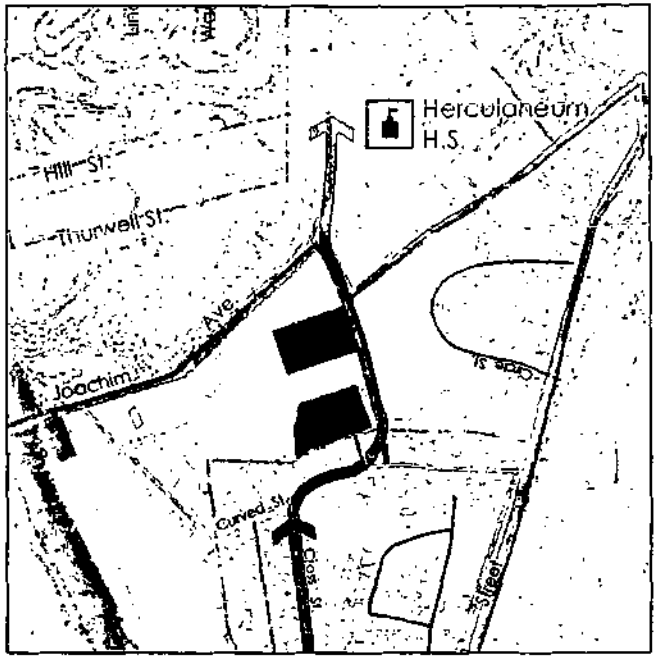


Clusters of vacant homes like the one shown above are located in the red shaded area on the map on the left. Vacant homes could potentially be adapted for use as education or job training facilities.

Business incubators provide space and administrative facilities to help new businesses get on their feet. Incubators in rural Arkansas (above) and Cincinnatti, Ohio (left) have successfully supported locally owned businesses as they develop into established enterprises.

Expanded Recreation Fields / Parking Areas

Future Land Use Committee Members and representatives from Herculaneum High School suggested that the high school needed additional space for both parking and recreation activities. The future land use framework includes an approximately five-six acre flexible open space use area which could accommodate parking or recreation practice fields.



The areas shown in orange on the map on the right indicate a potential open space expansion area for the high school. Properties in these areas are accessible via the high school property or Broadway Avenue and are owned by either the City of Herculaneum or the Doe Run Company. Consolidating properties in these areas could allow school-related uses to expand into currently vacant properties.

Recreation Field Expansion: The orange area closest to the high school track and football field is relatively flat and could potentially be converted into a three-four acre open field. The area closer to Main Street includes a set of terraced concrete pads that previously supported a mobile home park. Due to the existing topography, the two-acre terraced area would likely be more suitable for tennis courts or basketball courts.

Parking Lot Expansion: Each of the orange areas could potentially be consolidated into open space and paved for expanded parking areas. Parking lot expansion in this area would increase the amount of paved surface area and would likely cause more stormwater to flow into Joachim Creek. There are a number of ways to reduce parking lot runoff that could help to foster a greater understanding of the local watershed while simultaneously protecting water quality. Rain gardens, natural swales, permeable pavement, and planted parking lot islands are examples of stormwater runoff controls that could help to limit erosion and preserve water quality.

Key VPPPA Future Land Use Considerations

Community Capacity Considerations

- The Future Land Use Committee has establihsed a set of reuse goals, design guidelines, and a future land use framework for the VPPPA. This 17-member community-based body has developed significant capacity to help the City of Herculaneum implement the different components of the future land use framework.

- EPA, MoDNR, ATSDR, and MDHSS have indicated a willingness to support a roundtable visioning session to help the City of Herculaneum identify and secure resources to help with the implementation of the framework. There are a number of additional federal and state agencies that could potentially provide assistance or resources for implementation, including the U.S. Department of Housing and Urban Development (HUD), U.S. Economic Development Agency (EDA), the National Parks Service, U.S. Army Corps of Engineers, Missouri Department of Economic Development (MDED), and the Missouri Department of Transportaion (MoDOT).

Infrastructure Considerations

- The Future Land Use Committee's commercial and light industrial reuse goals for southern portion of the VPPPA rely upon the construction of the new south bridge. Funds have been secured for the bridge's design and construction, and the Future Land Use Committee has unanimously indicated its willingness to support the proposal to build the bridge.

- The Future Land Use Committee established a need for the relocation of City Hall and the Herculaneum Fire Department from the Doe Run Company's proposed 40-acre buffer zone due to logistical and access challenges. Multiple locations are being considered as alternative sites for the City Hall and Fire Department.

- Existing road networks and municipal utilities in the VPPPA were designed to support residential uses. Certain adaptations of the road network would be necessary to allow for traffic circulation through the VPPPA, and additional technical analyses would likely need to evaluate the extent to which existing utilities could support commercial and light industrial reuse goals for the southern portion of the VPPPA.

Commercial, Industrial, and Civic Reuse Considerations

- An approximately 20-acre area in the southern portion of the VPPPA could physically accommodate a range of commercial, light industrial, and civic land uses. Properties in this 20-acre area are owned by the Doe Run Company. The reuse of this portion of the VPPPA would rely heavily on the new south bridge for improved vehicular access.

- The Doe Run Company's plans for the use of the 20-acre flexible reuse area are currently undefined. Transferring ownership of the 20-acre area to a third party is one alternative that the Doe Run Company is considering. The Company may also consider maintaining ownership of the properties and establishing an expanded buffer zone around the plant. By 2008, the Company will likely be in a position to make a decision about the future use of the properties that it owns in this portion of the VPPPA.

- Commercial, light industrial, and civic reuse opportunities contemplated by the Future Land Use Committee and outlined in the framework would allow for the gradual reuse of smaller portions of the VPPPA (e.g., Doe Run could transfer ownership of an eight-ten acre area on the southwestern edge of the VPPPA while maintaining ownership of ten acres closer to the smelter).

- The City and the Doe Run Company will also need to ensure continued access to existing community land uses at the edge of the potential commercial, light industrial, or civic reuse area. The Assumption Catholic Church and Masonic Temple on Church Street, and the African Methodist Episcopalian church on Brown Street are currently in active use.

Trail and Byway Future Land Use Considerations

- The Herculaneum Parks Committee is an established group that could help the community develop an expanded trail network providing access to Joachim Creek from the VPPPA. The Future Land Use Committee discussed the idea of locating a trail on Doe Run Company-owned property adjacent to Joachim Creek. Access agreements or easements would likely need to be established in order to move forward with such a trail expansion.

- The creation of an identifiable entrance corridor for Herculaneum along Joachim Avenue could serve as a way to enhance the image of the community, encourage tourism-based development, and establish access points at the northern edge of the VPPPA. The Future Land Use Committee discussed designating Joachim Avenue as a Herculaneum cultural byway, identified by signage and a community heritage exhibit. The byway designation could be incorporated into an entrance corridor revitalization project.

Key Education Considerations:

- Environmental education-based exhibits and a school-based job training facility or business incubator could help to build Herculaneum's capacity for environmental stewardship and local business ownership. Environmental education exhibits could be developed in the short-term on public property accessible from Herculaneum High School. A job training facility or business incubator could potentially be located in vacant housing in the northern portion of the VPPPA. A property transfer or some form of lease agreement for the use of vacant homes would need to be in place in order to support this adaptive reuse of homes owned by the Doe Run Company or other private property owners.

- The City of Herculaneum and the R5-Dunklin School District need additional space for both recreation activities and expanded parking. Public property in the northern portion of the VPPPA could be consolidated and improved to support the school's open space needs. Additionally, vacated residential properties adjacent to the School that are owned by the Doe Run Company could be acquired to support school expansion.

Project Next Steps

The table below highlights a potential implementation strategy for moving forward with the future land use concepts developed by the VPPPA Future Land Use Committee. The strategy includes timeframes for implementation, specific next steps, and potential parties that could help with implementation. Additional information about the partners listed below is provided in the Appendix of this report.

Project Name	Timeframe	Initiatives	Partners
1. Community Capacity Building	(short-term) 1-2 years	• Create a coordinating group to oversee the various projects outlined in the implementation strategy. Future Land Use Committee members indicated a strong interest in assisting with the strategy's implementation on an ongoing basis.	• Herculaneum Future Land Use Committee • Herculaneum Board of Aldermen
2. State and Federal Agency Considerations	(short-term) 1-2 years	• Support a multi-agency round-table style planning session to help the community identify public funding options for components of the implementation strategy. • Serve as resources to Herculaneum municipal officials and Planning and Zoning Committee, while the City considers future planning and zoning alternatives for the VPPPA.	• EPA • MoDNR • MDHSS • ATSDR • U.S. Dept. of Housing & Urban Development (HUD) • U.S. Economic Development Authority (EDA) • Missouri Dept. Economic Development • National Parks Service • Army Corps of Engineers
3. Planning and Zoning Considerations	(short-term) 2-5 years	• Establish a 24-month moratorium on new construction in the VPPPA, during which time the City could consider future planning and zoning alternatives for the VPPPA. • Ensure guaranteed property access for EPA and MoDNR monitoring in the VPPPA.	• City of Herculaneum • Herculaneum Planning & Zoning Committee • Doe Run Company • EPA • MoDNR

Project Name	Timeframe	Initiatives	Partners
4. Infrastructure	(short-term) 2-5 years	• Support the new south bridge with a letter of endorsement from the Committee. • Communicate the need for a north – south access road through the VPPPA to state and federal transportation agencies.	• Herculaneum VPPPA Future Land Use Committee • City of Herculaneum • East West Gateway Coordinating Council • U.S. EDA
	(long-term) 5-10 years	• Identify potential right of way acquisitions, and road improvements based on verified road alignments in the VPPPA. • Evaluate potential for commercial and industrial reuse of existing water and sewer infrastructure in the VPPPA. Plan infrastructure upgrades as needed.	• City of Herculaneum • East West Gateway Coordinating Council • U.S. EDA

Project Name	Timeframe	Initiatives	Partners
5. Commercial / Light Industrial Future Land Use Considerations	(long-term) 5-10 years	• Rezone the area south of Station Street as a Light Industrial district, providing flexibility for non-residential reuse. • Coordinate with the Doe Run Company on the future use of consolidated properties in the southern portion of the VPPPA. • Consider establishing the area south of Station Street as an Economic Development District.	• City of Herculaneum • Doe Run Company • Jefferson County Economic Development Corporation • Jefferson County Port Authority • University of Missouri Extension • Missouri Main Street Program • U.S. EDA
6. Civic / Municipal Future Land Use Considerations	(short-term) 2-5 years	• Work with the Doe Run Company to relocate the City Hall and Fire Department outside of the Company's proposed buffer zone. • Evaluate potential for locating civic buildings in the southern portion of the VPPPA. • Allow the Doe Run Company to implement the proposed buffer zone and fence line expansion.	• Doe Run Company • City of Herculaneum • Herculaneum Fire Department • HUD

Project Name	Timeframe	Initiatives	Partners
7. Trails and Byways	(short-term) 2-5 years	• Pursue Great River Road Scenic Byway designation. • Locate a Byway Cultural Center in Herculaneum. • Coordinate with the Doe Run Company to discuss interest in supporting a cultural heritage exhibit.	• Herculaneum Parks Committee • Doe Run Company • Mississippi River Parkway Commission
8. School Yard Habitat, and Parking / Athletic Field Expansion	(short-term) 2-5 years	• Create school-yard habitat areas and athletic field expansion areas in the northern VPPPA. • Designate public property near Herculaneum H.S. as Parks Scenic District for future use as School Yard Habitat area and recreation field expansion. Link school-yard habitat with proposed VPPPA trail routes. • Work with the Doe Run Company to identify properties north of Curved Street that could be transferred to the high school for school-yard habitat and athletic field expansion.	• Herculaneum High School / City of Herculaneum • Mississippi River Parkway Commission • Missouri Conservation Heritage Foundation • EPA

Appendix: Implementation Resources

The project's consultant team has identified a range of public and private sector resources that could provide funding, technical assistance, and training to help facilitate the implementation of the future land use framework for the Herculaneum VPPPA. This appendix lists the resources available to help the community return the VPPPA successful use as a community resource. Resources are organized based on projects outlined in the implementation strategy presented in previous section of this report. Resources for commercial / light industrial, and infrastructure projects are presented in the first section, and resources for trails, byways, and environmental education projects are presented in the second section.

Commercial / Light Industrial, and Infrastructure Resources:

Federal Agencies and Programs

- **Local Technical Assistance Program**
  U.S. Department of Commerce, Economic Development Administration

The Local Technical Assistance Program works to fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors of local communities from making optimal decisions on local economic development issues. Grants often support feasibility studies on potential economic development projects, such as industrial or business incubators. The program is flexible; some communities and regional organizations have used Local Technical Assistance grants to develop revitalization plans, to prepare tourism development strategies, and sponsor economic development conferences or seminars. Eligible applicants include economic development districts, states, cities, or other political subdivisions of a state.

U.S. Department of Commerce
Economic Development Agency

Federal Building, Room 740
200 North High Street
Columbus, OH 43215
www.osec.doc.gov/eda

Contact
Robert Hickey
Economic Development Representative
T: 800-686-2603
F: 614-469-7315

- **Short Term Planning Grants**
  U.S. Department of Commerce, Economic Development Administration

Short Term Planning Grants provide support for significant new economic development planning, policy-making and implementation efforts including economic analysis, definition of economic development goals, determination of project opportunities, and the formulation and implementation of development programs that include systematic efforts to generate employment opportunities, reduce unemployment, and increase incomes. Eligible activities include the preparation and maintenance of a comprehensive economic development planning process, coordination of planning efforts, development of institutional capacity, diversification of the local economic base, and the implementation of programs and projects designed to create permanent jobs and increase incomes.

U.S. Department of Commerce
Economic Development Agency

Federal Building, Room 740
200 North High Street
Columbus, OH 43215
www.osec.doc.gov/eda

Contact:
Robert Hickey
Economic Development Representative
T: 800-686-2603
F: 614-469-7315

- **Community Development Financial Institutions Fund**
  U.S. Department of the Treasury

The Community Development Financial Institutions (CDFI) Fund was created to expand the availability of credit, investment capital, and financial services in distressed urban and rural communities. By stimulating the creation and expansion of diverse community development financial institutions and by providing incentives to traditional banks, the Fund's investments work toward building private markets, creating healthy local tax revenues, and empowering residents. The CDFI Fund provides relatively small infusions of capital to institutions that serve distressed communities and low-income individuals. The Fund has three programs that provide monetary assistance: The Bank Enterprise Awards (BEA) Program, the Financial Assistance (FA) Component of the CDFI Program, and the Technical Assistance (TA) Component of the CDFI Program. The Fund's New Markets Tax Credit (NMTC) Program allocates tax credits to eligible for-profit entities. Each of the programs is designed to provide assistance to different types of organizations and each has its own set of eligibility criteria.

U.S. Department of the Treasury,
Community Development Financial
Institution Fund

U.S. Department of the Treasury
Community Development Financial
Institution Fund
601 13th Street, NW, Suite 200 South
Washington, DC 20005
www.cdfifund.gov/overview/index.asp

Contact:
T: 202-622-8662
F: 202-622-7754

- **Rural Community Development Initiative**
  U.S. Department of Agriculture, Rural Housing Service

The Rural Community Development Initiative (RCDI) provides technical assistance to develop or increase recipients capacity to undertake projects in the areas of housing, community facilities, and community and economic development in rural areas. The RCDI grant, which has a matching funds requirement, is made to an intermediary. The intermediary can be a private or public sector organization that has been organized for a minimum of three years. The intermediary provides a program of technical assistance to recipients to build their capacity and ability to undertake projects. The RCDI is administered at the state level by the U.S. Department of Agriculture.

U.S. Department of Agriculture, Rural Housing Service

U.S. Department of Agriculture
Rural Housing Service
Room 0103, Stop 0787
1400 Independence Avenue, SW
Washington, DC 20250-0787
www.rurdev.usda.gov/rhs/rcdi/

Contact:
William Kenney
T: 202-720-1506
william.kenney@wdc.usda.gov

- **Rural Business Opportunity Grants**
  U.S. Department of Agriculture, Rural Business Cooperative Service

The Rural Business Opportunity Grants (RBOGs) Program promotes sustainable economic development in rural communities with exceptional needs. The grants are intended to assist with the cost of providing economic planning for rural communities, technical assistance for rural businesses, or training for rural entrepreneurs or economic development officials. Applicants must be a public body, non-profit corporation, Indian Tribe, or cooperative with members that are primarily rural residents. The RBOGs Program is administered at the state level by the U.S. Department of Agriculture.

U.S. Department of Agriculture, Rural Business Cooperative Service

U.S. Department of Agriculture
Rural Business Cooperative Service
USDA RBS, Room 5045-S
1400 Independence Avenue
Washington, DC 20250
www.rurdev.usda.gov/rbs/busp/rbog.htm

Contact:
T: 202-690-4730
F: 202-690-4737
cdfihelp@cdfi.treas.gov

- **Short Term Planning Grants**
  U.S. Department of Commerce, Economic Development Administration

Short Term Planning Grants provide support for significant new economic development planning, policy-making and implementation efforts including economic analysis, definition of economic development goals, determination of project opportunities, and the formulation and implementation of development programs that include systematic efforts to generate employment opportunities, reduce unemployment, and increase incomes. Eligible activities include the preparation and maintenance of a comprehensive economic development planning process, coordination of planning efforts, development of institutional capacity, diversification of the local economic base, and the implementation of programs and projects designed to create permanent jobs and increase incomes.

U.S. Department of Commerce
Economic Development Agency

Federal Building, Room 740
200 North High Street
Columbus, OH 43215
www.osec.doc.gov/eda

Contact:
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Economic Development Representative
T: 800-686-2603
F: 614-469-7315

- **Short Term Planning Grants**
  U.S. Department of Commerce, Economic Development Administration

Short Term Planning Grants provide support for significant new economic development planning, policy-making and implementation efforts including economic analysis, definition of economic development goals, determination of project opportunities, and the formulation and implementation of development programs that include systematic efforts to generate employment opportunities, reduce unemployment, and increase incomes. Eligible activities include the preparation and maintenance of a comprehensive economic development planning process, coordination of planning efforts, development of institutional capacity, diversification of the local economic base, and the implementation of programs and projects designed to create permanent jobs and increase incomes.

U.S. Department of Commerce
Economic Development Agency

Federal Building, Room 740
200 North High Street
Columbus, OH 43215
www.osec.doc.gov/eda

Contact:
Robert Hickey
Economic Development Representative
T: 800-686-2603
F: 614-469-7315

State Agencies and Programs

- **Transportation Improvements Program**
  Missouri Department of Transportation (MoDOT)

The Missouri Department of Transportation has jurisdiction over the construction and maintenance of over 32,000 miles of public roads in the state. The Transportation Improvement Program develops five-year plans for the specific construction projects that MoDOT will undertake. The Program provides funding and technical support for transportation improvement projects including, highways and bridges, transit, aviation, rail, waterways, and other transportation-related enhancements.

Missouri Department of Transportation

Missouri Department of Transporation
105 West Capitol Avenue
Jefferson City, MO 65102
www.modot.org/index.htm

Contact:
T: 888-275-6636

- **Metropolitan Planning Organization - St. Louis Region**
  East West Gateway Coordinating Council of Governments

The East West Gateway Coordinating Council of Governments (Council) is the metropolitan planning organization (MPO) for the St. Louis Region. The Council has legal authority and responsibility for the development and adoption of long and short-range regional transportation plans for the following jurisdictions: the City of St. Louis, St. Louis County, St. Charles County, Jefferson County, Franklin County, Monroe County, Madison County, and St. Clair County. In addition to long and short range regional transportation planning, the East West Gateway's programs support community engagement, and corridor transportation planning efforts.

East West Gateway Coordinating Council of Governments

East West Gateway Council of Governments
One Memorial Dr., Suite 1600
St. Louis, MO 63102
www.ewgateway.org

Contact:
Jim Wild, Deputy Manager, Planning & Programming
T: 314-421-4220
F: 314-231-6120

- **Division of Business and Community Services**
  Missouri Department of Economic Development (MDED)

The MDED Division of Business and Community Services (BCS) works to promote work-force development, business relocation, and community partnerships across the State of Missouri. The initiatives administered by BCS provide a wide range of business incentives to help communities strengthen their local economies. MDED can help align community needs with available tax credit programs in the areas of brownfields redevelopment, neighborhood preservation, small business incubation, and industrial infrastructure.

Missouri Department of Economic Development
Division of Business and Community Services
301 West High Street
Harry S. Truman State Office Building, Room 720
Jefferson City, MO 65102
www.ded.mo.gov
Contact:
Sallie Hemenway
T: 573-522-4173
F: 573-526-7700

- **Community Enterprise and Entrepreneurial Development** *(CEED)*
  University of Missouri Extension

The Community Enterprise & Entrepreneurial Development (CEED) program was established in 2005 to promote locally-based economic development in rural Missouri communities. CEED has initiated five regional pilot projects, focused on entrepreneurship and innovative approaches to community development. Among the regional pilots currently in place are a regional cuisines project in the Mississippi River Hills Region, a small business incubator in the Ozark Region, and a school-based entrepreneurship education program in Chariton County. The CEED initiative's goals are generally to enhance the capacity and effectiveness of communities to support entrepreneurship as an economic development strategy, to provide entrepreneurial education and research and assessment services; and to create a statewide coalition of partners interested in furthering economic development through community-based strategies.

Community Enterprise and Entrepreneurial Development

University of Missouri Extension
222 Gentry Hall
Columbia, MO 65211
www.extension.missouri.edu/ceed

Contact:
Sharon Gullick, Director
T: 573-884-0669

Non-Governmental Organizations

- **Entrepreneurship Grants**
  Ewing Marion Kauffman

The Ewing Marion Kauffman Foundation works in partnership with organizations in the areas of education and entrepreneurship. Grant-making activities include seed grants for new programs, and resources to enhance growing initiatives that promote entrepreneurial skills and training, as well as education initiatives focused on disadvantaged youth. The foundation does not provide loans, start-up expenses or seed capital funding for private businesses. Grant applications begin with a letter of inquiry and may be submitted for review on a rolling basis throughout the year.

Ewing Marion Kauffman Foundaton Entrepreneurship Initiative

Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, MO 64110
www.kauffman.org

Contact:
Grants Administrator
T: 816-932-1000

- **Community/Economic Development Assistance**
  National Center for Small Communities (NCSC)

The National Center for Small Communities is a national nonprofit organization focused on serving the leaders of America's smaller communities. The NCSC's mission is to provide local elected officials with tools to govern effectively and the skills to expand local economies, protect natural resources, and preserve community character. The NCSC offers answers and how-to assistance on such issues as community capacity-building, economic development, environmental planning and regulatory compliance, local government management, financing and budget, grassroots fundraising, and technology.

National Center for Small Communities

444 North Capitol Street NW, Suite 397
Washington, DC 20001-1202
www.natat.org/ncsc

Contact:
Dolores Vyfhuis
Manager, Administrative Services
T: 202-624-3551
F: 202-624-3554
dvyfhuis@sso.org

Trails, Byways, and Environmental Education

Federal Agencies and Programs

- **Recreational Trails Program**
  The U.S. Department of Transportation, Federal Highway Administration (administered by the Mississippi Department of Wildlife, Fisheries & Park's Division of State Parks)

The U.S. Department of Transportation's Federal Highway Administration provides matching funds to states to develop and maintain recreational trails and trail-related facilities for both motorized and non-motorized recreational trail users. Examples of trail uses include hiking, bicycling, in-line skating, equestrian use, cross-country skiing, snowmobiling, off-road motorcycling, all-terrain vehicle riding, four-wheel driving, or off-road motorized vehicle use. In Mississippi, the Department of Wildlife, Fisheries & Parks administers the program and develops its own procedures to solicit and select projects for funding.

U.S. Department of Transportation
Federal Highway Administration

Division of State Parks
Mississippi Department of Wildlife, Fisheries & Parks
1505 Eastover Drive
Jackson, MS 39211-6374
www.fhwa.dot.gov/environment/rec-trails/rtbroch.htm

Contact:
Robert T. Boxx, RTP Administrator
T: 601-432-2236
F: 601-432-2236

- **Rivers, Trails, and Conservation Assistance Program**
  National Park Service

The National Park Service's Rivers, Trails, and Conservation Assistance Program works with community groups and local and state governments to conserve rivers, preserve open space, and develop trails and greenways. Technical assistance, provided by the program's national network of 90 conservation and recreational-planning professionals, includes assessing resources, developing concept plans, identifying potential sources of funding, and providing conservation and recreation information. The program is administered on a regional basis.

National Park Service

National Park Service
LA/MS Field Office
419 Decator Street
New Orleans, LA 70130
www.nps.gov/ncrc/programs/rtca/contac-tus/cu_offices.html

Contact:
Stacye Palmer or Robert Vernon
Rivers, Trails, & Conservation Assistance
T: 504-589-3882
F: 504-589-3851

State Agencies and Programs:

- **Missouri Recreational Trails Program**
  Missouri Department of Natural Resources, Division of State Parks

The Division of State Parks administers programs in the areas of outdoor recreation and trail grants. Grants are available to trail organizations and local governments for trail construction and maintenance through the National Recreation Trail Fund. The Department of Natural Resources holds a competitive grant round annually and distributes the funding in response to recreational trail needs within the state.

Missouri Recreational Trails Program

Division of State Parks,
Missouri Department of Natural Resources
P.O. Box 176
Jefferson City, MO 65102
www.mostateparks.com/grantinfo.htm

Contact:

T: 573-751-0848
Email: moparks@dnr.mo.gov

- **Missouri Conservation Heritage Foundation**
  Missouri Department of Conservation

The Missouri Conservation Heritage Foundation works with Missouri Department of Conservation to help protect Missouri's unique conservation heritage and to provide outdoor opportunities for future generations. The Foundation supports community conservation projects in the following areas: land acquisition; conservation education and recreation, including outdoor classrooms, nature centers, and conservation workshops; facility construction projects that enhance public use of conservation areas, including provisions for the disabled; conservation research and restoration; and hunter education programs.

Missouri Conservation Heritage Foundation

Missouri Conservation Heritage Foundation
P.O. Box 366
Jefferson City Missouri 65102-0366
http://www.missouriconservationheritage-foundation.org/home.html

Contact:
T: 573-634-2080 or 800-227-1488
F: 573-751-4467

Non-Governmental Organizations

- **Mississippi River Parkway Commission**

The Mississippi River Parkway Commission (MRPC) is a multi-state organization working collectively to develop the Great River Road historic and scenic parkway. The organization's efforts focus on promoting economic development along the Mississippi River through the preservation and enhancement of historic, scenic, and recreational resources. Through coordination among federal, state, and local government agencies, the MRPC has been working with Mississippi River communities since 1938 to secure funding for scenic and cultural heritage projects like scenic overlooks, recreation trails, bikeways, and historic preservation. Operating under the umbrella of regional tourism organization Mississippi River Country USA, the MRPC also utilizes worldwide awareness of the Mississippi River to promote travel to the River and its ten bordering states: Arkansas, Illinois, Iowa, Kentucky, Louisiana, Minnesota, Mississippi Missouri, Tennessee and Wisconsin.

MRPC is a 501 (c) 3 non-profit organization. The general membership gathers twice each year at an Annual and Semi-Annual meeting. Individual state commissions meet quarterly or as their work plan dictates.

Mississippi River Parkway Commission

P.O. Box 59159
Minneapolis, MN 55459-8257
http://www.mississippiriverinfo.com/

Contact:
T: 763-212-2560
F: 763-212-2533
info@mississippiriverinfo.com

- **Convervation Vision, Finance, Research, and Education Services**
  Trust for Public Land

The Trust for Public Land (TPL) works with agencies and communities to conserve land as parks, community gardens, historic sites, rural lands, and other natural places. TPL helps agencies and communities identify land for protection and funds that might be used to protect the land. The organization also provides support to communities and agencies in the area of real estate transactions, helping to structure conservation finance and acquisition, purchasing and temporarily holding land, and transferring property to local governments, community land trusts, or other public entities. Communities can request assistance from TPL in the areas of Convervation Vision, Finance, Research, or Education. Request for services forms are available on the organization's Web site.

Trust for Public Land

St. Louis Office
911 Washington Ave., Suite 501
St. Louis, MO 63101
www.tpl.org

Contact:
T: 314-436-7255
F: 314-436-7244

Private Foundations/ Trusts

- **Bricks and Mortar Grant Program**
  The Kresge Foundation

The Kresge Foundation is an independent, private foundation founded in 1924 by the S.S. Kresge Company, more widely known as K-Mart. The foundation has several grant-making programs and initiatives for localities and nonprofit organizations. The foundation focuses on capital programs and giving to organizations for facility construction or improvement. The "Bricks and Mortar" program offers financial support for building facilities and challenges private giving. Projects that may receive funding include the construction of facilities, renovation of facilities, purchase of major equipment or an integrated system at a cost of at least $300,000, and the purchase of real estate. The foundation predominantly provides high dollar grants (over $750,000). Governmental agencies can apply for funding in order to purchase real estate. However, the likelihood of a locality receiving funding is lower than that of a nonprofit organization.

Kresge Foundation

3215 West Big Beaver Road
P.O. Box 3151
Troy, MI 48007-3151
www.kresge.org

Contact:
T: 248-643-9630
F: 248-643-0588

- **Sustainable Development Program**
  Rockefeller Brothers Fund

The Rockefeller Brothers Fund promotes social change that contributes to a more just, sustainable, and peaceful world. Through its grant-making, the Fund supports efforts to expand knowledge, clarify values and critical choices, nurture creative expression, and shape public policy. The Fund's programs are intended to develop leaders, strengthen institutions, engage citizens, build community, and foster partnerships that include government, business, and civil society. Respect for cultural diversity and ecological integrity pervades the Fund's activities.

Rockefeller Brothers Fund

437 Madison Avenue
37th Floor
New York, NY 10022-7001
www.rbf.org

Contact:
T: 212-812-4200
F: 212-812-4299
info@rbf.org

- **Sustainable Communities Program**
  Jessie Smith Noyes Foundation

The Jessie Smith Noyes Foundation's Sustainable Communities Program works to support communities that are environmentally sound, economically vibrant, and socially just. Program priorities include supporting initiatives that connect the environment with community economic development using an inclusive and democratic decision-making process, as well as raising the visibility of organizations that are working on sustainable community initiatives, and helping to facilitate their networking efforts. The foundation prefers to provide general support grants. Letters of inquiry can be submitted anytime during the year and are reviewed on a continuous basis.

Jessie Smith Noyes Foundation

6 East 39th Street, 12th Floor
New York, NY 10016-0112
www.noyes.org

Contact:
Millie Buchanan
Program Officer
T: 212-684-6577
F: 212-689-6549

- **Environmental Program**
  Georgia Pacific Foundation

The Georgia Pacific Foundation's Environment Program works to promote environmental stewardship and awareness by funding non-profit organizations that focus on resource conservation, parks, trails, and recreation areas, and environmental education. Grant applications are accepted between January 1 and October 31 of each year.

Georgia Pacific Foundation

133 Peachtree Street, N.E.
Atlanta, GA 30303
www.gp.com/center/community/environment.html

Contact
Curley M. Dossman, Jr.
President, Georgia-Pacific Foundation
T: 404-652-4182
F: 404-749-2754

- **Environmental Grants**
  Ben & Jerry's Foundation

The Ben & Jerry's Foundation provides grants to non-profit organizations that seek to institute environmental or institutional change, foster new ways of thinking, address the root cause of social and environmental problems, as well as help ameliorate an unjust or destructive situation by empowering constituents. Grants of $1,001 to $15,000 are rewarded to non-profit organizations three times per year. Letters of intent may be submitted at any time and are reviewed on an ongoing basis, but should be received no later than ten weeks prior to a desired full proposal cycle deadline. If an application is chosen for further consideration, deadlines to submit a full proposal are: March 1, July 1, and November 1.

Ben & Jerry's Foundation

30 Community Drive
South Burlington, VT 05403
www.benjerry.com/foundation/index.html

Contact:
Lisa Pendelino
T: 802-846-1500

- **Environmental Grants**
  Public Welfare Foundation

The Public Welfare Foundation's Environment Program provides funds to nonprofit programs that work on environmental challenges, especially in communities where there are the least resources to respond. The Environment Program also provides funds to nonprofit programs that provide technical assistance to grassroots or local efforts, advocacy efforts that increase the participation of affected communities in policy decisions concerning health and the environment, and programs that promote sustainable development. Grant applications begin with a letter of inquiry and may be submitted for review on a rolling basis throughout the year.

Public Welfare Foundation

1200 U Street NW
Washington, DC 20009-4443
www.publicwelfare.org/grants/environment.asp

Contact:
Midge Taylor
Program Officer
T: 202-965-1800
F: 202-265-8851

- **Environmental Programs**
  The Conservation Fund

The Conservation Fund helps local, state, and federal agencies and nonprofit organizations acquire property from willing sellers to protect open space, wildlife habitat, public recreation areas, river corridors, and historic places. The fund also offers land advisory services, applying principles of sustainable development to real estate projects with sensitive ecological, visual, and historical resources. Additionally, the fund works to enhance, restore, and protect the nation's land and water resources through mitigation services that range from planning and negotiation to acquisition and implementation. The fund also provides services in natural resource damage mitigation, species mitigation, and wetland mitigation.

The Conservation Fund

1800 North Kent Street, Suite 1120
Arlington, VA 22209-2156
www.conservationfund.org

Contact:
Douglas R. Horne
Director, Land Advisory Services
T: 703-525-6300
F: 703-525-4610

- **Environmental Grant**
  Unity Avenue Foundation

The Unity Avenue Foundation provides grants for specific projects that foster responsible, long-term human interaction with the natural environment, particularly those projects that can be replicated or adapted for broad application. The minimum grant award is $5,000. A one-page proposal summary must be received by March 15 each year. Full proposals for selected projects are due by June 15.

Unity Avenue Foundation

342 Fifth Ave N.
Bayport, MN 55003-1201
www.scenicriver.org/ua/index.html

Contact:
Sarah Andersen
Grants Consultant
T: 651-439-1557
F: 651-439-9480
unityavefdn@srinc.biz

For more information, please contact:

E² Inc.
2417 Northfield Road
Charlottesville, VA 22901
T: 434.975.6700 - F: 434.975.6701
www.e2inc.com

E² Inc.
Ecology & Economics