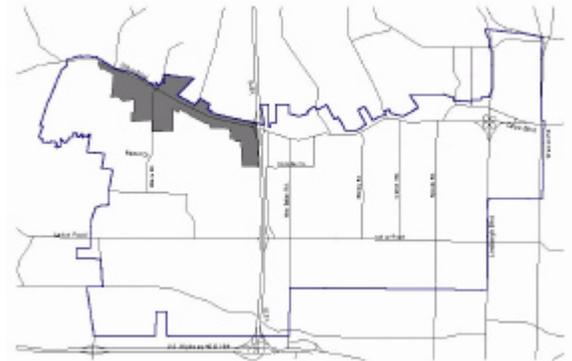


West Olive Corridor

Planning Context

This area comprises the northwest corner of the City of Creve Coeur, and includes the Olive Boulevard corridor west of I-270. It is defined primarily by I-270 to the east, the south edge of the business corridor, and the City boundary on the north and west. The mix of land uses includes retail and office, institutional, and public and private open space.

The land uses along Olive Boulevard include a series of larger commercial and office developments, such as Westgate Center, West Park, and Bellerive. These developments have been planned with regard to internal building layout and traffic circulation, but with little regard to relationships or connections to other developments in this corridor. The developments have little design relationship to the street, with deep setbacks, and they lack adequate landscaping. They are almost exclusively oriented to the automobile, with few pedestrian facilities. There are also a series of smaller scale, older retail and office uses, with an occasional single-family home mixed in.



The western end of the area is the major western entrance to the City, and offers an opportunity for a symbolic “gateway” into the City. The eastern end of the area is established by the interstate interchange, which is planned for major reconstruction and improvement, both in terms of operation and aesthetics.

Barnes-Jewish West County Hospital is a major anchor in the center of this area. In addition, the Town and Four, an older apartment complex, is a major land use influence.

The relationship between single-family residential areas and non-residential areas is a major planning issue for this area. In some cases the residential uses are located in close proximity to Olive Boulevard, while in other cases non-residential uses extend deep into the residential neighborhoods, creating a challenging transition of land uses. Controlling the transition of land uses and mitigating the impact of non-residential land uses on residential neighborhoods with buffers and the reduction of intrusive land uses is critical in this area.

The West Olive Corridor has been the subject of much planning activity in the past. Up to 1995, the City prepared four different focus area plans for this area. These plans emphasized land use and traffic circulation, with little effort made to achieve a particular design or overall character. More recently the City undertook a major planning effort resulting in the 1996 Northwest Sector Land Use Plan (NWSLUP). The NWSLUP was developed as a result of the City's 1995 annexation of this area. This plan is noteworthy in that it signaled a change in planning philosophy in Creve Coeur. Specifically, it reflected a shift in planning emphasis from one-dimensional land use planning to encouraging more community "livability," which is a theme that is now embedded in this Comprehensive Plan on a large scale.

The NWSLUP incorporated several major concepts, including the establishment of an "urban village" identity, the treatment of Olive Boulevard as a "Main Street" (with development and streetscape that places greater emphasis upon circulation), increased parkland and greenway creation, and a better linkage of residential neighborhoods to business districts. The NWSLUP encourages a more neighborhood scale and character, in contrast to a suburban automobile-driven environment. This theme is endorsed and carried forward into this plan; in fact the City is actively planning for the funding and construction of streetscape improvements along Olive Boulevard.

Unfortunately, this change in emphasis came at a time when there is little remaining undeveloped property in this area, which means that change will occur gradually as property redevelops. The primary challenge in this area will be to improve the quality of development along Olive Boulevard, while preserving and protecting the residential neighborhoods.

Vision

The West Olive Corridor will include a high-quality, contained business area that connects with and coexists in a compatible fashion with the adjacent single-family neighborhoods. Open spaces and pedestrian facilities will be increased, with pedestrian facilities connecting residential areas to the commercial areas. A trail system built along creeks, drainageways, and utility corridors will help to provide links with the rest of the City. The commercial uses will be better related to and connected with each other.

Residential Preservation and Economic Development

Given the diverse nature of existing land uses in this area, a wide range of land uses can be appropriate, depending upon their location and compliance with the development policies for this area. These land uses include retail, office, institutional, multi-family, and parks and trails. New retail uses should be limited to those uses intended to primarily serve the Creve Coeur market. However, when determining land uses on an individual parcel basis, compliance with the following recommendations is critical:

1. Preserve and protect single-family residential areas from intrusions of non-residential uses. Limit commercial and non-single family uses to Olive Boulevard, except as provided in this plan. Limit new retail uses to a size and scale designed to provide goods and services to the Creve Coeur market rather than a regional market.
2. Preserve the existing line between the non-residential uses oriented toward Olive Boulevard and the single-family residential uses to the south.
3. Consider amendment of single-family residential zoning only where it is demonstrated that the existing zoning no longer advances a public benefit by maintaining the residential character of the subject property. Where changes in zoning from single-family residential to non-residential zoning is warranted, require that negative impacts of non-residential uses on residential areas be mitigated with regard to site planning, building design and materials, landscaping, access, signage, and other impacts. The eventual conversion of remaining single-family uses on Olive Boulevard to high quality commercial uses consistent with the policies of this plan is encouraged.
4. Require that all new development or redevelopment of non-residential uses comply with the Creve Coeur Design Guidelines. Orient buildings toward Olive Boulevard in a consistent fashion, with parking encouraged to the sides or rear of buildings. The Design Guidelines should be continually updated to ensure they provide current and detailed guidance regarding building orientation, connectivity, and compatibility with adjacent residential development and illustrations of desired development patterns.
5. Mitigate the impacts of non-residential use on residential uses through improved site planning, sensitive traffic circulation and

Consistent with Creve Coeur's long-standing commitment to design excellence, the City has developed design guidelines to guide and nurture good building and site design and planning.



An example of a building that conforms to the City's Design Guidelines

access management, improved buffers and setbacks, and other improved site planning mechanisms.

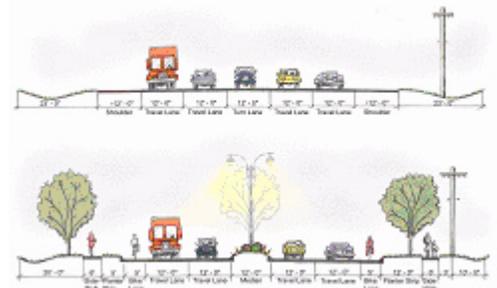
6. Prevent the development of new strip commercial outside of established commercial nodes.
7. Require that new buildings adjacent to residential areas be compatible with regard to building scale, massing, and materials. Improve the appearance of the backs or sides of buildings adjacent to residential areas, including covering utility boxes and meters, architectural treatments of facades similar to front facades, landscaping strips or other buffers (such as low walls and ornamental fencing), and opaque screening of dumpsters and mechanical equipment.
8. Adopt and enforce residential protection and compatibility standards that can be imposed to control noise, lighting, the placement of outdoor vending machines, and hours of operation, particularly for commercial uses near residential areas.
9. Require the provision of public amenities such as plazas, seating areas, fountains, artwork, or others as part of the development or redevelopment process.
10. Establish the western-most end of the Olive Boulevard corridor as a major gateway to the City. Design and implement public improvements involving landscaping, signage and other public amenities such as sculptural elements. Create site-planning standards designed to create quality of development befitting a major entrance into the community. Coordinate efforts with regional gateway planning efforts.
11. Work with neighboring jurisdictions to develop compatible plans along border areas.
12. Explore the elimination of above ground utility lines or the consolidation of overhead utility lines where feasible. Require that in all new development, utility lines are to be underground, and mechanical equipment, refuse service areas, and loading docks screened from public view.
13. Tighten sign controls to reduce size of allowable signs along Olive Boulevard and limit types of materials and colors to ensure more muted signage that projects a better quality image for the corridor. Improve the City's existing sign regulations to increase the consistency and compatibility of signage.

Community Health and Connectivity

1. Improve the appearance of Olive Boulevard through streetscape improvements related to pedestrian facilities, tree and flower plantings, landscaped medians, and other public amenities such as seating areas. Encourage landowners and developers to plant trees along Olive Boulevard when sites are redeveloped.
2. Upgrade existing pedestrian facilities and establish new linkages both between development along Olive Boulevard and between Olive Boulevard and the residential neighborhoods and open spaces to the south.
3. Consider creating a “green line” park along Olive Boulevard to connect the West Olive Corridor, Central Business District, East Olive Corridor, and Commerce Center. This feature may run adjacent to Olive in some places, and behind existing businesses and residences in others, and should be developed through additional landscaping, preservation of existing trees, and sidewalk construction.

Transportation and Movement

1. Construct Olive Boulevard sidewalk and median enhancements between Mason Road and I-270. These improvements should include replacement of the painted median with a raised landscaped median, construction of a five-foot wide bike lane, installation of curb and gutter, a planter strip and a six-foot sidewalk.
2. The City should explore the possibility of providing additional north-south access for uses in the Fernwood, Bellerive Estates, and Bellerive Farms area. Any such project should be designed and constructed to eliminate uncontrolled left-turn movements and designed to improve circulation within the residential areas without having an adverse impact on the Olive Boulevard traffic flow.
3. Sidewalks or other pedestrian facilities should be required in all new development or redevelopment. These pedestrian sidewalks and paths might be required outside of the proposed development if necessary to provide pedestrian connections to critical site destinations.
4. New development/redevelopment should also provide for bicycle accommodations consistent with a citywide bikeway plan.



Existing (top) and Proposed (bottom) Conditions

Having secured \$1.5 million in federal funding through the TEA-21 Program, Creve Coeur is launching enhancements to Olive Boulevard including landscaped medians, decorative lighting, sidewalks, and bike lanes from Ballas to Mason.

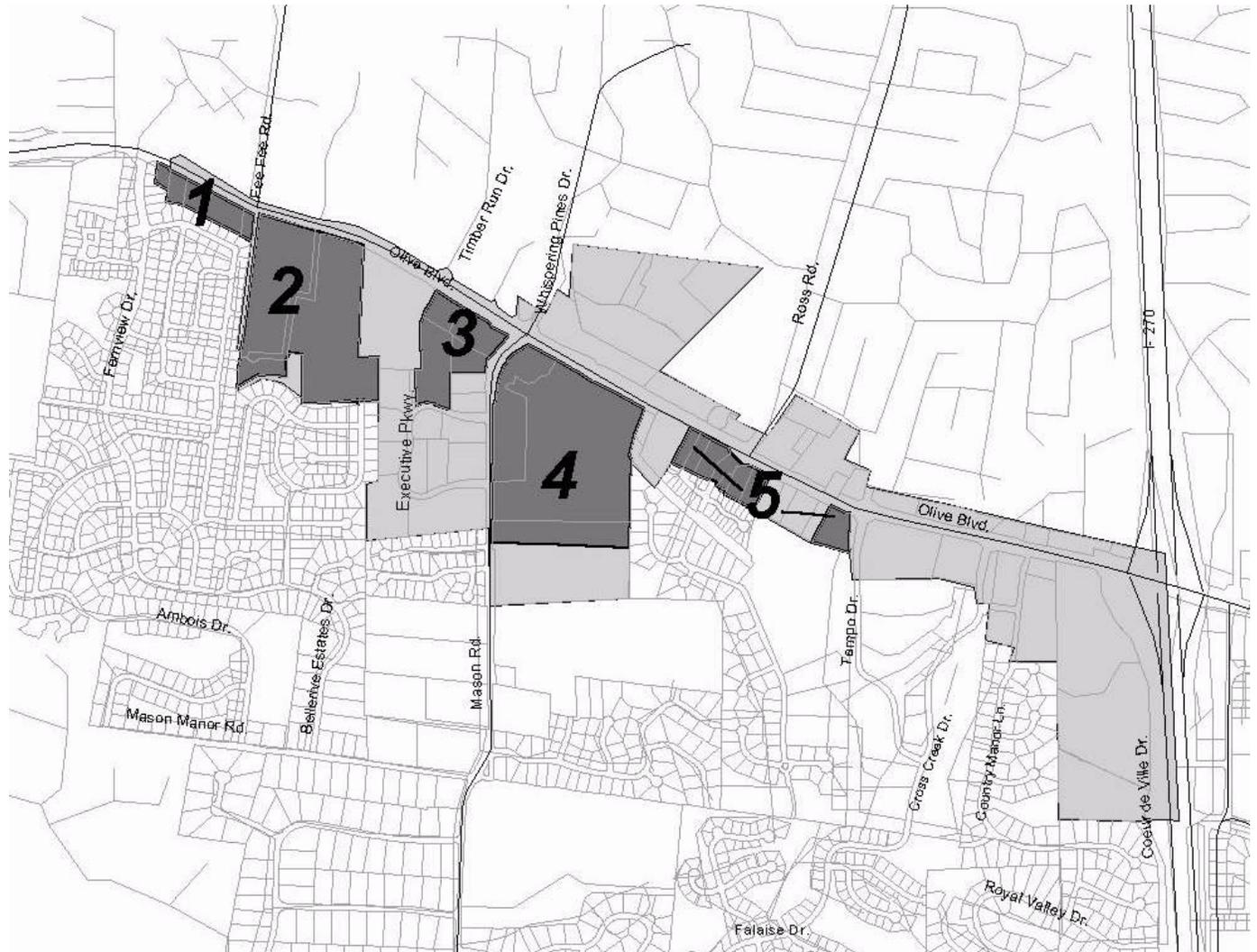
5. New development should provide traffic improvement mitigation to offset impacts, which fall below minimum level-of-service standards.
6. New development/redevelopment should incorporate specific traffic calming techniques as appropriate to this area, from a list of approved techniques and designs.
7. Congestion on Olive Boulevard should be reduced through lane management, synchronization of signals, and other techniques, including those outlined in the MoDOT Access Management Program. Particular emphasis should be placed on the following Olive Boulevard intersections: Fee Fee, Fernview, Mason, and Questover.
8. The City should develop an access control plan for Olive Boulevard. The plan should define precise locations for controlled and limited access to private parcels.

Public Facilities

1. Continue public investment in Olive Boulevard streetscape improvements, including landscaped islands, landscaping, street lighting, sidewalks and bike trails, and landscaped medians. Focus pedestrian improvements along Olive Boulevard, Mason Road, and Rue de Fleur (to serve Bellerive Elementary School).
2. Explore the elimination of aboveground utility lines or the consolidation of overhead utility lines where feasible.
3. Continue to develop stormwater projects that address the three high-priority problems identified in this area by Metropolitan St. Louis Sewer District in the Creve Coeur Watershed report; establish a stormwater level-of-service, and prioritize the problems identified in the City's storm water study based on those criteria; implement a stormwater capital improvement plan to deal with the prioritized storm water problems.

Key Properties Map

There are a number of assemblages of parcels that are expected to experience pressure to change or that offer potential for improvement. These parcels are illustrated below.



Key Property Recommendations

West Olive Corridor 1 -- This area consists of approximately 4 ½ acres, is currently used for a mix of retail uses and equipment rental business, and is zoned “GC”. The individual properties are small in size with shallow depth and are bordered by single family residences immediately to the south. As this area is redeveloped, low intensity office or limited commercial uses are recommended. Development and design should be restricted to these types of “neighborhood business” uses consistent with those in effect for recently developed properties east of this area between Questover Lane and Tempo Drive, as described in the City’s 1996 Northwest Sector Land Use Plan (NWSLUP). This neighborhood business district concept should be incorporated into the City’s zoning ordinance by amending an existing zoning district or creating a new zoning district. This neighborhood business district and applicable subdivision regulations should only allow small (less than 5,000 ft²) office/retail/boutique types of businesses and should require architectural design compatible with a residential type of architecture and design. Adequate setbacks and buffers should be required to protect the bordering residential uses.

West Olive Corridor 2 -- This area consists of approximately thirty (30) acres, is used currently as an apartment complex with a density of twenty (20) units per acre, and is zoned “AR”. The complex is an older development that has not been updated and is expected to experience redevelopment pressure in the near future. Since this area represents a large number of acres under single ownership, a planned redevelopment project is possible. A mixed-use planned development is considered appropriate for this site. A mix of neighborhood business with a predominance of residential is recommended. Special consideration should be given to the single-family areas to the south and west. An alternative of continuing the existing zoning is also possible; allowing either multi-family or single-family attached development.

If Town and Four is redeveloped, the City should consider realigning the entrance/exit with Fee Fee Road. Of particular importance is the assurance that access from Somerton subdivision and the adjoining subdivisions through Mariner’s Point Drive is preserved. There are only three (3) existing access points to major roads (including the access through Mariner’s Point) for the approximately one thousand (1000) homes in Somerton, Bellerive Estates, Fernwood Estates, and other subdivisions in this area. In addition, any potential negative land use impacts on the surrounding residential area, particularly related to visual and traffic impacts, should be mitigated.

West Olive Corridor 3 -- This area consists of approximately ten (10) acres and is used primarily as office buildings with a restaurant, and contains two zoning districts; “GC” to the north and “PO” to the south. This existing mix of retail and office use is envisioned to continue for the foreseeable future. Any redevelopment of this area should incorporate open space,

landscape buffers and structured parking to minimize visibility of parking along Mason Road and to protect the residential areas to the south and west. Consideration should also be given to reconfiguration of the buildings and access ways of this area for better orientation to Olive Boulevard and Mason Road, and to the substantial improvement of landscaping. Particular attention should be paid to limiting access points to Mason Road. The adjacent retail property to the west consists of a Schnuck's Supercenter and several retail stores and has been recently updated. The use of these adjacent properties is also expected to continue in the foreseeable future and should be preserved in connection with any redevelopment of this area or reconfiguration of buildings and access ways.

West Olive Corridor 4 -- This area consists of approximately fifty-four (54) acres, all of which is owned by Barnes Jewish West County Hospital, and is zoned "PH". Most of the property, except for approximately sixteen (16) acres to the south, is developed as a hospital campus. The area is envisioned to continue to develop and expand as a hospital campus. The existing master plan for the hospital campus allows substantial capacity for additional development, particularly to the south. Significant developments

have occurred on the hospital campus with new construction and the acquisition of additional property to the south. Accordingly, the hospital campus master plan is out of date and should be updated.

The southern parcel (approximately 16 acres) is currently totally undeveloped, being recently acquired by the hospital as partial settlement in a zoning lawsuit. The southern parcel is subject to a recorded indenture that restricts development of the site and requires the creation of certain sizeable landscape buffers when such property is developed. The City entered into certain other agreements with the hospital relating to access roads and the City's use of property to the south as part of this settlement.

As this area continues to develop, the City should ensure development proceeds under a City approved master plan and within the limitations of the recorded indenture and existing agreements with the hospital. Special attention should be given to any negative impacts associated with site development, building design and materials, landscaping, access, signage, parking lot locations and lighting, as well as other impacts. Consistency with requirements for the St. John's Mercy Medical Center site in the City is strongly encouraged. Lighting, in particular, is a sensitive issue for this site and all parking lot lighting should be limited in height and shielded with full cutoff.

West Olive Corridor 5 -- This area consists of several small parcels along Olive Boulevard to the south totaling approximately fifteen (15) acres and is zoned “GC”, “MX”, and single-family “A”. Several of the properties in this area consist of single-family residences converted to office use. A few of these properties are new developments consisting of low-rise office buildings and a funeral home. Both of these new developments were designed in connection with the neighborhood business concept recommended in the 1996 NWSLUP. This concept included first-floor small retail/restaurants and specialty shops, with second-floor office. An older small veterinary hospital is located on the western most property in this area. To the east of the veterinary hospital are several acres of undeveloped property that has been the subject of several unsuccessful rezoning and development proposals. To the east and west of Questover Lane are single family structures converted to office use. A neighborhood business “entryway” district for each of the two (2) properties on both sides of Questover Lane is recommended to provide a residential compatible use. This entryway district would provide for neighborhood identification monuments, signage or columns; provide for sidewalks to Olive Boulevard and roadway improvements at the intersection of Olive Boulevard (including a right-hand turn lane from Questover Lane to Olive Boulevard); and require the development and use of these properties as neighborhood business. The entryway development would be accessed from Questover Lane and would not allow access to the adjoining properties further east and further west. Access points to Tempo Drive to the east and Barnes West Drive to the west will be required for the balance of the properties. No connecting roads from Questover Lane across to Barnes West Drive and across to Tempo Drive would be permitted as shown on Map G-2 in the NWSLUP. As development of this entire area has been addressed frequently but unsuccessfully over the last two decades, a more proactive approach is recommended. A redevelopment district utilizing one or more of the economic redevelopment statutes is proposed to allow a collective development effort under one developer to provide the type of unified development and access improvements envisioned. Consideration should be given to rezoning these properties to a “neighborhood business” district as soon as possible.

Commerce Center

Planning Context

The Commerce Center Action Area is located on the east end of the Olive Boulevard corridor and encompasses the four quadrants of the intersection of Olive Boulevard and Lindbergh Boulevard.

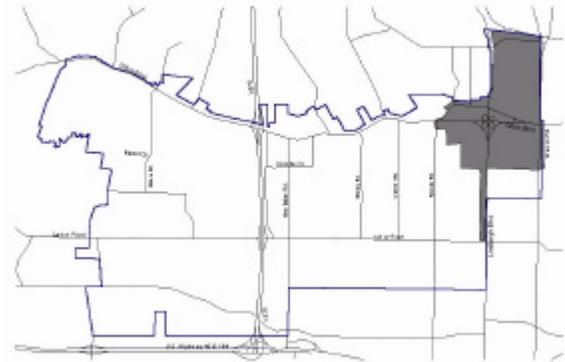
This area contains multiple uses including research laboratories, professional offices, light industrial uses, limited manufacturing facilities, office warehouse businesses, and other similar uses. It serves as the dominant concentration of employment activity for the City, and as such is one of the main economic engines for the City.

Each of the four quadrants has a distinct character. The two southern quadrants consist of the two Monsanto campuses, which continue to be a major business anchor for the City. The southeastern quadrant contains the Monsanto East facility, which is used for both office and research, and is the more densely developed of the two Monsanto properties. This area is designed in a natural campus setting and has less available land for development. The southwestern quadrant includes the Monsanto West property, which is used for offices in four main office buildings. This area, which may be available for development in the future, has a beautiful natural atmosphere with substantial capacity for future development.

The northeast quadrant includes a mix of older industrial and warehouse uses, public uses, and the Donald Danforth Plant Science Center. The Lindbergh-Warson Industrial Park is a stable industrial area built primarily in the 1960's and 1970's, although there are opportunities for redevelopment and intensification of uses, particularly if the Plant Science Center is successful and creates additional demand for land. The northwest quadrant is the smallest area, with a series of under utilized older buildings on irregular lots.

The Commerce Center area is extremely well located from a regional market standpoint. It has excellent access to Page Avenue, I-170, I-270 and Lindbergh Boulevard. It also has railroad access with potential light rail access to other parts of the region, including the airport.

Transportation is currently oriented almost exclusively to the automobile, although there is interest in improving pedestrian facilities



in this area. In addition, a MetroLink route and station is proposed on Lindbergh Boulevard at the north end of this area.

This area offers an excellent opportunity to capitalize on the life science and bio-technical movement in the St. Louis region, and continues to be the primary employment center for Creve Coeur.

Vision

The Commerce Center will continue to be the dominant employment center in Creve Coeur. It will focus on clean, light industrial and research uses, particularly those related to the life science niche. Retail shops, restaurants, and personal service businesses, particularly those providing services to the business and workers in the area, will be encouraged to develop in a small-scale, pedestrian-friendly environment within business parks. The area will be connected to the planned regional mass transit system and will be served with a system of sidewalks and trails.

Residential Preservation and Economic Development

The land uses envisioned for this area include light industrial, office, scientific research facilities, and supporting retail, restaurant, and lodging uses, pursuant to the following policies.



Donald Danforth Plant Science Center

1. Encourage the creation and growth of land uses related to the Life Science and Biotech sector movement. Emphasize light industrial office uses, particularly those oriented to life sciences and biotechnology, as dominant land users.
2. Permit small-scale retail, restaurant, personal and business service uses that primarily serve businesses in the area as well as encourage the upgrade of the existing grocery store. Continue to participate in regional efforts to encourage the expansion of the life science and biotechnology related businesses. Work toward the continued development of such uses in Creve Coeur.
3. Encourage the redevelopment of the area between Olive Boulevard and Old Olive west of Lindbergh Boulevard with uses that will serve and complement business park users and their employees. Improve the quality of this development through enforcement of the City's Design Guidelines, and ensure that redevelopment plans include the "green line" park. (See discussion in East Olive area.)
4. Upgrade the architectural quality of the building stock as businesses expand or redevelop.
5. Reduce the development approval time from planning and zoning review through the building permit process. Designate this area as a

“green tape district” with expedited permit review processes, including delegation of certain approvals to administrative staff, while still requiring compliance with the City’s Design Guidelines.

6. Monitor development in the Lindbergh-Warson Industrial Park and explore ways to encourage long-term viability of this area.
7. Conduct timely market and economic analyses in order to develop a long-term economic strategy for the area. Continue to monitor changes in the business market to keep the area poised to compete. Be prepared to consider incentives where feasible and appropriate and to encourage or facilitate land assemblages where needed to ensure long-term economic viability of uses.
8. Continue to monitor the Monsanto property and explore opportunities for development in the Monsanto West area compatible with the residential areas to the south and west. (See key property discussion starting page 76.)
9. Establish the eastern-most end of the Olive Boulevard corridor as a major gateway to the City. Design and implement public improvements involving landscaping, signage and other public amenities such as sculptural elements. Coordinate efforts with regional gateway planning efforts.
10. Develop a conceptual plan for streetscape and transportation improvements along Lindbergh between the Frontenac city limits and Olive Boulevard.
11. Explore annexation of the industrial park north of the former Rock Island Railroad ROW.

Community Health and Connectivity

1. The City should work with property owners and developers to implement the “green line” park along Olive Boulevard that will provide a pedestrian connection between the Commerce Center on the east to the Central Business District on the west. This linear park should be incorporated into future development.
2. If the Monsanto site redevelops, the City should ensure that ample open space and trails are provided on site, and that mature trees are preserved to the maximum extent feasible. Buffers should also be maintained or created to protect adjacent residential development.

3. Improve the appearance of Olive Boulevard through streetscape improvements related to pedestrian facilities, landscaped medians, and other public amenities such as seating areas and pedestrian and bike paths.
4. Improve existing pedestrian facilities, including the addition of crosswalks along Olive Boulevard, and establish new linkages both within the Commerce Center and to adjoining areas.
5. Provide at least passive accommodations on selected roads for bicyclists. Residents are increasingly riding bicycles on city streets for recreational and health purposes. Passive accommodations would facilitate such usage and could include installation of “Share the Road with Bicycles” signs, and improvement of sight lines at intersections.
6. Programs should be considered to make citizens aware of the use of the road system by recreational bicycle riders; educate them on rights and responsibilities of all road users; and to encourage shared use of the road.

Transportation and Movement

1. Retrofit existing industrial uses with pedestrian facilities and improved landscaping. As new development occurs, the incorporation of pedestrian facilities and improved landscaping into site plans should be required. In new development or redevelopment, require pedestrian connections to adjacent properties or areas where possible.
2. Encourage developers to take advantage of the potential future MetroLink route and station proposed on Lindbergh Boulevard north of Baur Road.
3. Add bus shelters where possible and appropriate.
4. Lobby for the future MetroLink route and station proposed on Lindbergh Boulevard along the former Rock Island Railroad ROW as soon as possible.
5. Plan for internal changes in the area to accommodate public transportation access such as pedestrian facilities through the area and between the MetroLink station and bus stops.
6. Develop Olive Boulevard signal progression and access control plan to improve local and through traffic.
7. Encourage Employer Transportation Programs. Reducing the percentage of trips made by single-occupancy vehicles and encouraging transportation by alternate modes is essential if auto-dependency and associated traffic congestion are to be reduced. Because employee

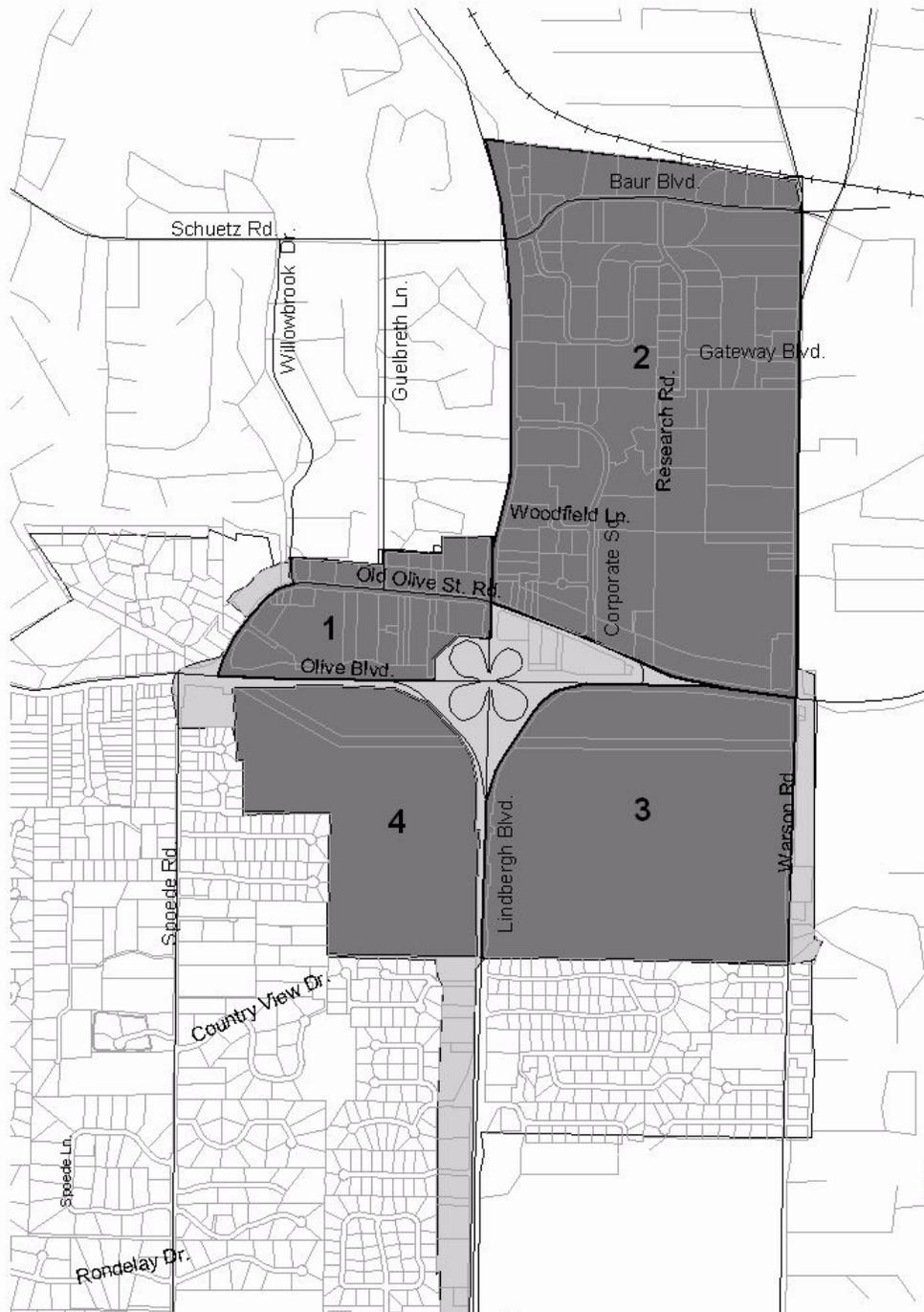
commuting is typically the cause of congested conditions, employer transportation programs are commonly used to promote alternatives to driving alone.

Public Facilities

1. Continue public investment in Olive Boulevard streetscape improvements, including landscaped islands, landscaping, street lighting, sidewalks, bicycle accommodations, and landscaped medians. Manage privately developed interior pedestrian improvements so that they interconnect and coordinate with improvements along the public right-of-way.
2. Explore the elimination of aboveground utility lines or the consolidation of overhead utility lines where feasible.

Key Properties Map

Virtually all of the Commerce Center area is considered to be sensitive and important to the City's future.



Key Property Recommendations

Commerce Center 1 – This quadrant is bounded by Olive Boulevard on the south, Lindbergh on the east and Old Olive Street on the north and west. A variety of uses and structures are scattered throughout. An auto dealership has been a major anchor for many decades at Lindbergh and Old Olive. The Creve Coeur Pavilion (this quadrant’s most recent development), located at Old Olive and Olive, incorporates a multi-screen movie theatre, restaurants, and retail space. To the north are large residential areas (both single-family and multi-family developments).

Previous land use plans identified the desire for strategic land assemblages to ensure orderly and coordinated development. This land use policy should be strongly instituted and considered for any land use decision in this area. Coordinated development is advantageous, and an area plan may be required.

Old Olive Street, once the major arterial roadway for the area, now takes on a different role by linking the areas to the north to Olive and Lindbergh. Older development flanks both sides of the street and may experience redevelopment pressures in the future. The City and MoDOT may want to consider improvements to the roadway, including alignment with Spoeede.

Commerce Center 2 – This area, incorporated into the City in 1990, is generally bounded by Lindbergh Boulevard to the west, Olive and Old Olive Boulevard on the south, Warson Road along the east, and the former Rock Island Railroad ROW on the north. The City of Olivette borders this area to the east with areas of unincorporated St. Louis County to the north and west. The area, nearly completely developed, is largely comprised of the Lindbergh-Warson Industrial Park with its light industrial users and related office tenants. Many of the parcels are three to six acres and hold single story buildings erected in the 1960s and 70s. Another primary development in this area is Corporate Square, mainly an office development located north of Old Olive Street Road, east of Lindbergh.

A majority of the entire area is dedicated to surface parking. No structured parking has been constructed. The City should encourage structured parking, if redevelopment is to occur. This could be achieved by identifying and locating structured parking at strategic locations for the use of all industrial park businesses. Expansion of existing facilities onto surface parking lots is one possibility to encourage additional development, while pursuing “tear downs” or

parcel assemblages is an additional option to encourage new development at a slightly higher density.

In addition, encouragement of complementary or auxiliary uses (such as eating establishments, day care facilities, etc.) would enhance and strengthen this area and provide service-related activities near this place of employment. The City should initiate a land use plan for the area investigating the above-referenced concepts. Also, specific opportunities should be pursued due to the region's potential expansion of MetroLink westward through this area along the Rock Line Railroad line. In the short-term, Bi-State Development Agency bus service must continue to serve this area to support the businesses in the industrial park.

Consideration for a motel/hotel in this quadrant may benefit this area, particularly the Donald Danforth Plant Science Center, Monsanto, and the Nidus Center, as well as business uses north of Creve Coeur along Lindbergh and Page Avenues.

Commerce Center 3 -- Monsanto's Creve Coeur Campus (East Property) was the site for the company's World Headquarter for nearly four decades and is one of the most identifiable landmarks of Creve Coeur, as well as the region. This 150-acre parcel has witnessed more than 1,300,000ft² of building space that houses numerous Monsanto functions such as administration, research, greenhouses, laboratories, and several auxiliary buildings. In addition, the most recent structure was the Nidus Center for Scientific Enterprise, an independent biotech incubator, and separately operated to advance and facilitate the effort of life science and biotech startup companies.

As true with most suburban corporate campuses, several acres are dedicated for surface parking. However, this campus is nestled appropriately within its environs. Embracing and preserving several large wooded areas has been a leading goal of Monsanto since its inception. With this in mind, development of new buildings should be focused near the heart of the campus and the existing Monsanto building, in order to take advantage of existing functions and surface parking areas. Future floor area can also be constructed adjacent to new structured parking so as not to adversely impact the natural environs, which have been protected for the past four decades.

The City should continue its lasting and strong relationship with Monsanto. Monsanto's presence in the community is invaluable in so many ways. Commitment to ensuring Monsanto's future presence is a critical element to the community and region. The City and Monsanto should work closely on master planning the company's Creve Coeur holdings (including the west parcel CC-4).

The linking of this major activity center with the Central Business District should be assessed with regard to bike/walking trails (via the "green line")

park concept), as well as consideration of any future shuttle service that the community or region might pursue.

Commerce Center 4 – Commerce Center 4 (Monsanto’s West property) offers a particularly important opportunity. Unlike the other three quadrants of the intersection of Olive Boulevard and Lindbergh Boulevard, the southwest quadrant is closely associated with the residential areas of the City. In addition this is the least developed quadrant in this area. The City should work closely with Monsanto to explore opportunities for redevelopment that provide maximum benefit to both Monsanto and the City. While this property is not centrally located and therefore is not an ideal choice for Creve Coeur’s town center, it may provide an opportunity for a mixed-use development that can serve as a major asset to the community. The City should be prepared to work closely with Monsanto to prepare a master plan for this property that accomplishes multiple objectives. These objectives include offering employment opportunities, creating positive economic impacts for the City, protecting adjacent residential areas, and creating a mixture of uses that meet the needs of the City.

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Central Business District

Planning Context

The Central Business District is located immediately east of I-270. It is bounded generally by the City boundaries to the north, the Fairways subdivision to the east, and by the Creve Coeur Government Center and Creve Coeur Golf Course on the south. This area is used primarily for retail and office uses, with some multi-family and single-family uses.

Olive Boulevard divides the area into two distinct components. The portion south of Olive Boulevard is characterized by a series of small-scale commercial, office, and residential uses. With several exceptions, the land is underutilized with small lots and older, outdated structures. The development patterns are disjointed, with some properties designed around an urban grid street pattern and others around a suburban curvilinear street pattern. The retail uses fronting on Olive Boulevard lack cohesion and have multiple access points, creating a confusing traffic movement onto and off of the street.



The single largest property in the southern area is the Creve Coeur Golf Course, consisting of 55 acres. While this property is dominant from an acreage standpoint, it currently has little relationship to the rest of the area and is small by modern golf course standards. The Dielmann Recreation Center is also an important public facility in the area.

The area north of Olive Boulevard includes a mix of small-scale older retail uses along with the CityPlace Development, which is a planned development that will ultimately contain a mix of residential, retail, office, hotel, and related uses.

The Central Business District has received substantial planning attention in the past. Over the past several decades, the City of Creve Coeur has prepared four different focus area plans for this area. Those plans focus primarily on land use and traffic circulation, with little attention paid to creating an overall design that creates a community focal point. To date, the effort to establish a town center within the Central Business District has not yielded good results, and has often generated tension from existing businesses due to City efforts to encourage redevelopment. While some of the land uses located within this area are characteristic of a “town center”, the Central Business District lacks the critical mass, proper mix of uses, and in general, is not well-connected to the community, particularly from a pedestrian perspective.

‘Establish a city center, with high-rise, multiple-use buildings containing a mixture of commercial, office and residential uses; service commercial establishments such as cinemas, restaurants and lounges; and a community center with a library and meeting rooms and a community open space complex...By providing a city center, Creve Coeur will develop a sense of identity as well as establish a sound fiscal base for the community.’

1969 Creve Coeur Comprehensive Plan, Principal Recommendations

Vision

The Central Business District will be the downtown for Creve Coeur. It will contain a mixture of retail, office, residential, institutional, public, and civic uses. It will be a place that people can travel to, either by car or by foot, to engage in multiple activities such as living, working, shopping, dining, entertainment, recreation, and conducting civic business. It will be the “place to be” – a place that people gravitate towards and a place for public gatherings and celebration. The Central Business District will have a pedestrian scale and will be linked to the rest of the City as the heart of a citywide network of pedestrian and bicycle facilities.

More specifically, the area south of Olive Boulevard will be the primary center of the community, or town center, and will contain a mixture of public and private uses with an overall design that creates a symbolic focal point for the City of Creve Coeur. This area will include a compact walkable environment anchored by a central park, possibly created as part of a reconfiguration of the Creve Coeur Golf Course, which will continue to operate, or through City acquisition of property. This park will have space for public events such as outdoor concerts, picnicking, and other public gatherings.

The area north of Olive Boulevard will continue to be developed with a mix of high-quality office and retail uses anchored by a completed CityPlace development to serve as a complement to the portion of the Central Business District south of Olive Boulevard.

The exact nature of Creve Coeur’s town center is difficult to determine at this time, since the mix of land uses, density, character, and design of the town center will be set by a special planning process described below. Ideally, the town center will include a mix of civic, business, and residential uses in an integrated design that emphasizes pedestrian usage while accommodating vehicular traffic. Brief descriptions of town center examples from around the country are provided at the end of this section.

Residential Preservation and Economic Development

The mix of land uses envisioned for this area includes retail, office, residential, government, and park uses, under the conditions established below.

1. In the area north of Olive Boulevard, encourage a continuation of the master-planned CityPlace development. Adjacent developments should incorporate design elements, cross-access easements, pedestrian connections, and mixed uses.

2. In the area south of Olive Boulevard and east of Old Ballas Road, encourage a continuation of the redevelopment of the Creve Coeur Executive Office Park.
3. In the area south of Olive Boulevard, west of Old Ballas Road, and east of I-270, discourage new development from taking place (e.g., moratorium) prior to development of a town center master plan pursuant to the initiatives described below.
4. Connect the Central Business District to the neighborhoods and adjacent areas through a series of on-street and off-street pedestrian facilities. Consider utilizing the old railroad right-of-way (now owned primarily by AmerenUE as a linkage to the south and the proposed “green line park” to the east. (See East Olive Corridor.)
5. All new development or redevelopment of non-residential uses should comply with the City of Creve Coeur Design Guidelines. Orient buildings toward Olive Boulevard in a consistent fashion, with parking encouraged to the sides or rear of buildings. Revamp the Design Guidelines to provide more detailed guidance regarding building orientation, connectivity, and compatibility with adjacent residential development and illustrations of desired development patterns.
6. Create a master plan or a redevelopment plan for the town center area within the Central Business District that addresses the mix of uses, financing, planning and management, pedestrian accommodations, traffic circulation and parking, and urban design elements. Include existing businesses and property owners in this planning process.

Specifically, this master plan or redevelopment plan should have the following components:

- **Market Feasibility** – it will be critical for the City to understand the market potential for new development in this area. There should be a market feasibility study that explores the potential reuse of this property for a variety of commercial, office, and residential uses.
- **Mix of Uses** – It is desirable that the Central Business District include a mix of uses, including retail, entertainment, cultural activities, office, residential, and civic uses, but the mix of these uses will be determined based on the market analysis.



Desirability of a Town Center

The resident and business surveys describe a “Town Center” as an identifiable area focused on or around a public gathering place (typically a square, or plaza), accompanied by a mixture of ground-floor retail shops, restaurants, and entertainment venues, with residential units and offices on the upper floors. Sometimes a Town Center will include civic or institutional uses (like a library) or cultural uses (like a performing arts theatre or museum).

When asked how desirable this concept sounded for Creve Coeur, two-thirds of all respondents to the resident survey (66.3%) found the idea of a Town Center to be “desirable.” 22.2% found it “undesirable,” and 8.5% answered they “did not know.”

An even stronger majority (67.2%) of respondents to the business survey found a Town Center concept to be “desirable.” 18.8% did not find it desirable, and 10.7% “did not know.”

The Central Business District is identified as the desired location for a future town center. The Plan recommends further study of the town center concept, with participation from local businesses and residents.

- **Density of Development** – the density of development in this area should also be determined based upon a market analysis. In Central Business District 1, 2, and 3, the City should encourage higher densities and floor area ratios i.e., 4-5 story buildings (or taller in some areas) and floor area ratios of 3.0 instead of the current 1.25, to the extent feasible from a marketing and compatibility standpoint. Density in Central Business District 4 and 5 should remain lower, since they are transition areas and serve as buffers between the residential neighborhoods and areas of higher density.
- **Financing** – the market analysis should define a development that is viable using primarily private-sector funds. However, the City may consider alternatives to support the town center concept, such as construction of public facilities and infrastructure, reconfiguration of the golf course site (as discussed below) and creative financing techniques such as tax increment financing and tax incentives.
- **City Role in Redevelopment** – based on an understanding of market feasibility and potential need for incentives, the City should determine its role in the town center redevelopment project. Issues such as potential development of City facilities (such as a library, community center, recreation center, municipal offices, city parks or plazas), acquisition and assemblage of parcels, permit facilitation, construction of public infrastructure (such as a parking garage), use of special financing techniques, and others, should be explored and a determination made as to the nature of the City’s involvement. The City should also explore the reuse of the Dielmann Center to determine if it is a use that best promotes the town center concept.
- **Urban Design** – only with an understanding of the market parameters, the feasible mix and density of uses, and the public’s role in the process, should the City prepare a physical design plan for the area. This design plan should address vehicular issues (traffic circulation, access, parking), pedestrian facilities, building pattern and orientation, public amenities, architectural character, development guidelines, and others.
- **Connectivity** – as the symbolic heart of the City, the Central Business District should be connected to surrounding neighborhoods through pedestrian and bicycle facilities. The Central Business District should be the heart of a citywide network of pedestrian connections and linked open spaces.

Survey Support for the City’s Provision of Parking Facilities



Nearly half (49%) the resident survey respondents and over half (56.6%) the business survey respondents favored the City’s provision or construction of public parking facilities as a way to encourage and support town center development.

Community Health and Connectivity

1. Explore the development of a central city park for Creve Coeur within the Central Business District. The City should consider all options, including acquisition of vacant parcels, for park

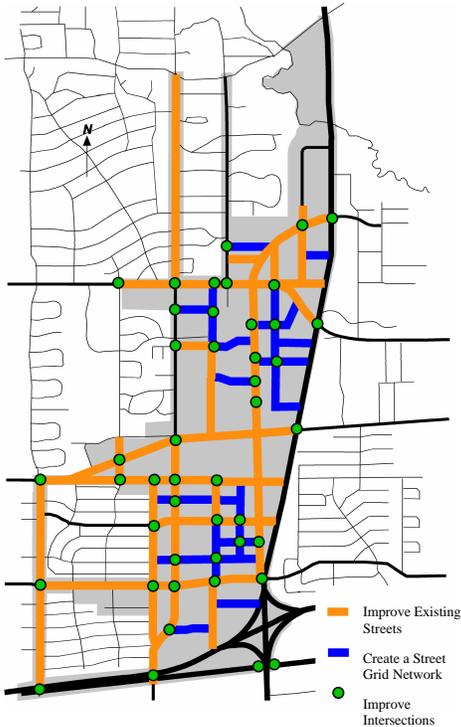
development. Different options should be considered, including possible reconfiguration of the Creve Coeur Golf Course that would free up 5 to 10 acres for a public gathering and events space. Any reconfiguration should be done in such a way that the golf course would continue to operate.

2. Make needed improvements and repairs to Fountain Park. Enhance accessibility of the park with improvements to pedestrian crosswalks on Olive Boulevard and North New Ballas Road.
3. Funding was awarded through the Transportation and Equity Act (TEA-21) Program in 2000 for the Olive/I270 Interchange Enhancement Project (\$3.3 million in enhancements) and in 2001 for the City's Olive Boulevard enhancement project, which will include landscaped medians and sidewalks. In conjunction with this project, extend the "green line" park concept (See discussion in East Olive and West Olive Corridor sections) to provide an attractive pedestrian link between the Central Business District and the Commerce Center to the east with additional tree plantings and landscaping along Olive Boulevard.
4. Improve the appearance of Olive Boulevard through streetscape improvements related to pedestrian facilities, landscaped medians, and other public amenities such as seating areas.
5. Improve existing pedestrian and bicycle facilities and establish new linkages to explore within the Central Business District and to adjoining areas. One specific connection is the abandoned railroad property near the Creve Coeur Government Center.
6. Provide accommodations on selected roads for bicyclists. Residents are increasingly riding bicycles on city streets for recreational and health purposes. Passive accommodations would facilitate such usage and could include installation of "Share the Road with Bicycles" signs, and improvement of sight lines at intersections.
7. Programs should be considered to increase citizens' awareness of the use of the road system by recreational bicycle riders; to educate them on rights and responsibilities of all road users; and to encourage shared use of the road.
8. Consider creation of interim development regulations designed to prevent development that is inconsistent with this plan pending completion of a master plan for a town center. (See Implementation Section.)



Olive/I270 Interchange Enhancement Project

The Uptown Houston Suburban Business District, Houston, Texas



The Uptown Houston Local Mobility Improvement Program includes the creation of new streets to improve vehicular and pedestrian access within the suburban business district.

The Creve Coeur Comprehensive Plan recommends similar improvements within the Central Business District, including the development of a loose parallel grid street system with pedestrian amenities, connections, and linkages.

Transportation and Movement

1. Develop parallel grid street opportunities including the extension of Old Ballas Road to connect to the east with Old Cabin Road and the intersection with Craig Road and Olive Boulevard.
2. Create a Central Business District pedestrian friendly sidewalk plan. Provide safe pedestrian street crossings for all roads within the Central Business District and crossings of Olive Boulevard and Old Ballas Road.
3. Develop a streetscape plan, which developers and the city should incorporate during redevelopment of parcels or areas.
4. Develop an access control plan for Olive Boulevard to enhance and improve access to and from the Central Business District, and mobility within the area. The access control plan shall be based on consolidating access locations to the extent possible, while at the same time providing a grid of street options to provide choice and flexibility. Locations of signalized intersections shall be based on signal progression plans to demonstrate the ability to maintain traffic flow along Olive Boulevard.
5. Extend Studt Road eastward, bisecting the Creve Coeur Executive Office Park.
6. Promote pedestrian and bicycle access to the area by developing travel routes along New Ballas Road and other streets into the surrounding area. Pedestrian sidewalks along the west side of Old Ballas Road south of Olive Boulevard should be of highest priority. Use of the abandoned railroad for a bicycle and pedestrian corridor should be explored.
7. In current and future development plans, consider how transportation features will enhance access to the Central Business District and to travel convenience within the area.
8. Incorporate the Transportation Fee Program (described on page 35) into future development review and approval in this area.
9. The Plan should examine opportunities for an additional “flyover” crossing of I-270. Options might include the westerly extension of Old Ballas Road or an easterly extension of Woodcrest Executive Drive.
10. Develop a transit plan to address mobility issues within the Central Business District. Consideration should be given to development of a shuttle service along Olive Boulevard between the West Olive Corridor and Commerce Center with the Central Business District being the hub

of the service. Shuttle services among other activity centers should also be considered.

11. Explore the feasibility of establishing a multi-modal center as part of the proposed Central Business District. A transit center in the in this area would provide an active setting for attracting multiple transportation modes with bicycle and pedestrian connections and potential for transit passengers to transfer between buses servicing transit routes in and around the City and region. At a minimum, the center would include space for transit vehicles and waiting passengers and bike lockers. Furthermore, the multi-modal center could potentially be developed in conjunction with other public or private developments. This kind of facility would encourage greater use of alternative transportation options that could serve Creve Coeur and the region.

Public Facilities

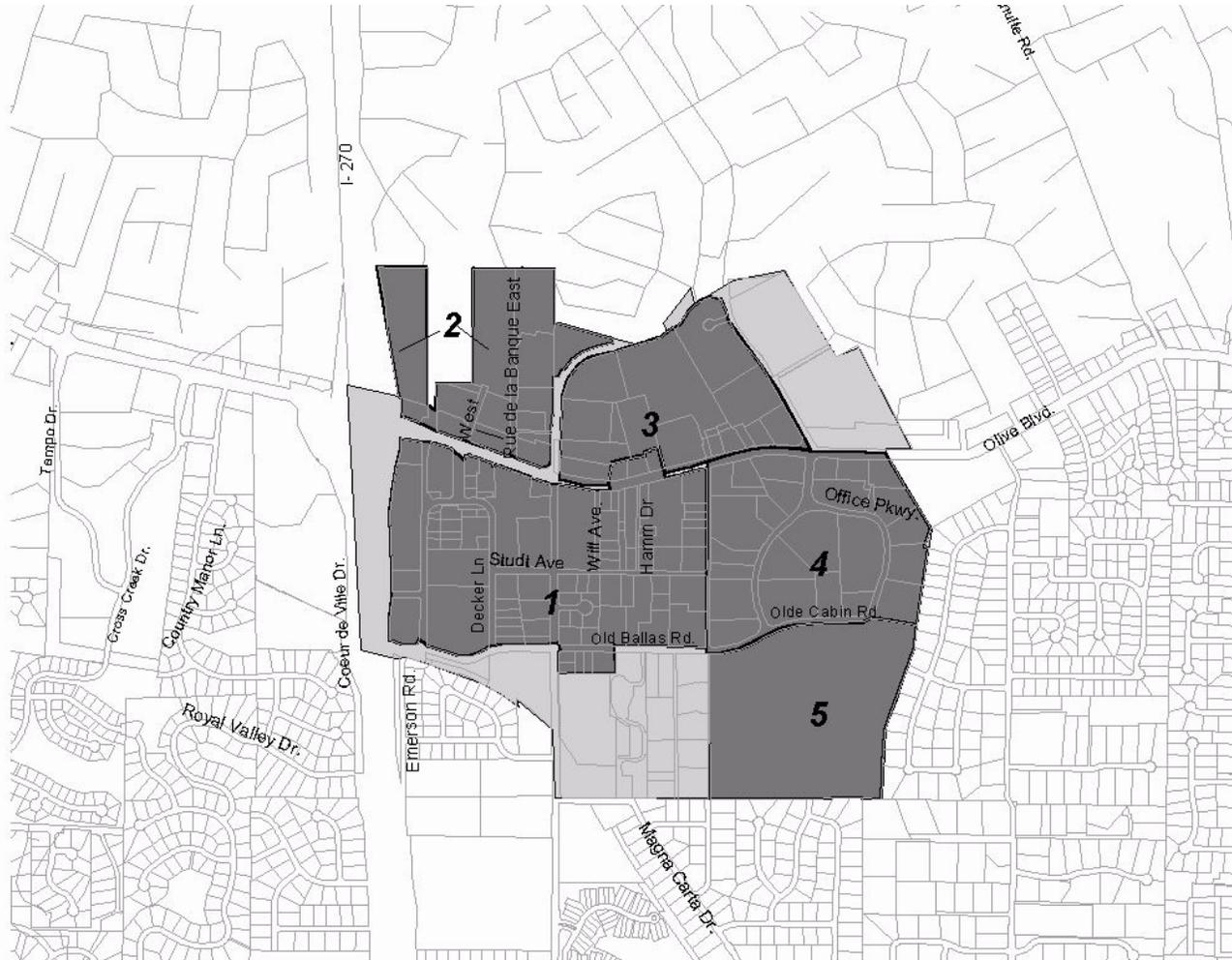
1. Establish a stormwater level-of-service and prioritize the problems identified in the City's stormwater study based upon those criteria; implement a stormwater capital improvement plan to remedy the prioritized stormwater problems.
2. Continue to work with the Metropolitan St. Louis Sewer District to ensure that the needs of the community are met and that the current high quality is maintained.
3. Continue public investment in Olive Boulevard streetscape improvements, including landscaped islands, landscaping, street lighting, sidewalks, bicycle accommodations, and landscaped medians. Manage privately constructed interior pedestrian improvements so that they interconnect and coordinate with improvements along the public right-of-way.
4. Explore the elimination of above ground utility lines or the consolidation of overhead utility lines where feasible.



Overhead utility lines along Olive Boulevard add considerable visual clutter to the streetscape.

Key Properties Map

There are a number of parcels that are expected to experience pressure to change or that offer potential for improvement. These parcels are illustrated below.



Key Property Recommendations

Central Business District 1 –This area should be the heart of the Central Business District and redeveloped as part of a master planned effort. Zoned Core Business (CB), this area is bounded by I-270 to the west, Old Ballas Road to the east and south, and Olive Boulevard to the north. As a prominent entryway into Creve Coeur, the visual appeal of this area is a critical component of the City’s success in establishing a true “center” for the community. Use of gateway features, (as described on page 16) is recommended here. Incremental piece-meal development of individual sites absent a master plan or redevelopment plan is strongly discouraged (see pages 90-93 for examples from around the country).

With a master plan in place, including a market feasibility study to use as a foundation, the City should continue to encourage redevelopment proposals that incorporate design elements that include “human scale” storefronts, with the majority of off-street parking located behind or beside buildings, or within strategically placed parking structures. On-street parking should be encouraged as a design element, a traffic calming device, and an opportunity to provide limited commercial parking, in order to give this core area of the Central Business District the appearance and feel of a traditional downtown streetscape. Streetscape design, however, should avoid the pitfalls of other redevelopment efforts, and complement adjacent residential neighborhoods and nearby mixed-use developments.

Central Business District 2 –This area is zoned Core Business (CB) and is bounded by I-270 to the west, New Ballas to the east, the corporate limits to the north, and Olive Boulevard to the south. As an entryway into the city from I-270, its role as a defining point in Creve Coeur should be considered during improvements to existing development, as well as during any redevelopment that may occur. A higher density of mixed-use development is considered appropriate for this area. Should redevelopment occur, a mixture of commercial, office uses, and higher density residential uses are recommended. In connection with future redevelopment, special consideration should be given to how Central Business District 2 may be connected to other mixed-use developments in the area. Design elements from adjacent mixed-use developments should be considered and incorporated, whenever possible, in future redevelopment projects. Existing businesses and property owners should be included in the planning process.

Currently this area does not lend itself to safe or inviting pedestrian travel. Congested traffic dominates travel along Olive, particularly

during peak hours. The I-270/Olive interchange improvements are expected to relieve traffic congestion. In addition, an I-270 flyover (a limited access connector bridge) providing additional access over I-270, connecting Woodcrest to the west and Central Business District to the east, should be considered in this area to further relieve traffic concerns. This improvement would benefit both existing and future uses, as well as provide an alternative I-270 crossing for local traffic.

Central Business District 3 - This quadrant, east of Ballas and north of Olive, contains a limited mix of retail, hotel and residential users. Office uses currently dominate this area, with the CityPlace development being the largest landmark. Approved site concept plans for the areas focus on additional residential opportunities as well as retail uses, especially restaurants, with higher densities encouraged.

Redevelopment of the area east of CityPlace Drive and west of Craig Road is likely and should be encouraged. Such redevelopment should require lot consolidations, fewer curbcuts onto Olive, more right in/right out movements, and the construction of an additional vehicular and pedestrian connection between West Oak and the CityPlace development. The City should encourage and promote “phantom” parking and foster flexible parking regulations, so unnecessary or unwarranted parking does not dominate this area.

The City should consider a more proactive approach for redevelopment of Central Business District 3. A redevelopment district utilizing one or more of the economic development statutes is proposed to allow a collective development effort.

Olive Boulevard streetscape improvements and burial of the overhead utility lines could be a major asset and should be encouraged and supported by the City through various options. Cross access should be encouraged and coordinated whenever possible. In addition, the Olive/Old Ballas/CityPlace intersection should be improved to accommodate vehicular movements as well as facilitate pedestrians across Olive at this point.

Central Business District 4 - This 80-acre area, bounded by the Creve Coeur Golf Course on the south, the northern leg of Old Ballas on the west, Olive to the north and Fairways Subdivision along the east, is commonly referred to as the Creve Coeur Executive Office Park. This office park was largely developed in the early and mid-1970s on 5-acre parcels. Some retail and financial uses and auto-oriented developments are located along Olive in this stretch.

Surface parking, segregated landscape areas, single land use classification, and isolation from other surrounding commercial areas (especially eating establishments and personal service providers) dominate this area.

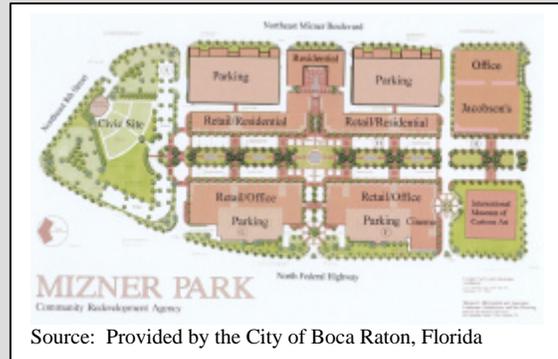
The City should study and foster enhancement and full integration of this area with other key properties within the Central Business District. The area could benefit from the inclusion of other uses to strengthen the mix, as well as better connections to the surrounding core areas. The City should consider encouraging structured parking and the reduction and/or elimination of surface lots, so additional development options could be possible. As with Central Business District 5, the preservation of lower densities should be encouraged in this area. The extension of Studt eastward, bisecting the Creve Coeur Executive Office Park, could provide additional traffic circulation options, improve connections with areas to the west, advance the efforts to create a loosely defined street grid, and to make the Central Business District area a truly viable, sustainable, and enjoyable area.

Central Business District 5 – This area is bounded by Olde Cabin Road to the north, Old Ballas to the west and Fairways subdivision to the east, and consists primarily of the City’s 55-acre golf course. The City will explore reconfiguration of the Creve Coeur Golf Course in order to develop a central city park serving as an anchor to the Central Business District. In particular, the northwest corner of the golf course will be explored for conversion into a public park with a plaza and other space for public usage such as an outdoor theater. The reconfiguration should allow the golf course to continue to operate. The existing low-density development pattern should be maintained in order to preserve this area’s role as buffer between residential neighborhoods and higher density areas.

The following are examples of the retrofitting of existing developed areas as mixed use town centers, as called for in this plan:

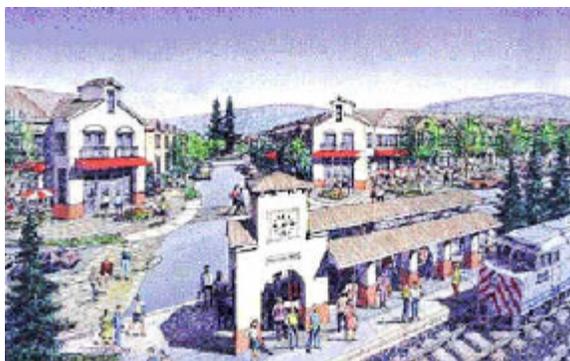
Mizner Park – Boca Raton, Florida

Mizner Park is a newly redeveloped mixed-use town center project including a mixture of residential (272 units), commercial (236,000 square feet) and office (262,000 square feet) uses. Approximately one-half of the 29-acre site has been developed for public uses including the International Museum of Cartoon Art, the Boca Raton Art Museum and an amphitheater where free concerts and other family recreational events are showcased. Other uses located among the heavy landscaping, decorative fountains and walkways include cinemas, other recreational outlets, and restaurants. The area is designed with a pedestrian-friendly environment.



This project was conceived in the early to mid 1980's, as the City of Boca Raton realized that this business district was struggling as new shopping centers were being constructed elsewhere. In order to retain the vitality of their downtown, the City formed the Boca Raton Community Development Agency (CRA). With the goal of providing citizens with an attractive destination, the CRA worked to develop master plans for roads and infrastructure in addition to landscaping for downtown.

The Crossings – Mountain View, California



Source: Calthorpe Associates
Website: www.calthorpe.com

The Crossings mixed-use/transit-oriented neighborhood is the result of the redevelopment of a 1960's, auto-oriented shopping strip mall site. Designed by Peter Calthorpe, Principal Calthorpe Associates, this new neighborhood includes single-family homes, rowhouses, apartments and townhomes as well as retail opportunities. Pedestrian walkways and tree-lined streets connect the residential neighborhoods to shopping areas and transit connections. In addition to the wide range of uses, parks, open spaces, tot lots and bandstands are placed across this 18-acre development site.

Winter Park Mall – Winter Park, Florida

Once a vibrant shopping mall in the 1960's, Winter Park Mall slowly deteriorated in the 1980's and 1990's. A development team worked with the City of Winter Park to design a mixed-use retail center that introduced town planning concepts in the design such as sidewalks, streetscaping and on-street parking. Instead of having large buildings surrounded by a sea of parking with storefronts located indoors, the new design placed storefronts along streets, both new and old. Parking areas were placed between buildings and in the middle of a ring of structures. Street trees and landscaping elements have been introduced to the streetscape. The new development boasts clothing stores, restaurants and cafés (many with outdoor dining), a cinema and a grocery chain. A new 2nd story loft apartments residential component is expected to be added in the near future.



Source: Dover, Kohl & Partners
Website: www.doverkohl.com

Santana Row – San Jose, California

Santana Row is expected to become a major new town center of the Silicon Valley. The Developer, Federal Realty, obtained an old shopping center and has created master plans for a new, mixed-use development in this area that include 680,000 square feet of retail space, 1,200 residential units and a hotel boasting 214 rooms. Later phases of the development include 700 additional residential units and 140,000 square feet of added retail space.



Source: Federal Realty Investment Trust
Website - www.federalrealty.com

Villa Italia - Lakewood, Colorado

Villa Italia is a mixed-use redevelopment project involving the demolition of the site of an old shopping mall/center and plans to reconnect the approximately 100 acre site to the surrounding street grid system. The existing mall contained over 1.5 million square feet of retail space with a 60% vacancy rate. The City and the developer recognize that creating a development with new street dedications, new utility infrastructure, and an equal amount of square footage dedicated to commercial, office and residential (multi-family/townhomes/2nd floor lofts) uses is the best alternative to bring life and vitality back to the center of the community. Buildings will generally be 2-4 stories in height and pedestrian connections to the existing grid network as well as within the new street grids will be stressed.



Source: Continuum Partners, LLC
Website - www.villa-lakewood.com

Villa Italia was first established as a large regional shopping mall in 1966. One of the first shopping malls with anchor department stores, this area was quick to become the thriving center of a City that has never before had an

identifiable "downtown." The property was in the hands of multiple owners, until one property owner acquired the property and the improvements. The City of Lakewood is using tax increment financing as well as offering the use of eminent domain power.

Brainerd Town Center (Eastgate Mall) – Chattanooga, Tennessee

Upon the completion of a newer mall located only a few miles away, the Eastgate Mall in Chattanooga, Tennessee began to lose the appeal it once enjoyed. The mall owners decided that something needed to be done to ensure that this area would flourish once again. A new brick façade was added to the front of the existing structure to update the look and feel of the building and streetscape. New tenants were sought after and began to rent the new space, much of which had been converted from retail to office space. In fact, approximately 75% of the remodeled space has been dedicated as office for uses including insurance companies and a telemarketer among others. The remaining space is being used as retail boasting restaurants and specialty retail. Although the redevelopment project itself does not include any residential uses, the site is adjacent to a residential neighborhood.

Renaissance Place, Highland Park, Illinois



Source: Davis Street Land Company
Website – www.dslandco.com

Renaissance Place is an upscale, mixed-use development located in downtown Highland Park, Illinois. The 255 thousand square-foot project includes specialty retail, rental apartments, 40 thousand square-feet of office, restaurants, and a five-screen fine arts theatre. Over 500 parking spaces are provided at and below street level.

Renaissance Place was developed through a partnership between the City of Highland Park and Davis Street Land Company, and is a result of the city's efforts to attract mixed-use, transit-oriented, and pedestrian friendly development projects to the downtown. It has provided Highland Park, a city that was already a desirable place to live, with attractive alternatives to traditional housing, shopping, and commuting choices.

Residents can live, work, and shop within walking distance, or walk to the nearby train station to commute.

This project serves as an example of the type of development that helps to establish a city's sense of "place", and "community identity", whether part of an existing downtown, or as part of a new town center development.

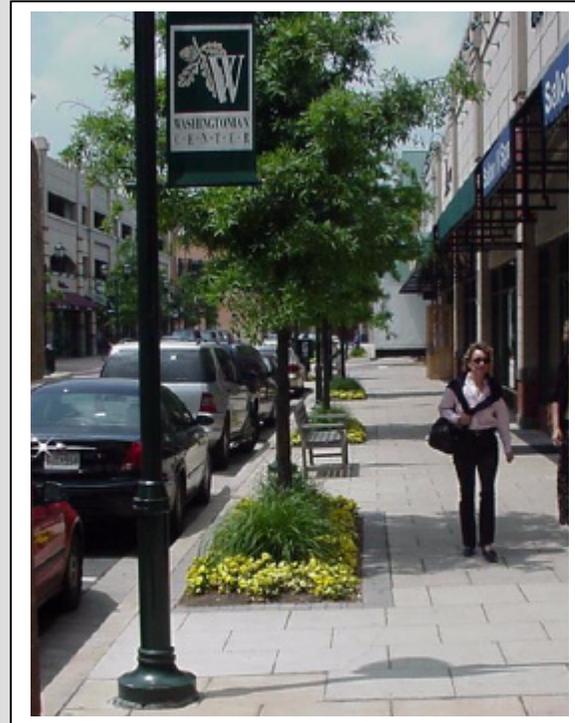
The retail portion of the project is a careful blend of upscale retailers. Renaissance Place's offices serve the growing base of professionals who live in Highland Park and wish to work close to home. The development's rental units are a combination of one- and two-bedroom apartments particularly attractive to single professionals and empty nesters.



"Human-scale" development with on-street parking

Washingtonian Center, Gaithersberg, Maryland

Washingtonian Center is a mixed-use town center development that encompasses many of the desired features that are outlined in the *Creve Coeur Comprehensive Plan*. This development features wide, pedestrian friendly sidewalks and crosswalks, on-street parking, and a mix of uses including 84 homes, 460,000 sq. ft. of retail, and restaurants and 1,150,000 sq. ft. of office.



Developed on 24 acres in Gaithersberg, Washingtonian Center creates a “central place,” offering amenities to residents, shoppers, and business tenants, including proximity to transit, on- and off- street parking, landscaped parks with jogging trails, numerous restaurants, shops, and theaters, and a fitness center for office tenants.



On-street parking is an important feature of this development, along with strategically located parking structures. Street level storefronts help to hide the parking garage on the left. (unless otherwise noted, photographs provided by City of Creve Coeur)

Source: The Peterson Company
Website – www.petersoncos.com

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Summary Implementation Recommendations

A critical element of any effective comprehensive plan is implementation. This new plan upon its adoption would represent a fundamental shift in the City of Creve Coeur's approach to both planning and implementation. To fully effectuate this plan, the City will need to take a more direct and creative role, rather than merely reacting to market forces and attempting to accommodate development by building more roads and infrastructure. This plan's success requires a well-thought out, detailed implementation strategy. It must be focused on the key steps and actions necessary to make the Plan a reality. It must identify who does what, and when. The City should also consider creating one or more project task forces, with professional assistance in design, planning, law, engineering, and public finance, to spearhead implementation.

The foundation of this implementation section is the five "big" ideas or themes:

1. Manage traffic and enhance movement, especially on Olive Boulevard;
2. Creating a town center;
3. Connecting neighborhoods and parks;
4. Enhancing community character and the quality of development, and;
5. Building on the Life Sciences node in the Commerce Center to enhance economic development and improve the existing Lindbergh-Warson Industrial Park.

This section of the Plan recommends specific actions under each of these ideas that can help bring them to fruition. For example, under managing traffic, the Plan recommends exploring the creation of a fly-over bridge across Interstate 270 that parallels Olive Boulevard to relieve congestion on that main arterial. To improve the quality of development, the Plan recommends that the City adopt stronger, more specific, building and site design regulations and tree preservation standards.

On the pages that follow, each of the five major themes is discussed in terms of the tools available to address them, who is responsible for undertaking the implementation action, and their relative priority in terms of time. The priorities are general, are meant to be flexible, and may evolve over time. Fortunately, local governments in Missouri do have a range of tools available to them to implement plans that run the gamut from regulatory powers to authority to assist in financing development.

The Planning & Zoning Commission should revisit the Implementation Recommendations annually to assess progress in implementing the Plan and determine if any adjustments are needed, including the removal of any completed actions. Remaining actions can then be reevaluated in light of any changing conditions, new information, funding opportunities, and staffing considerations. New actions may also be added to the implementation schedule at this time if deemed necessary by the Planning Commission. This process will assist the Commission in its development of a Work Plan for the coming year.

The Planning & Zoning Commission should conduct an ongoing, cyclical review of the Comprehensive Plan in order to address planning issues in specific sections of the Plan or with regard to key developments in the City. This process should include public involvement and input, plus be responsive to current community concerns, with the overall goal of maintaining a proactive approach to planning in Creve Coeur.

In addition, every five years, the Planning and Zoning Commission should review the entire Plan. This process should involve:

- Reassessment of community attitudes;
- Reassessment of the planning goals;
- Comprehensive analysis of land use;
- Review of economic and public facility changes, and;
- Review of the Plan recommendations.

The critical issue remaining for further municipal discussion is the creation of an implementation system and how to secure community support for that system. The City can then select from the regulatory devices (“Sticks”) and fiscal incentives (“Carrots”) to direct and encourage the implementation of the Comprehensive Plan. As can be seen from the matrix that follows, this discussion may in certain instances require the participation of other governmental bodies (e.g. EWGCC, St. Louis County or the State of Missouri). In addition, the City will have to consider the creation of new special purpose entities such as Community Improvement Districts (“CID”), or the utilization of vehicles such as Tax Increment Financing (“TIF”), in order to provide the significant new resources, authority, and economic incentives necessary to realize the plan’s objectives. A glossary of key terms used in the Implementation Matrix is set forth at the end of this section.

The City will also need to determine which implementation costs it will fund out of its own general revenue, or by the issuance of long-term public debt instruments.

Will the debt be paid with new taxes or assessments on existing properties, or the allocation of incremental new taxes expected to be generated by new private investments or sales? These will be critical questions for the City and each implementation task force to evaluate.

Implementation Matrix - Manage Traffic & Enhance Movement

The section on transportation identifies a number of critical steps that should be considered to address traffic problems in the City, mainly on Olive Boulevard and residential areas. These range from access control, to timing of lights, to constructing alternative routes. The City will have a plan in place to calm traffic in some neighborhoods as well. The matrix below delineates these approaches and sets forth available tools.

Approach	How (Tools/Authority)	Who	When
1. Planning			
a. Develop a bikeway plan.	Explore TDD with MoDOT aid to help fund improvements. Also evaluate any federal funding opportunities.	City, MoDOT, and the controlling bodies; Trailnet and others	2
b. Develop traffic calming techniques menu.	Explore TDD with MoDOT aid to help fund improvements. Also evaluate any federal funding opportunities.	City and Traffic Committee	1
c. Draft and adopt communitywide Access Management Program.	Seek a plan that researches access points by land use and traffic generation; locate alternative cross-access or shared access, and other alternative measures.	CDD, P&Z, and Traffic Committee	1
d. Explore seeking control over roadways currently under MoDOT jurisdiction to gain greater control over the planning for roadway improvements.	Draft and approve an intergovernmental agreement between City and MoDOT or County outlining the transfer of ownership and maintenance responsibilities.	City, MoDOT, County	3
e. Preserve existing predominantly residential roads as two-lane roadways with through-passage at intersections.	Finalize the Traffic Calming/Traffic Mitigation Program Report that encourages drivers to use other routes such as collector and arterial roads. Continue to include residents in the planning process for street improvements during the CIP programming and approval.	City, P&Z, Traffic Committee,	1
f. Explore noise mitigation solutions along I-270	Work with MoDOT, EWGCC, and USEPA to determine best practices and solutions. Include landscaping, sound barriers, or other methods of noise absorption standards for development/redevelopment projects to mitigate identified noise impacts.	City, P&Z, Traffic Comm., MoDOT, EWGCC, USEPA	2
g. Explore shuttle service mainly along Olive between the Central Business District, Commerce Center, and other potential destination centers.	Possible special assessment of area via CID to fund public services and projects. Shuttle may be aided by local business financial participation (either mandatory or voluntary), or assessment mechanism.	City and the controlling bodies; business community, and Bi-State Development Agency	4
h. Explore “flyover” across I-270	Secure “flyover” funding—from federal and MoDOT sources, if possible. If not, City must obtain funding from general revenue or special assessment, via CID on impacted properties. May secure some local improvements from developers via site plan review requirements.	City funding possible source although must explore other federal/local options unless project is regional priority.	2

“When” column key: 1=Immediate; 2=Short-term (1-3yrs); 3=Mid-term (3-5yrs); 4=Long-term (5-15yrs)

Implementation Matrix – Manage Traffic & Enhance Movement

Approach	How Tools/Authority)	Who	When
2. Regulatory/Standards a. Implement Access Management Plan	Establish transportation demand management and access control regulations and explore funding options.	City with assistance from MoDOT, business community, and residents.	2
b. Explore modification of street standards	Modify subdivision regulations.	City's Public Works Dept.	2
c. Identify traffic/circulation improvements and projects.	City to enact transportation demand management and access control regulations and explore funding options. Action agency dependent on who controls the roads with input from others affected.	City, EWGCC, MoDOT	2
d. Develop and adopt traffic impact analysis guidelines and requirements, including a method for evaluating pedestrian and bicycle mobility.	Staff to research examples from other communities and the draft guidelines with Transportation Committee. Once completed, guidelines will be incorporated into Zoning Ordinance. Process will include P&Z review and City Council approval.	City, P&Z, Transportation Committee	2
3. Fiscal/Financial/Capital Improvements Continue construction of future median enhancements/sidewalks.	Explore TDD with MoDOT aid to help fund these improvements. Also evaluate any federal funding opportunities.	City with assistance from MoDOT	ongoing
b. Develop street grid network where possible.	Explore through TDD, developer requirements, and capital improvements program.	City	2
c. Develop north/south road from Olive to Conway Road (Mason Straightening Project)	Explore joint funding largely with St. Louis County; City funding via the Capital Improvement Program.	St. Louis Co., City, and MoDOT	2
d. Construct Ambois Extension.	Include in Capital Improvement Program.	City	3
4. Incentives/Education/Private Initiatives a. Undertake bicycle education effort.	City funding or possible grant money via EWGCC from federal sources, possible Federal Transportation Enhancement funds.	City lead with help from schools, homeowners' associations, business community	2
b. Promote transportation demand management.	Educate through newsletter, awareness programs, incentives for "flex-time", etc.	City and/or local TMO	2
5. Planning a. Develop a town center plan or develop guidelines/standards for RFP.	The City (or consultant, chosen through and RFP) will develop a plan using accepted planning practices.	City, property owners, residents, business community	1
b. Complete stormwater capital improvement plan and level of service for the town center area	City with MSD to complete plan, budget cost allocations.	MSD, City	1

“When” column key: 1=Immediate; 2=Short-term (1-3yrs); 3=Mid-term (3-5yrs); 4=Long-term (5-15yrs)

The Plan calls for the City to undertake more detailed planning for a town center that will act as a "downtown" and focal point for civic and community activities. It will contain a mixture of retail, residential, institutional, public, and civic uses. The area south of Olive Boulevard at the intersection of New Ballas Road (south to Magna Carta Drive and east to the public golf course) is the likely location of the town center.

Approach	How (Tools/Authority)	Who	When
6. Land Acquisition/Assemblage a. Assemble development parcels where necessary.	City takes lead. The City should consider creating redevelopment area in conjunction with recommendations made in a town center plan.	City, property owners, and developers	2
7. Regulatory Standards a. Discourage new development south of Olive Boulevard until a town center plan is adopted.	City to enact interim development controls (IDC) to direct and regulate development toward implementation of town center plan OR adopt development moratorium to allow refinement of a town center plan, design guidelines, implementation strategy, and creation of an overall mechanism to foster the town center.	City	1
b. Adopt a town center plan that includes a market/economic feasibility study, access/traffic control plan, etc.	With a market feasibility analysis in place, the City should undertake a planning/redevelopment plan process to develop a plan for the town center.	City, Consultant, residents, and business owners	1
8. Fiscal/Financial/Capital Improvements a. Form special district to finance town center improvements.	City determination of community's overall willingness to pay for certain public improvements from general revenue vs. degree to which private development with creation of TIF and/or CID can tax itself and/or allocate new taxes (real estate and sales) generated to fund new investment to foster town center or adoption of development controls which require developers to fund certain improvements to foster creation of town center.	City	2
b. Explore town center park/open space, including but not limited to reconfiguring a portion of the golf course.	The town center plan should address need and feasibility of park space.	City and developers	2
c. Construct pedestrian links across Olive Boulevard.	Incorporate as part of any redevelopment proposal as outlined in the Access Management Plan.	City, MoDOT, and developers	2
d. Initiate improvements to Fountain Park.	Incorporate into City's Capital Improvement Program	City and Park & Recreation Committee	4
e. Explore elimination /consolidation of overhead utility wires.	Incorporate as part of any redevelopment proposal as outlined in the Access Management Plan and the City's Capital Improvement Program	Developer, City, and utilities	2-3
9. Incentives/Education/Private Initiatives a. Consider incentives for developments that provide community amenities.	As part of interim development controls, the City may require certain developer actions to foster town center OR during development moratorium, CDD evaluates with potential developer allocation of amenity costs between City and developers (see above).	City and developers	1

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Implementation Matrix – Connect the Neighborhoods

Like many communities that developed during the 1950s and 1960s, Creve Coeur was built based on the automobile as the primary form of transportation. Sidewalks were constructed only sporadically, usually along major roads. The result is that it is very difficult to walk from neighborhoods to nearby parks, schools, businesses, or offices. The City has recently adopted a pedestrian plan and has begun retrofitting neighborhoods with sidewalks. The Plan builds on these initiatives and suggests a more ambitious effort although it recognizes the likelihood that automobiles shall continue as the primary transportation method in the City.

Approach	How (Tools/Authority)	Who	When
10. Planning a. Build on the <i>Creve Coeur Pedestrian Plan</i> .	Work with neighborhoods, citizens, utilities, and transportation agencies to plan for improved pedestrian access and accommodations.	CDD with assistance of neighborhoods and subdivision associations, utilities and transportation agencies.	1
b. Produce comprehensive citywide bike/trails plan.	Work with neighborhoods, citizens, utilities and transportation agencies to plan for improved pedestrian access and accommodations.	CDD with assistance of neighborhoods and subdivision associations, utilities and transportation agencies, and Trailnet	2
11. Land Acquisition/Assemblage a. Acquire sidewalk/trail/biking and walking easements where necessary.	Attempt to secure dedicated easements and work with property owners on special assessments to pay for improvements using NID or CID mechanism. As a last resort, if acquiring easements is unsuccessful, and the recommended sidewalk improvement is located on a Primary, Secondary, or Priority Subdivision Street, then condemnation of the necessary property should be considered.	City, property owners, Trailnet, etc.	2
12. Regulatory/Standards a. Require all new development to dedicate land for sidewalks/trails.	Amend ordinances to support such action.	City	1
b. Require pedestrian connections between residential and non-residential developments.	Zoning/Subdivision Code revisions with input from residents and developers.	City, residents, and developers	1

“When” column key: 1=Immediate; 2=Short-term (1-3yrs); 3=Mid-term (3-5yrs); 4=Long-term (5-15yrs)

Approach	How (Tools/Approach)	Who	When
13. Fiscal/Financial/Capital Improvements			
a. Implement comprehensive citywide sidewalk system, as outlined in the <i>Creve Coeur Pedestrian Plan</i> .	City to work with affected neighborhoods and utilities to secure dedicated easements, if possible, or to purchase easements. As a last resort, if acquiring easements is unsuccessful, and the recommended sidewalk improvement is located on a Primary, Secondary, or Priority Subdivision Street, then condemnation of the necessary property should be considered. Possible need for site/area specific funding through NID or CID bonds. Use utility easements and drainage areas where feasible.	City, utility companies	2
b. Implement a comprehensive citywide trails/bike system plan.	See <i>How</i> 13a above.	City, utility companies	3
c. Develop “green line” park to connect all areas of Olive Boulevard to Central Business District.	See <i>How</i> 13a above.	City, utility companies	4
d. Take steps to accommodate bicycles on roads (e.g., striping and signage).	Identify project in CIP to re-stripe lanes of various roadways.	City	2
14. Incentives/Education/Private Initiatives			
a. Seek private funding for trails planning and acquisition.	CDD to allocate some staff resources to secure grants and work with affected utilities and neighborhoods for plan adoption and funding. May need citywide revenue sources or series of coordinated NIDs.	CDD and utilities	3
b. Work with utilities to secure use of easements for trails.	Needs assessment and project objective to be submitted to educate utility companies and the public.	CDD and utilities	3

“When” column key: 1=Immediate; 2=Short-term (1-3yrs); 3=Mid-term (3-5yrs); 4=Long-term (5-15yrs)

Creve Coeur desires to establish a unique regional identity and sense of place through improved quality of development, gateways, streetscape improvements, and a creation of a town center. This section outlines some of the key steps that need to be taken to accomplish that goal.

Approach	How (Tools/Authority)	Who	When
15. Planning a. Preserve the City’s historic properties, such as Clester Cabin, Hackmann Cabin, Lake School, and Tappmeyer House.	Nominate these structures to the National Register of Historic Properties. Establish a formal process for the HPC’s review and approval of significant changes to the City’s historic properties. Develop Design Guidelines to assist the HPC with their review. Initiate a citywide survey of all structures greater than 50 years old, and create an informational brochure about the City’s historic properties for distribution to the public.	City, Historic Preservation Committee, Creve Coeur Historical Society	2
16. Land Acquisition/Assemblage a. Acquire land/easements as necessary to implement trails system.	City may need to take lead. If possible, through dedications but likely will need to pay to acquire them using City powers and maybe special tax via NID or CID.	CDD and developers	3
b. Seek opportunities to acquire additional parkland, open space, and/or recreational facilities.	City may need to take lead. If possible, through dedications but likely will need to pay to acquire them using City powers and maybe special tax via NID or CID.	CDD and developers	3
c. Build a system of gateway features and key locations.	Beautification grants or capital improvement project.	City	
17. Regulatory/Standards a. Refine the Design Guidelines for downtown, historic structures, and drawings/graphics, and expand citywide.	Zoning/Subdivision Code Revisions refinements. Work with developers to establish standards. Possible need to provide local tax incentives or density bonuses to offset costs as well as City funding of some amenities using general revenue or special assessments via NID or CID vehicles.	CDD and developers	2
b. Explore simple residential design standards (such as building massing and scale, garage placement and orientation, home orientation, Front Elevation Ratio (FER), and materials) to protect residential neighborhoods from negative impacts of infill development.	Modify Zoning Ordinance and City Codes as needed, plus develop residential design guidelines.	Planning & Zoning Commission, CDD, City Council, property owners	1

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Implementation Matrix – Enhance Community Character and
Development Quality

Approach	How (Tools/Authority)	Who	When
c. Adopt tree protection standards for residential and commercial developments.	Modify Zoning Ordinance and other municipal guidelines.	City	2
d. Explore standards to ensure commercial development is compatible with residential areas, including buffering, lighting, building design, setbacks, etc.	Modify Zoning Ordinance and other municipal guidelines.	City	2
e. Encourage preservation of open space in new residential development.	Modify Zoning Ordinance and other municipal guidelines.	City	2
f. Encourage the provision of community amenities in new commercial development.	Modify Zoning Ordinance and other municipal guidelines.	City	2
g. Develop “Neighborhood Commercial” zoning district with defined design guidelines.	Modify Zoning Ordinance and other municipal guidelines.	City	2
h. Implement Neighborhood Commercial district in various areas of the City including <i>West Olive Corridor 5</i> .	Prepare City-lead zoning map amendment to incorporate district.	City and P&Z	2
i. Evaluate and consider modifications and enhancement to the lighting standards.	Prepare report/study.	CDD and P&Z	2
j. Evaluate standards for CUPs to address institutional expansion in residential areas.	Prepare report/study.	CDD and P&Z	2
k. Evaluate standards for CUPs to address institutional expansion in residential areas.	Prepare report/study.	CDD and P&Z	2
18. Fiscal/Financial/Capital Improvements	City is a possible funding source.	CDD	3
a. Build a system of gateway features at key locations.			
b. Continue median and streetscape improvements on main arterials.	City is a possible funding source.	CDD	3
19. Incentives/Education/Private Initiatives	Determine costs with input from developers, owners, and utility companies. Possible need for special assessment using CID or public/private cost sharing using City general revenue funding.	CDD, utility companies, and developers	3
a. Explore a program to either consolidate utility lines or place lines underground.			

“When” column key: 1=Immediate; 2=Short-term (1-3yrs); 3=Mid-term (3-5yrs); 4=Long-term (5-15yrs)

The commercial and office development along Olive Boulevard, Lindbergh, Warson, New Ballas Road, and other arterials, contribute significant tax revenues to the City, which allow is to maintain an excellent level of municipal services for residents. The City wishes to enhance economic development efforts, in keeping with its overriding goal to maintain the community’s character and protect residential neighborhoods.

Approach	How (Tools/Authority)	Who	When
20. Planning a. Undertake a market analysis for Commerce Center area to develop a long-term strategy.	Pursue/seek a study.	CDD	2
b. Assess the 90-acre parcel of the Monsanto campus.	Periodic review.	City, Monsanto	2
c. Explore annexation of industrial park north and west of former Rock Island Railroad ROW.	Prepare report/study.	CDD	1
21. Land Acquisition/Assemblage a. Acquire sidewalk/trails easements where necessary in business parks to promote pedestrian activity.	City may need to take lead. If possible, rely on dedications but may need to pay to acquire them using City powers and maybe special tax via CID or NID.	CDD and developers	3
b. Delegate design approvals to staff to expedite process. Establish a “Green Tape Approval Process” concept, particularly in the Commerce Center.	Develop administrative policies and modify Zoning Ordinance as necessary.	CDD, P&Z, and City Council	2
22. Fiscal/Financial/Capital Improvements a. Build sidewalks in business parks.	Attempt to secure dedicated easements. Work with property owners on special assessments to pay for improvements using NID or CID.	CDD and property owners	3
b. Locate public uses (post office, performing arts center, etc.) and City facilities (City Hall, recreation center) in Central Business District.	Adopt city policy regarding identification, future siting, or relocating municipal facilities in a town center within the Central Business District.	City Council	2
c. Consider providing public parking and/or public structured parking in the town center and other strategic locations.	Seek private/public partnership, identify funding source.	City Council, business community, developers	2
23. Incentives/Education/Private Initiatives a. Create shuttle service to connect all areas along Olive to the Central Business District and other potential destinations.	Explore with property owner’s use of special assessment or donations to pay for shuttle service using NID or CID.	Business community	4

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IMPLEMENTATION GLOSSARY OF KEY TERMS

Access Demand Management: A program of controlling and limiting access to individual parcels on major streets, in order to maintain or improve the flow of traffic.

CDD Community Development Department: Creve Coeur Community Development Department.

CID Community Improvement District Section, Mo. Rev. Stat. Sections 67.1401 to 67.1571 (2000): Community Improvement Districts are special purpose taxing districts. A CID may be established upon the receipt of a petition from the owners of the real property and the property owners within the proposed CID. A public hearing must be held before an ordinance setting up the district can be adopted. A CID has the power to levy special assessments, real property taxes and business license taxes, to borrow money and issue financial obligations. The City cannot decrease the level of publicly funded services in the CID that existed prior to the creation of the district. A CID is governed by a district Board of Directors that may take the form of either a not-for-profit corporation or a political subdivision. CID funds may be used for public capital improvements or private capital improvements (if they are located within a “blighted area”) as well as to provide services in the area. There is a great deal of flexibility in the funding of CIDs and the services or improvements to be provided.

EWGCC East-West Gateway Coordinating Council: The East-West Gateway Coordinating Council is the St. Louis region’s federally required council of governments. Comprised primarily of elected representatives from both Missouri and Illinois communities, this body has limited powers over requests for the use of federal funds in the area and undertakes regional planning efforts, especially in transportation matters such as MetroLink.

IDC Interim Development Controls: Interim Development Controls are temporary regulations put in place to maintain the status quo or to restrict development, during which time permanent controls, a land use plan, or policy, are developed. They provide the Planning & Zoning Commission, City staff, City Council, and the public, with an opportunity to consider potential impacts and desired outcomes of development. Through this process, the City can establish permanent development guidelines that meet the goals and standards of the community.

Land Clearance for Redevelopment Authority, Mo. Rev. Stat. Sections Section 99.300 to 99.660 (2000): As with Chapter 353, the Missouri Constitution after World War II made it possible to use another approach to encourage redevelopment. The Land Clearance for Redevelopment Authority Law authorized cities to create by ordinance separate governmental bodies to carry out redevelopment. As with 353, the legally required finding of “blight” has been broadly interpreted. In cities such as Creve Coeur, where there are less than 75,000 inhabitants, the governing body must submit the question of the creation of a land clearance authority to an election. Creation of such a body must be approved by a majority of the qualified voters. LCRAs have the power to approve plans, issue bonds, and grant real estate tax abatement of up to 10 years. LCRAs also may utilize their own power of eminent domain to acquire property for redevelopment by private developers. Both rehabilitation and new construction have been fostered by LCRAs. As with Chapter 353, the discretion as to findings of blight and the extent of incentives is locally controlled.

MoDOT Missouri Department of Highway & Transportation: State agency that controls maintenance and improvement of state highways and transportation facilities.

MSD Metropolitan Sewer District: Chartered special purpose district with responsibility for sewerage treatment and storm water management in the City of St. Louis and most of St. Louis County, including Creve Coeur.

NID Neighborhood Improvement District Section, Mo. Rev. Stat. Sections 67.453-67.475 (2000) Neighborhood Improvement Districts are also special taxing districts similar to CIDs. A variety of public improvements and the maintenance of existing public capital improvements can be funded through a NID. Creation of a NID is by the governing body of a city upon either approval of the voters in the district or a petition signed by owners of property in the district. NIDs are closely governed by the city, which makes the major decisions including the classification of properties and assessment methods to be used for funding its activities with assistance from an advisory board. In Spradlin v. City of Fulton, 924 S.W.2d 259 (Mo. Sup. Ct.1996), the Court appears to have created a new species of general obligation bonds where the full faith and credit of the city stands behind NID bonds without a citywide vote.

SBD Special Business District, Mo. Rev. Stat. Sections 71.790 to 71.808 (2000): City Councils may establish special business districts for selected commercial areas subject to voter approval in the district. The purpose of Section 71.800 is to give SBDs the power to levy special fees and taxes for area improvement. The taxes and fees collected include property or license taxes and are to be used to maintain and improve public facilities, to purchase and operate buses, parking facilities, child daycare facilities and other such service uses. Real property taxes are restricted to

85¢ per \$100 if approved by qualified voters and property owners in the area. As with similar statutes, the discretion regarding the expenditures remains with the local governing body, which appoints an advisory commission to make recommendations regarding taxes and expenditures. There are provisions for the district issuing bonds, but they require approval of the super-majority of the voters in the district. The governing body may also approve Revenue bonds for certain revenue-producing facilities.

TDD Transportation Development District, Mo. Rev. Stat. Section 238.200 to 238.275 (2000): In 1990 the Missouri Transportation Development District Act or TDD Act created a mechanism for cooperation between locally established special purpose districts and subdivisions and the Missouri Highways and Transportation Commission. The primary purpose of the new Act was to fund, improve, maintain and operate transportation-related improvements. TDDs may levy special assessments, as well as property and sales taxes, subject to the approval of voters within the TDD district. As with other special districts, TDDs may borrow funds, issue obligations, and secure their obligations by pledging their district property or income. TDDs can be formed by a petition of property owners or through an election. Once a TDD is formed, its Board of Directors is elected either by the property owners or by voters residing in the district. It should be noted that TDD tax levies are limited by statute.

TIF Tax Increment Finance, Mo. Rev. Stat. Sections 99.845 to 99.865 (2000): The Missouri TIF law is patterned after others throughout the nation. The concept is to use the taxes that are derived from new investment to pay off the costs associated with public improvements needed to secure such investment. The TIF Act authorizes the reallocation for redevelopment purposes of the increased real property taxes (PILOTS) and up to 50% of economic activities taxes (EATS) which are primarily new sales taxes. The local governing body controls the establishment of TIFs, and the act itself provides a detailed, exhaustive set of procedures that must be followed to create and govern TIFs. A separate TIF commission is created for each area with two members appointed by the affected school district, one member appointed by all other affected taxing districts, six members appointed by the chief elected officer of the municipality with the consent of the city council and three additional members appointed by St. Louis County executive with the consent of the county council. There is a vigorous on-going debate about the merits of limiting the use of TIF, which has been authorized extensively for the redevelopment of areas designated by the local legislature as blighted areas. As to date, TIF remains a powerful tool for the reallocation of new PILOTS and EATS for the redevelopment of areas that have the potential to create new revenue sources that can in turn be used to pay off the financing

needed to spur development. As with other redevelopment statutes in Missouri, the TIF Act does provide for the use of eminent domain to acquire property for redevelopment.

Transportation Demand Management (TDM): A program of specific measures implemented to reduce demand for vehicle trips, particularly those involving a single driver, and during the critical peak hours. Program elements might include staggered work hours (“flex-time”) through collaboration with major employers and car-pooling, including the development of a car pool matching service.

Urban Redevelopment Corporation Law, Mo. Rev. Stat. Sections 353.010 to 353.180 (2000): Chapter 353 authorizes the creation of special redevelopment corporations to undertake the rebuilding of areas that are determined to be “blighted”. Case law has broadly interpreted this statute and authorized the redevelopment of physically deteriorated as well as economically obsolescent areas that are unable to pay reasonable taxes. Incentives provided include real estate tax abatement of up to 25 years and delegation of the power of eminent domain to the redevelopment entity. The amount of tax abatement is often negotiated between developers and cities. There is local discretion as to the finding of blight, redevelopment plan approval, and tax abatement.

Planning and Zoning Enabling Authority--General Planning, Mo. Rev. Stat. Sections 89.300 to 89.491 (2000) and General Zoning Authority, Mo. Rev. Stat. Sections 89.010 to 89.144 (2000)