

THE DELMAR LOOP AREA RETAIL PLAN & DEVELOPMENT STRATEGY

ACTION PLAN

PREPARED FOR:

WASHINGTON UNIVERSITY IN SAINT LOUIS

NOVEMBER 2011

VISION

The Loop Area will continue to grow into a stable and thriving mixed-use district with a diversity of unique retail, restaurant and additional offerings.

The heart of the area, the Loop (Delmar from the Lions to Hodiament) is envisioned as a reinvigorated retail and cultural destination strengthened by an improved array of retail and restaurant offerings and an enhanced public realm. Growth in the Loop will also be driven by a greater diversity of uses, with denser mixed-use development bringing a new level of vitality to the area, particularly in the areas surrounding the Delmar MetroLink Station.

The section of Delmar from Delmar Station to DeBaliviere and DeBaliviere to Kingsbury will be reinvented as a mixed-use neighborhood edge. Increased residential development and an improved public realm will catalyze the success of future retail and provide a foundation for community revitalization. Significant interventions at the future trolley barn and the existing Metro garage will be transformational for the area.

The area of DeBaliviere from Kingsbury to Forest Park Parkway will become a node of transit-oriented development, with new mixed-use buildings and an improved array of retail catering to both local residents and the large number of commuters who use the station daily.

APPROACH

The HR&A team set out to create a visionary plan for the future of the Loop Area, identifying opportunities for growth through comprehensive analysis.

The HR&A team formally defined the Loop Area as the census block groups within approximately one-half mile of the proposed trolley route, which will run from the Missouri History Museum in Forest Park north on DeBaliviere Avenue, turn west at Delmar Boulevard, and continue west through the Delmar Loop to Delmar and Kingsland. This area is roughly bounded by Olive Blvd. /Maple Ave. to the north, Union Blvd. to the east, Forest Park Parkway to the south, and Midland Blvd./Wellesley Ave. to the west.

To create this plan, the project team first conducted an in-depth analysis of existing conditions, including the local demographic and real estate market, physical conditions, real estate growth potential, and consumer preferences. Following the assessment of existing conditions, the team organized a design charrette to evaluate a series of development scenarios for the Loop Area. Based on the selected scenario, the team created a set of retail, development, infrastructure, and public realm recommendations to bring the scenario to fruition. Finally, the team prepared an implementation plan, consisting of a retail tenancing plan, a governance strategy, and a public realm interventions strategy. Throughout the process, the team met and consulted with the client group and with a group of key community stakeholders engaged in the project.

CONTEXT

The Loop Area is one of the most visible destinations in the region for retail, entertainment, & culture. However, challenges to growth have emerged due to economic conditions, particularly in areas where retail and development have historically struggled.

The Loop (from the Lions to Hodiadmont), also referred to as District 1, is the anchor of the Loop Area and a vibrant center for shopping, dining, entertainment, and culture. Due to a disressed real estate market and local economy, however, the strength of the retail in the Loop has faltered in recent years. In 2006 retail rents were approximately \$30 per square foot; by 2010 they had dropped to about \$21. Nevertheless, the Loop now has the opportunity to leverage strong and unique anchors, continued investment in infrastructure, and adjacency to a comparatively wealthy residential consumer base to catalyze new retail growth and real estate development.

District 2, the East Delmar/DeBaliviere Neighborhood, has historically struggled to grow in a balanced and sustainable manner due to an abundance of institutional uses, a poorly maintained physical environment, and a lack of community development. To date, under-developed and vacant parcels have blighted the area, but looking to the future, these same parcels present an opportunity for large-scale and transformative redevelopment projects. Further, there is a nascent community revitalization movement underway— young professionals and families have begun moving into the neighborhoods north of Delmar, improving the housing stock and reinvigorating the community.

Lastly, the Forest Park Station area, or District 3, presents another set of opportunities and challenges. This area has developed with storefronts set back from the street and surrounded by parking, which has limited its development as a walkable neighborhood amenity. The large parcels surrounding Forest Park Station, however, present valuable opportunities to introduce new development to the area, which could attract additional residents, and support the retail demands of the dense residential neighborhoods surrounding DeBaliviere and the commuters that use Forest Park Station, one of the highest trafficked stations in the system.

Demographic Overview	The Loop		East Delmar/ DeBaliviere	Forest Park Station
	West	East		
Population	7,500	2,700	5,600	4,300
Households	3,600	1,300	2,500	2,500
Median HH Income	\$41,400	\$29,700	\$24,400	\$40,300
Median Age	31	30	37	33
% with Bachelor's or Higher	65%	67%	26%	64%
% that Rent	59%	60%	57%	66%

POTENTIAL FOR GROWTH

1 | Retail

Unmet demand for retail in the Loop Area translates to total additional supportable retail square footage of approximately 155,000.

There is sufficient demand to support approximately 30,000 square feet of general and personal care merchandise, including a combination of local and national drug stores such as Walgreen's, local services, and other convenience goods. The remaining demand for dry retail could support an additional 48,000 square feet in other categories such as apparel, electronics, hobbies, books, games, building materials, and home furnishings.

There is also demand to support an additional 32,000 square feet of limited-service eating places, the equivalent of 8 to 10 new venues. For full-service restaurants and drinking places, there is demand to support approximately 13,000 square feet of new vendors, which could bring between 2 and 4 new restaurants to the area.

Additionally, demand analysis of the Loop Area shows support for a new grocery store of up to 32,000 square feet. This is the equivalent of one medium-sized grocery store, but could also be captured in the form of several smaller food markets or specialized food purveyors. As a point of reference, the Schnuck's Culinaria on North 9th Street in downtown St. Louis is 27,000 square feet.

2 | Office

Based on projections for employment growth in the St. Louis region between 2011 and 2018, it is expected that the Loop Area could support

approximately 30,000 square feet of additional commercial office space.

It is anticipated that by 2018 the St. Louis region will add approximately 45,000 new jobs, many of them in the healthcare and professional services industries. Of this total, approximately 120 could be attracted to the Loop Area. Using an industry standard calculation of 250 square feet per office worker, this translates to approximately 30,000 square feet of new office space.

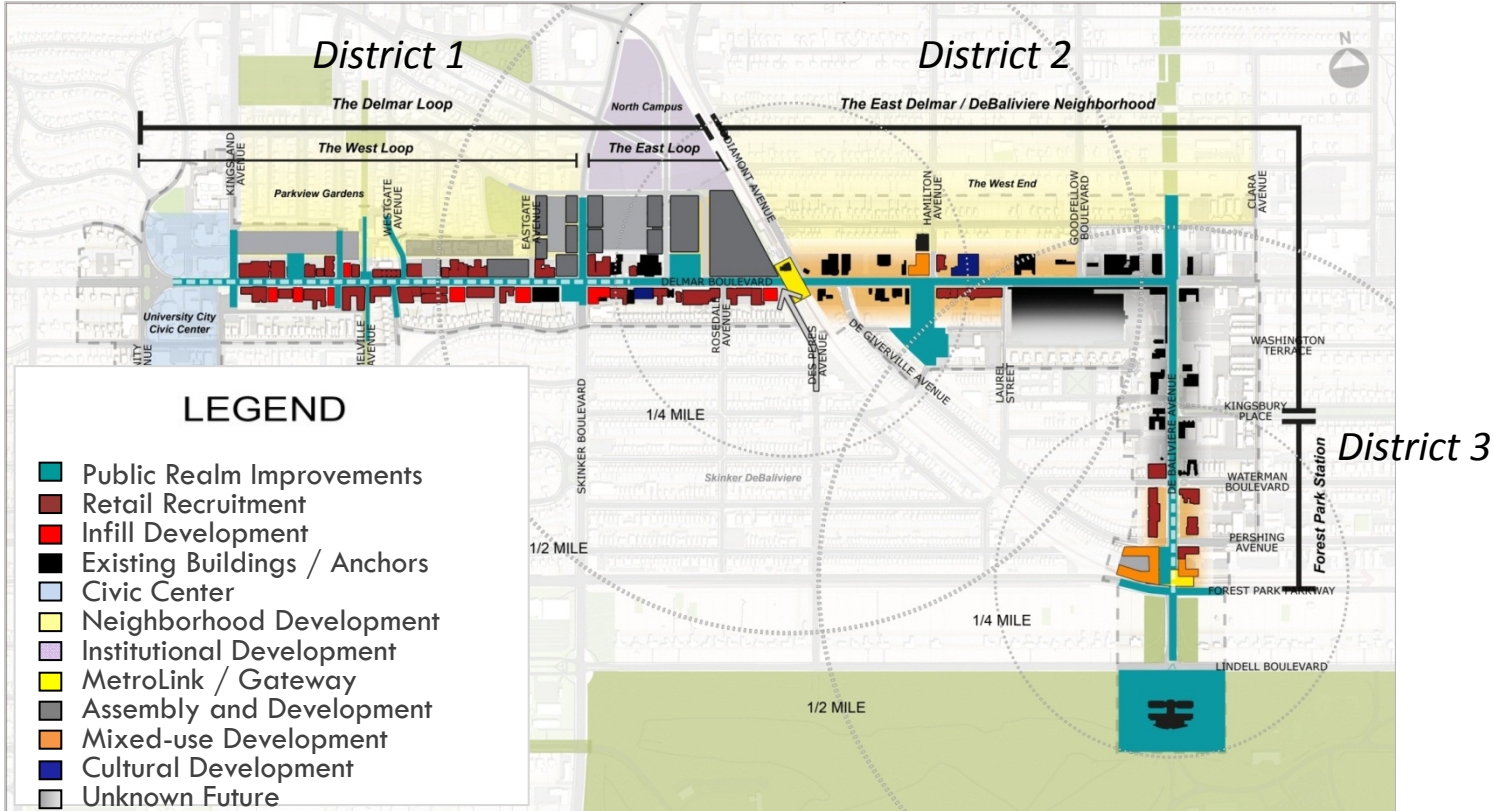
It is likely that office growth will manifest as small tenants occupying space on the upper floors of existing and new mixed-use buildings in the Loop Area. It is possible that new, high-quality space might attract larger users, and that new developments could seek out larger tenants by offering built-to-suit space in a new development.

3 | Residential

Based on the success of a mixed-use residential product in other parts of Saint Louis, there may be demand for a similar product that is competitively-priced once economic conditions improve.

Based on residential real estate trends in the market, along with Loop Area demographic trends, it is possible that a new mixed-use apartment-style development in the Loop Area could capture regional demand for this type of product. Young professionals would be attracted to the area by the easily accessible retail and entertainment options. In addition, competitively-priced residential development projects that are oriented around transit infrastructure (mainly the two MetroLink stations) would attract those who want convenient access to public transportation or are priced out of more expensive markets.

THE SELECTED SCENARIO



The preferred scenario envisions the Loop Area as a thriving transit-oriented district with a vibrant retail and cultural arts corridor, a mixed-use neighborhood edge, and a smaller-scale transit-oriented node at Forest Park Station.

This scenario provides the foundation for the specific recommendations of the retail plan and development strategy. In this scenario, the Loop Area is seen as three areas, each with a unique character and vision for the future. The preferred scenario establishes the development framework for each section, responding to the overall vision for the Loop Area and the guiding development principles of the planning team.

RECOMMENDATIONS

District 1 | The Delmar Loop: West

The recommendations for the West Loop are designed to strengthen the area as a premier destination in the Saint Louis region for retail and entertainment.

1 | Retail

The retail strategy for the West Loop divides the area into three sections, each of which has a unique character based on the existing retail offerings and the constituencies that use them.

	Neighborhood Hub	Dining Destination	Eclectic Shopping
Geography	Kingsland to Leland	Leland to Westgate	Westgate to Eastgate
Character	Oriented to local residents	Hub for dining and recreation	Unique and diverse retailers
Categories	Pharmacy, Prepared foods, Gifts	Upscale dining, Lunch destination, Apparel	Apparel, Home furnishing, Arts
Examples	Jennifer's Pharmacy, Gourmet-to-Go, Edible Arrangements	Taste, Rooster, American Apparel	Urban Outfitters, Jack Wills, Winslow's Home

For the section from Kingsland to Leland, the tenancing strategy builds upon the existing cluster of neighborhood-serving retail. It recommends tenants who can also capture spending from the dense residential neighborhoods surrounding this part of the West Loop, such as a pharmacy, a prepared-foods vendor, or a gifts store.

Tenancing in the next section, from Leland to Westgate, should complement popular restaurants

such as Blueberry Hill and Fitz's by diversifying the existing mix to include a destination restaurant that will attract both regional residents looking for a special meal out and professionals in search of a high-quality lunch. Examples might include Franco or Taste.

In the third section of the West Loop, from Westgate to Eastgate, the strategy builds on the area's array of unique and eclectic shops. This area has a truly distinct retail character but lacks a strong anchor, jeopardizing the stability of the market. For example, a national tenant such as Urban Outfitters would complement existing offerings and increase the vitality of the whole district.

Similarly, a grocery store should be recruited as the anchor for a new development at the intersection of Delmar and Skinker to create a stronger connection between the east and west sections of the Loop. Spending potential analysis shows that a grocery store of 32,000 square feet can be supported on the site.

2 | Infill Development

Several sites in the West Loop are currently used for surface parking. By introducing infill development on these sites, the urban wall of contiguous storefronts and streetscape would be enhanced. Infill development in the West Loop should be modestly-scaled mixed-use development, with retail on the ground floor and residential or office uses on the upper floors. Potential sites for infill development include:

- 6611 Delmar Blvd.
- 6320 Delmar Blvd.
- 6232 Delmar Blvd.
- 6611 Delmar Blvd.
- 6320 Delmar Blvd.
- 6232 Delmar Blvd.

3 | Parking Strategy

To accommodate retail growth in the West Loop, there must be a plan to improve and expand parking, including better utilization of existing parking and development of new parking. This can be accomplished in three ways: First, the existing parking garage must have improved signage and security, and should be available without cost. Additionally, as part of new development at the intersection of Skinker and Delmar, there is also an opportunity to build structured parking in combination with a grocery. Last, cultural institutions that attract large volumes of visitors on evenings and weekends should create a coordinated plan to accommodate increased parking demand.

4 | Assemble and Develop

In addition to several infill opportunities in the West Loop, there are a set of opportunities for key larger-scale developments. These key sites include:

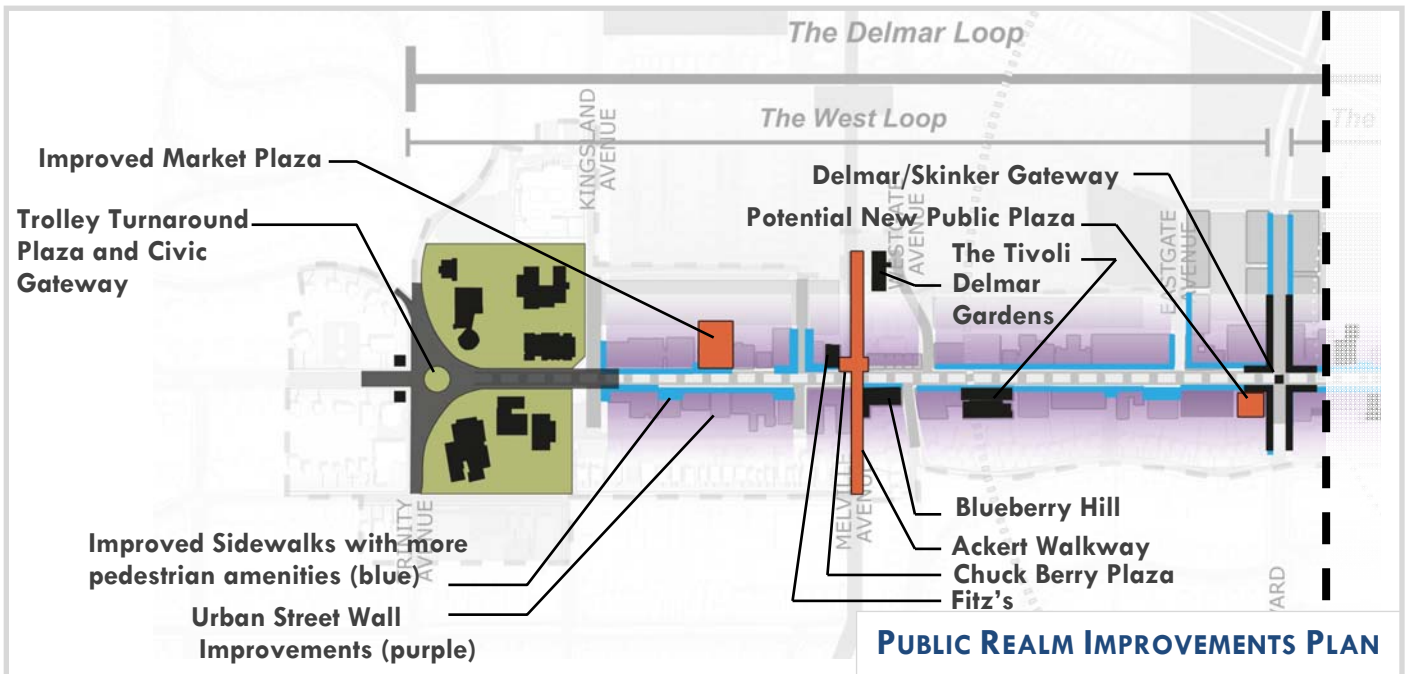
- **Grocery Site** (Delmar and Skinker)
- **Vacant Sites for Parking** (616 Eastgate)
- **Student Housing Site** (Delmar and Eastgate)

5 | Clean & Safe

To ensure that the Loop remains an attractive and welcoming destination, there must be a substantial effort to maintain the safety and cleanliness of the area's public spaces. To keep the area clean, this effort should include, at minimum, additional garbage and recycling receptacles, street sweeping, garbage removal, and tree and garden beds maintenance. In terms of safety, additional private security must be placed throughout the area with heightened presence on nights, weekends and in the summer.

6 | Public Realm Improvements

Public realm improvements must be made in order to maintain the vibrancy of the Loop. These should include improved sidewalks and streetscapes, façade renovations, and investment in soft infrastructure such as trees, garden beds, benches, and lighting. Recommended interventions are detailed on the map below.



Intersection of Skinker & Delmar: Existing Conditions



Intersection of Skinker & Delmar: Vision for the Future



District 1 | The Delmar Loop: East

Recommendations for the East Loop aim to establish an enhanced sense of place through improved retail offerings and new mixed-use development, particularly surrounding the Delmar MetroLink Station.

1 | Retail

The retail strategy for the East Loop divides the area into two sections: the first section builds upon the East Loop’s reputation as a destination for entertainment and nightlife, the approach for the second section suggests retail shops and services that will serve the residents and workers who will occupy transit-oriented development in the future.

	<i>Entertainment & Nightlife</i>	<i>TOD Lifestyle</i>
Geography	Eastgate to Pageant Wkwy.	Pageant Wkwy. to Hodiamont
Character	Destination for entertainment & nightlife	Retail to support future residents
Categories	Restaurants; Bars; Specialty Food	Pharmacy; Easy Dining; Neighborhood Needs
Examples	Shake Shack; Copia Urban Winery; The Cup	CVS; City Diner; Dry Cleaners

In the first section, retail recruitment should build on existing cultural arts and entertainment anchors such as the Pageant, Pin-Up Bowl, and the Moonrise. New restaurants and drinking places that offer a greater diversity in terms of cuisine and price

will strengthen this area as a destination for entertainment and nightlife. Examples of potential future tenants include Shake Shack, Copia Urban Winery, and the Cup.

In the second section, the retail strategy should support the future growth of residential and mixed-use development in the East Loop. Retail should serve the “lifestyle needs” of those living or working in the area, and may include tenants such as a CVS, the City Diner, and a dry cleaner.

It should be noted that the retail vision for the second section of the East Loop is a long-term vision that will be implemented as new development occurs. In the interim, activity can be brought to the area through temporary programming that will bring renewed vitality and demonstrate the area’s potential for future retail growth. This may include farmer’s markets, food events, pop-up stores, and a temporary ice skating rink.

2 | Transit Reconfiguration

The centerpiece of a transit reconfiguration would be the redevelopment of Wabash Station into the entrance to the Delmar MetroLink, where riders would enter through the historic structure before descending elevators to reach the platforms. Additionally, to ease the burden of bus traffic, multi-modal connections should be transferred to DeBaliviere Station, a more natural location for bus connections given the station’s function as a transfer point between the two MetroLink lines. Last, properly integrating the Trolley into existing transit infrastructure in the East Loop will foster connectivity with the MetroLink and encourage riders to utilize both systems.

3 | Assemble & Develop

To create a dense new district in the East Loop, land at critical locations must be better utilized to anchor future growth. Sites include:

- **Shell Site** (6211 Delmar)
- **Church's Site** (6190 Delmar)
- **Former Yellow Cab Site** (6111 Delmar)
- **Crescent Site** (640 Rosedale)
- **Dobbs Site** (6045 Delmar)

These sites should be targeted for a denser, mixed-use product with residential units and ground floor retail, currently absent in the area.

4 | Cultural Anchor

Situated just west of the Regional Arts commission, the planned St. Louis African American Cultural Center is scheduled to open in the near future. This cultural center will reinforce the area's reputation as an arts and culture destination.

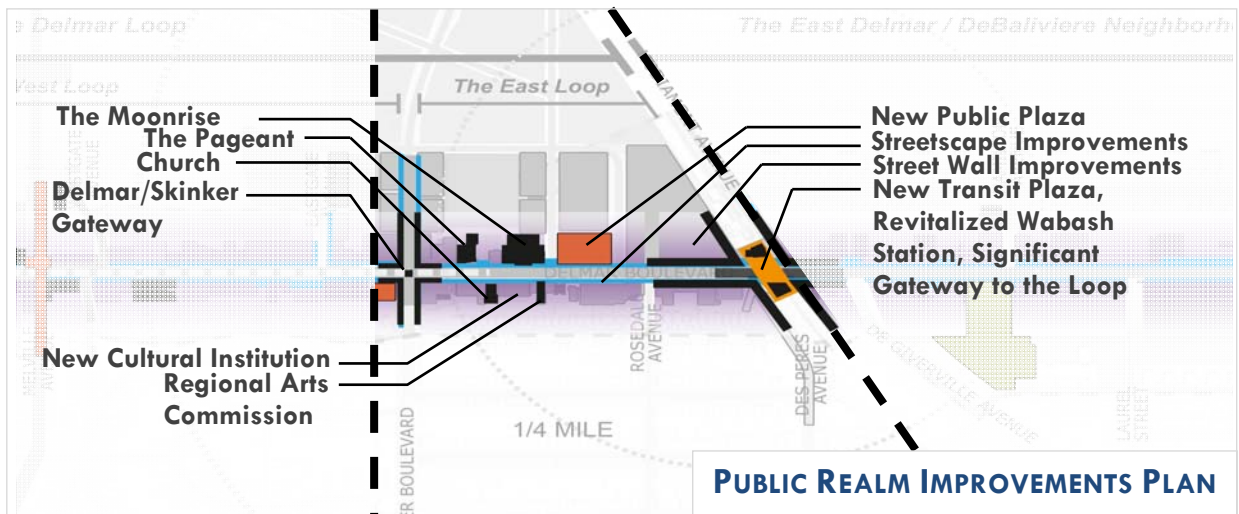
5 | Parking

If existing vacancies are tenanted and new development is successful, 400 more parking spaces will be needed in the East Loop.

One parking structure of 150-200 spaces should be incorporated into the grocery development, which can serve both West Loop and East Loop retailers. A second parking structure should be part of any transit-oriented development around the Delmar MetroLink station. Another alternative is to redevelop some of the surface parking located immediately north of Delmar for structured parking.

6 | Public Realm Improvements

Public realm improvements should include streetscaping with wider sidewalks, additional pedestrian amenities, and better signage to improve branding. In addition, open space in the form of a public square should be incorporated into the design of the public realm, as should a transit plaza contiguous with Wabash Station.



Area West of the Delmar MetroLink Station: Existing Conditions



Area West of the Delmar MetroLink Station: Vision for the Future



District 2 | East Delmar/ DeBaliviere

Recommendations for the East Delmar/ DeBaliviere neighborhood support a vision for the area aimed at catalyzing community revitalization through new development and improvements to the public realm. The strategy also identifies long-term goals that could be transformative for the area.

1 | Mixed-Use Development

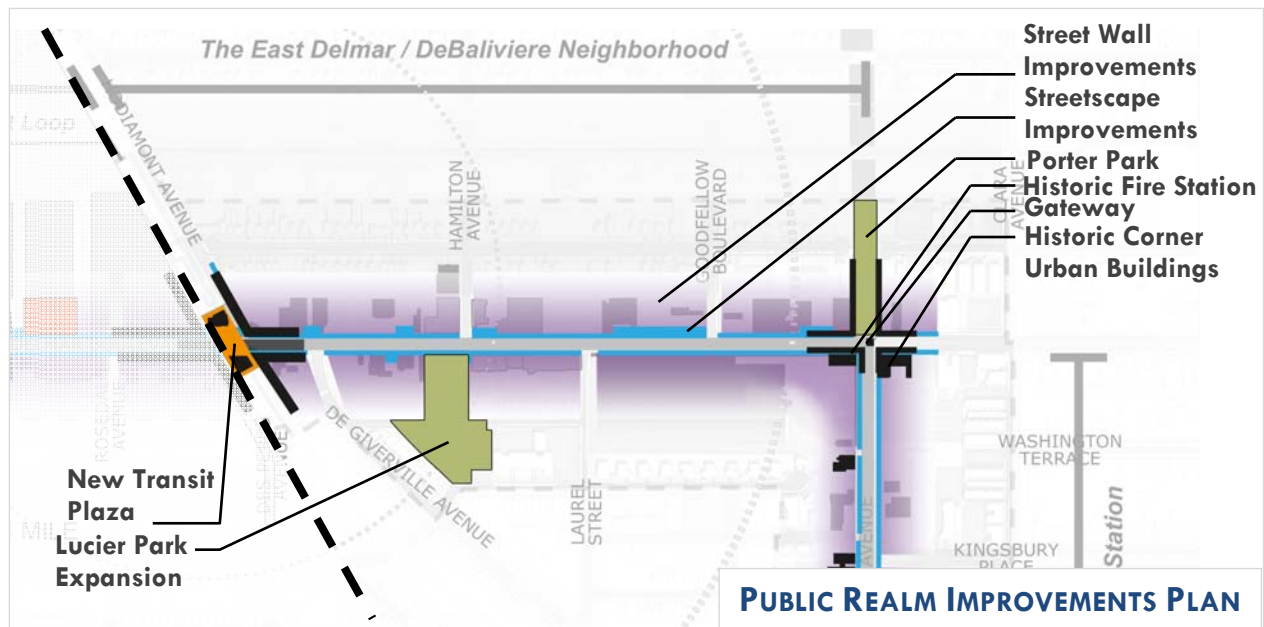
To create a thriving neighborhood edge with a safe and welcoming physical environment, mixed-use development, particularly residential, should be prioritized for the large undeveloped parcels along Delmar in this district. Built at a moderate density and including larger units to attract families, such development would offer an alternative to the aging housing stock located north of Delmar. Additionally, the ground floor of new residential developments in this District should be designed to accommodate retail or office space, providing new amenities for area residents.

2 | Public Realm Improvements

Public realm interventions that create a place where new development can thrive are critical to the future growth of this District. In addition to clean and safe measures, it is important to make improvements to the streetscape, introduce pedestrian amenities, improve public open spaces (Lucier Park & Rose Porter Park), widen the sidewalks, and renovate building façades. These recommendations are represented in more detail on the map below.

3 | Cultural Anchor

In order to ensure that the new trolley barn proposed for the Delmar High School building is not simply a warehouse or maintenance facility, cultural space fronting on Delmar should be included in the development program. A museum or “showroom” featuring the history of the original trolley as well as the history of



public transportation and railroads in Saint Louis, along with a food & beverage component, could establish the site as a unique destination for transit enthusiasts and could also anchor future development. This space could be supplemented by a “viewing room” where families can come to watch the trolley cars be cleaned and repaired. As a result, a cultural anchor in the future trolley barn would also create additional demand for future retail growth in the area.



4 | Long-Term Strategy

As the East Delmar/DeBaliviere Neighborhood grows into a more vibrant community and land uses shift away from institutional towards residential and retail, there may be an opportunity for the Metro DeBaliviere Garage facility to be repurposed. If acquired by a private developer, the existing structures could be demolished and the site redeveloped. Alternatively, the garage might be redeveloped and the existing structures re-used. In either case, redevelopment of this site should include dense multi-family residential development, ground floor retail, and some commercial office space above the ground level.

Additionally, as part of the garage redevelopment, there could be an opportunity to introduce high-quality public open space in the East Delmar/DeBaliviere Neighborhood, supplementing Ruth Porter Park and the Saint Vincent Greenway.

In the short term, the wall fronting Delmar should be repurposed as a public art installation. An engaging installation such as a LED light project would enliven the area and bring a new sense of energy. Alternatively, a public competition to decorate the wall would engage the community in beautification of the area.

5 | Retail

Given the challenging economic conditions, lack of residential density, and cluster of institutional uses in this area, a retail tenancing strategy similar to what has been recommended for District 1 should not be attempted at this time.

However, there are a number of alternative retail interventions that can be pursued in the short and long term that can create increased economic and pedestrian activity as well as demonstrate future potential for retail growth. These include pop-up stores housed in mobile structures, temporary art galleries, and interactive events and displays in vacant spaces.

Delmar Between Hamilton and Laurel: Existing Conditions



Delmar Between Hamilton and Laurel: Vision for the Future



District 3 | Forest Park Station

Recommendations for Forest Park Station seek to create a neighborhood node of transit-oriented development, serving the needs of local residents and MetroLink riders.

1 | Mixed-Use Development

The two sites adjacent to the DeBaliviere Station, the park-and-ride lot and the bus turn-around, have potential for development into mixed-use properties.

Moderate-density development on these sites should introduce a new residential product type to the area, offering transit-oriented multi-family living for young professionals and young families. These developments could also offer some office space, seeking to attract small neighborhood service firms such as attorneys or doctors, as well as ground floor retail. Structured parking will likely be necessary for any larger-scale development on these sites, but there is ample space to accommodate a sufficiently-sized structure.

2 | Retail

A reimagined Forest Park Station area should include tenants such as a national drug store that would provide health and beauty products, as well as groceries and other essentials that can capture existing spending potential. Additionally, a highly-visible coffee café that serves breakfast, lunch and light dinner could function as a neighborhood gathering place, as well as an amenity for transit riders and visitors to the Missouri History Museum.

As the District is redeveloped, a full-service restaurant could attract young professionals and families, as well as commuters stopping for a meal or drink after work. Other retailers such as a florist, gourmet deli with prepared foods for take-out, and boutique fitness center would complement these uses.

Examples of retailers that could be targeted for this District include Walgreen's, First Watch, Curves, or Blooms in the Loop.

Neighborhood TOD Node	
Geography	Kingsbury to Forest Park Pkwy.
Character	Neighborhood- and commuter-serving
Categories	Neighborhood Needs, Café, Pharmacy
Examples	Blooms in the Loop, First Watch, Walgreens

3 | Transit Reconfiguration

Relocation of the multi-modal connection for MetroLink and MetroBus to the Forest Park Station would benefit this area as well as the Delmar Station area. As part of this transition, it would be valuable to create a transit plaza contiguous with the station in which the modal shifts and splits could occur within a vibrant public space, bringing vitality to the public realm.

4 | Parking

With development surrounding the Forest Park MetroLink Station and the proposed reconfiguration of the transit system, structured parking will be needed to accommodate future residents, transit riders, and shoppers throughout the year. A single parking structure on the park-and-ride lot is recommended, which should be incorporated into any new mixed-use transit-oriented development on that site.

5 | Clean & Safe

It is necessary to implement a series of ongoing interventions in order to ensure that the quality of the public realm is consistently excellent.

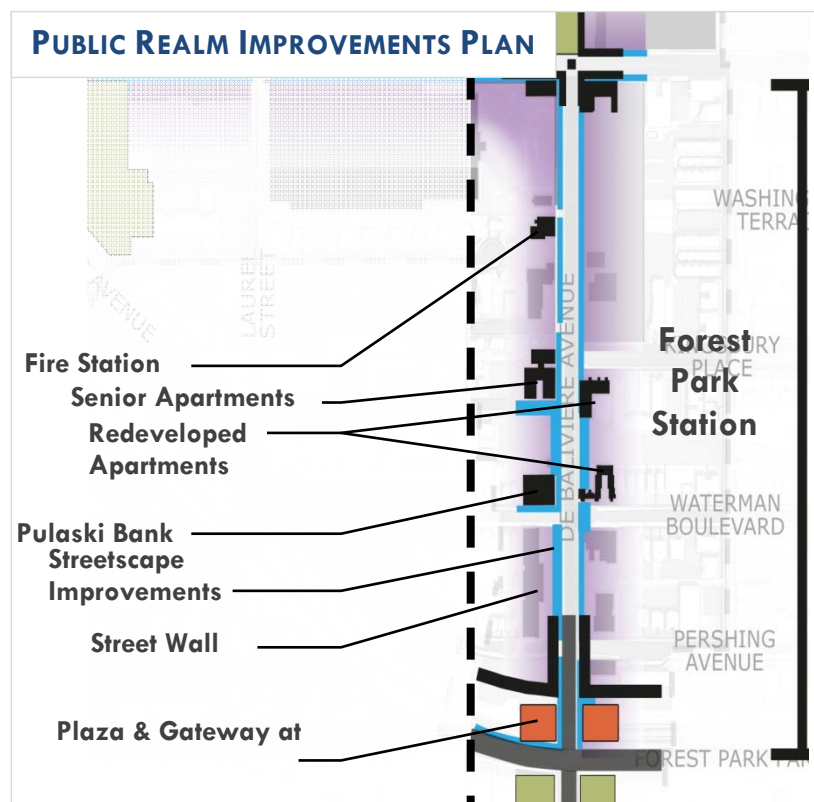
This concern needs to be addressed as soon as possible through improved security measures such as increased police patrols, increasingly active MetroLink security, and installation of security cameras. In addition, improvements should be made to provide increased safety for MetroLink riders and well as pedestrians walking near the station.

Cleanliness in the areas around Forest Park Station should also be improved, creating a more inviting atmosphere. To ensure the continued cleanliness of the physical environment, cleanliness measures, such as additional trash cans and recycling bins, should be

pursued throughout the area.

6 | Public Realm Improvements

Improvements to the physical environment will create a renewed sense of place for the future neighborhood transit-oriented development node. Improvements to the streetscape such as widened sidewalks, high-quality curbs and intersections, and ample trees and garden boxes will make the area more pedestrian-friendly. In addition, new signage and wayfinding can help to brand the area, giving it a unique and compelling character. Another important measure for this District is traffic-calming measures to make it more attractive and comfortable for pedestrians. Public realm recommendations are represented on the map below.



Forest Park Station: Existing Conditions



Forest Park Station: Vision for the Future



IMPLEMENTATION

Retail Recruitment

To implement the retail tenanting strategy, it is critical to have an outreach plan that is thorough and well-coordinated. Currently, available and developable spaces are under multiple ownerships, making it difficult for prospective tenants to understand the options available to them. There are a number of tools and facts that must be made available for this strategy to be successful.

1 | Area Profile

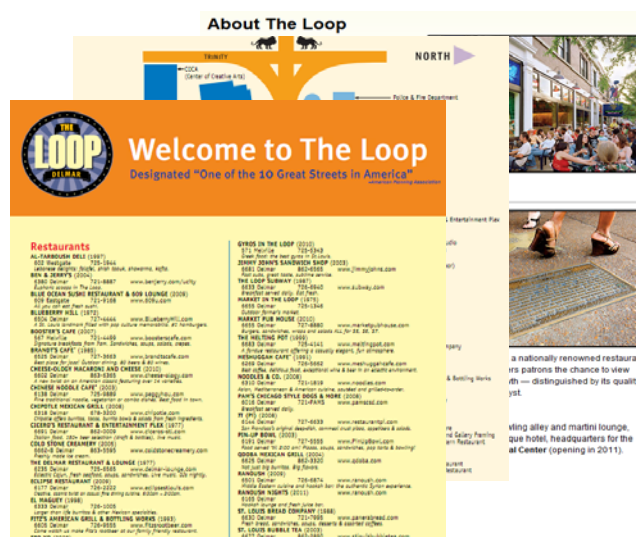
An overview of the Loop will be a crucial component of retail recruitment marketing materials, and must paint a compelling picture of the area as a vibrant and attractive destination. This description should include basic information such as the size of the Loop, its location, access points, and other facts. The goal of this profile should be to paint the Loop as an exciting retail and cultural destination driven by a vibrant and diverse user group and a set of valuable anchors and adjacencies.

2 | Existing Retail Profile

A profile of the existing retail market should include data points currently included in the Loop brochure, such as 140 shops in the Loop, 10 galleries, and 14 entertainment venues. Beyond that, it is important to describe retail by sector (e.g. 20 apparel stores) and highlight key anchors (e.g. Blueberry Hill).

3 | List of Key Assets

Retail recruitment materials and efforts should highlight assets in the Loop that are the most unique or valuable. For instance, significant attention should be given to the activity represented by Washington University. Marketing materials should outline the number of students, faculty, and staff at the University, the annual tuition, the percentage living on and off campus. The trolley and MetroLink are also assets, and location of stations, ridership, and hours of operation should be called out in marketing materials. Additionally, this section should highlight important non-retail anchors in the Loop such as COCA, The Pageant, or the Moonrise.



4 | Map of the Loop Area

To give potential tenants a spatial sense of the Loop, a map highlighting key destinations should be created. These destinations should include anchors and assets as well as infrastructure. This map can be similar to the one produced by the Special Business District, but should be updated and expanded.

5 | Available Space Listing

An additional element of tenant outreach marketing is a listing with information about each space that is vacant or soon to be available. This should include: property size, floor plans, adjacent tenants, sales price or rent per square foot, lease or sales terms and conditions and contact information.

6 | Demographic Breakdown

The table below shows a breakdown of demographic information that is often of interest to tenants and site selection professionals. This information should be regularly updated and should always be included in tenant marketing materials. The various constituents that use the Loop Area generate significant spending potential,

should also be included in the marketing materials. (Analysis uses the intersection of Delmar and Skinker as the center point).

Necessary Resources

To manage the retail recruitment effort, it is critical that a retail recruitment coordinator be hired. This person would conduct outreach to tenants that could add to the quality and character of the Loop as well as coordinate with landlords who have vacant spaces. This person must have a passion for retail and be familiar not only with prospective tenants, but also with the needs of the Loop Area and its landlords.

Marketing materials should be created to support outreach efforts. In addition to printed materials previously discussed, online links to retail recruitment information should be available through a number of locations, including public agency, quasi-public agency, and social media websites. Last, the retail recruiter should organize “on the ground” events such as broker open houses, area walks, or visits to special attractions.

Demographic Overview	¼-Mile Radius	2-Mile Radius	5-Mile Radius	10-Mile Radius
Population	1,800	69,900	378,200	983,900
Households	800	29,000	160,600	413,800
Average HH Income	\$66,300	\$67,500	\$58,800	\$62,600
Median HH Income	\$44,500	\$42,700	\$41,700	\$47,100
Median Age	32	33	36	38
% with Bachelor's or higher	67%	45%	33%	30%
% Female	51%	53%	53%	53%

Governance

To successfully implement the recommended strategy, a new governing entity should be created with greater capacity, including the ability to coordinate retail recruitment and oversee clean & safe programming, among other functions.

Structure

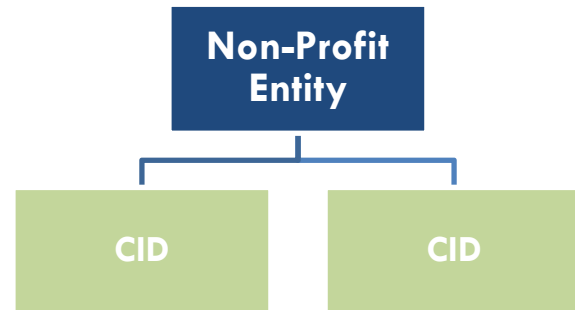
The Special Business Districts (SBD) should become Community Improvement Districts (CID) under the Missouri Community Improvement District Act. Doing so will allow for increased its revenue as CID assessments are uncapped.

To manage the two CIDs, a corporate entity should be established that would execute the necessary functions in the CID area. All management, administration, and execution of functions for the area should be carried out through this non-profit entity, likely a 501(c)(3) corporation. The CIDs should serve as the source of assessment funds and would authorize the non-profit entity to expend funds on their behalf through independent boards that meet at least annually.

In addition to serving as the managing entity for the two CIDs, the non-profit entity can also be designated as a Chapter 353 Urban Redevelopment Corporation, which would provide it with power to initiate redevelopment projects and grant tax abatements. The new non-profit could also employ increment financing mechanisms as a means to support redevelopment.

To establish a CID, the applying entity must submit a five-year business plan to the host municipality, along with a petition of support

signed by property owners that (1) collectively own at least 50% of the assessed value of the real property within the proposed district and (2) represent more than 50% per capita of all owners of real property within the proposed district.



Functions

For the entity to execute the strategy, a number of functions are required. These initiatives will drive the future growth of the area directly, through recruitment of new businesses and facilitation of new development, as well as indirectly, through measures that ensure that the Loop Area remains a place that both people and businesses view as an attractive destination.

Clean & Safe. The entity should hire personnel or contract with service providers to clean streets and sidewalks, in addition to placing additional garbage receptacles and recycling bins throughout the area.

Contracted security personnel, working with local law enforcement, should maintain a visible and active presence in the Loop Area, especially on nights and weekends.

Marketing & Events. The entity should continue to market the Loop Area and plan events, as it has done previously. Events should focus on activating the East Loop.

Retail Recruitment. A retail coordinator should carry out the tenanting strategy through the execution of the actions described above.

Capital Improvements. The entity should fund capital improvements in the Loop Area, such as purchasing benches or recycling bins, making façade improvements, and planting trees.

Development Management. The entity should serve as a facilitator for planning and financing of priority real estate projects, and may also provide financing or acquire and assemble land.

Funding Structure

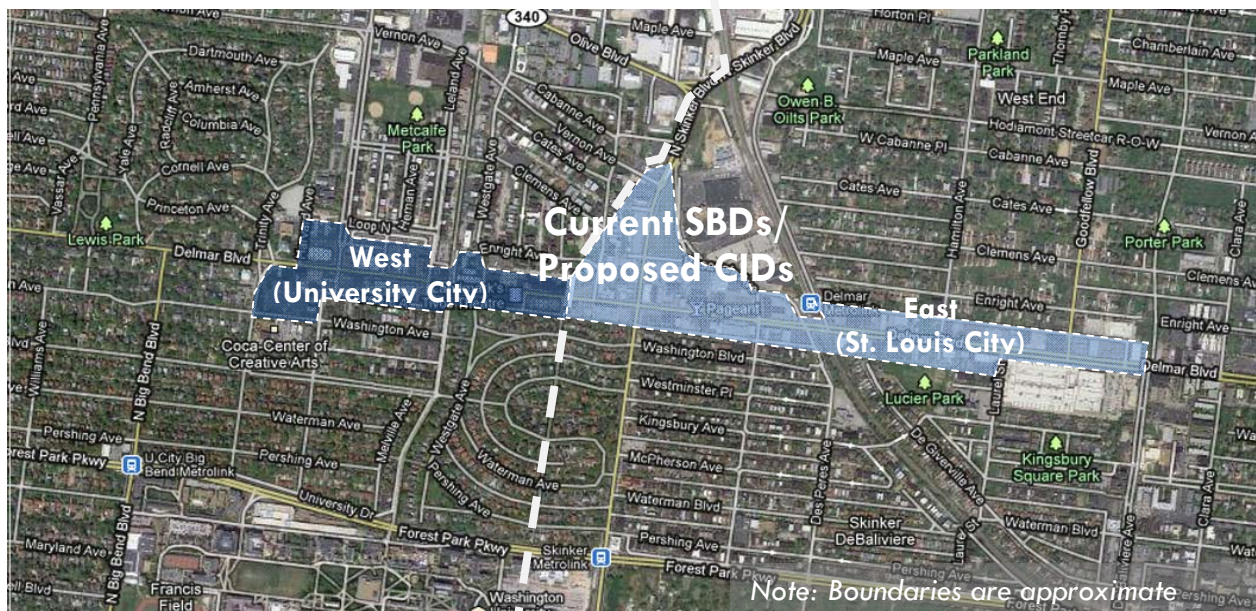
Based on a scan of non-profits executing these operations around the country, the estimated annual budget for the new entity would range from \$500,000 to \$750,000.

To achieve the desired level of revenue, the participation by Washington University and other institutional partners as well as an

increase in the assessment will be required.

	Target – Low	Target – High
Assessment:	\$1.50	\$2.30
Revenue:		
Commercial Assessment	\$240,000	\$370,000
Business Fees	\$25,000	\$25,000
Wash U. Contribution	\$235,000	\$355,000
Total:	\$500,000	\$750,000

Based on a pro rata analysis of property within the current SBD boundaries and University property within approximately ½ mile of the Loop, a University contribution of approximately \$235-\$355,000 per year with a \$1.50-\$2.30 per \$100 of assessed value assessment for properties within the SBD boundaries would be sufficient to fund the recommended budget target.



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