

B. First Directions

The Planning Process So Far

This brief report summarizes key strategies and high priority actions for downtown revitalization identified during the planning process for the St. Louis Downtown Redevelopment Action Plan. The purpose of this report is twofold: to inform the public and encourage debate on the study team's initial thoughts, proposals and strategies for downtown revitalization; and to establish a preliminary framework for the more detailed Downtown revitalization plans to follow during the course of the study.

Work on the Downtown St. Louis Action Plan: Phase II began in early April 1998, and is a direct outgrowth of the Downtown St. Louis Development Action Plan: Phase I. The Phase I report, completed in December 1997, identified an overarching vision for the Downtown. This vision emphasized:

- the value of downtown as the urban center for the region;
- the need to strengthen its role as the place that engages, empowers and celebrates all of the region's diverse populations; and,
- a comprehensive series of principles and priorities for Downtown revitalization and redevelopment.

The vision, principles and priorities identified during the Phase I study were based on a series of over twenty meetings scheduled during the fall of 1997, involving more than five hundred City and regional citizens, business owners, public officials and other stakeholders.

The primary goal for the Downtown and waterfront plan process is to develop detailed physical design and implementation plans for the Downtown and its districts. When completed, this plan will identify a refined guiding vision directing the sense of place and design for the Downtown; a development program and phasing strategy; a transportation and transit plan; a parking plan; and a pedestrian circulation plan.

This plan process is in its early stages. To date the consultant team has:

- undertaken a detailed analysis of existing physical conditions;
- met with representatives of Downtown business groups, educators, residents, developers and public agencies; and,
- conducted a one-day "What If..." workshop session to identify the widest possible range of priorities and directions for Downtown redevelopment.
- met with the Task Force to present background information and review preliminary downtown redevelopment strategies.

The "What If..." workshop was a day-long session involving approximately thirty-five participants representing Downtown Now, government and public agencies, educational institutions and the business community. The objectives of the workshop were:

- to explore the full range of ideas for the revitalization of Downtown St. Louis;

- to set the overall revitalization themes that will direct the future work of the study team;
- to prioritize the early action projects that would be most effective in promoting revitalization;
- to identify actions and proposals that are feasible and should be considered further and to discard those that are not feasible;
- to identify areas and ideas that need further work, and those that don't;
- to identify those projects which build on existing strengths of the downtown and contribute to creating a "critical mass" within the downtown.

This report represents the very early thoughts of the planning team for everyone's review. It does not provide conclusions or recommendations but rather an articulated sense of the way we see the planning process heading over the next months. These are our ***first directions***.

Two matters central to any downtown regeneration are not dealt with in this document - requirements for funding, and the locus of responsibility for each initiative. On these issues we will have much to say in later reports.

This report has three main sections: The Big Ideas are presented first to indicate thinking about the major actions being considered for the Downtown. An immediate Action Program is described next, listing the kind of initiatives that could be taken this year to improve the condition of the Core of the city. That is followed by the Comprehensive Action Strategy, which lists all of the favored actions and concepts organized by the major strategic thrusts of the plan.

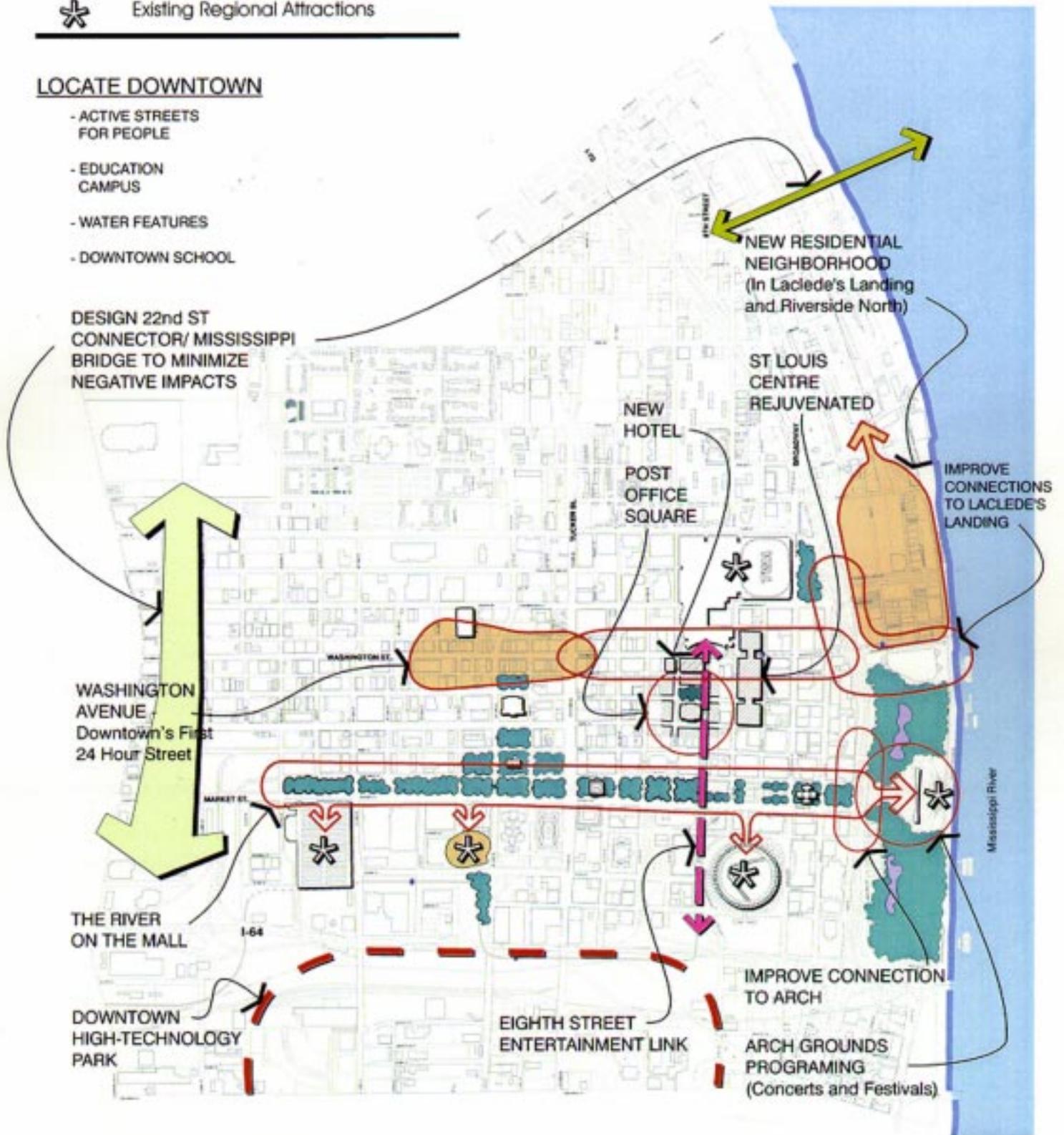


-  Immediate Actions
-  Phase 1 Actions
-  Phase 2 Actions
-  Existing Regional Attractions

LOCATE DOWNTOWN

- ACTIVE STREETS FOR PEOPLE
- EDUCATION CAMPUS
- WATER FEATURES
- DOWNTOWN SCHOOL

DESIGN 22nd ST CONNECTOR/ MISSISSIPPI BRIDGE TO MINIMIZE NEGATIVE IMPACTS



The Big Ideas

The study team and “What If” workshop participants focused on the idea that Downtown must evolve into a vibrant, multi-use, multi-activity center which is alive for residents, workers and visitors alike; where the individual pieces combine to create a cohesive, attractive and connected whole; and where the Downtown gains competitive advantage from the interest and vitality of the total urban environment.

This section highlights the major elements in the study team’s thinking - the big ideas - and organizes them around the strategies that emerged from the ‘What If...’ workshop.

What If...downtown became a twenty four hour, seven day a week (24/7) urban center, a sustainable community where people live, work, shop and enjoy a full range of recreational activities in a safe, pedestrian-friendly environment?

- *Washington Avenue can become St. Louis’ first twenty-four hour street: a place where people live, shop, work and have fun. Washington Ave. has the opportunity to become once again one of the major streets of the City, linking Laclede’s Landing and the Mississippi to a rejuvenated St. Louis Centre, to the cluster of activity around America’s Center and the Old Post Office on to the excitement of lofts, galleries and specialty restaurants and retail toward the City Museum and beyond.*

The initial spark has been lit along Washington Ave., with its growing nucleus of residential lofts, nightclubs and art and design studios. But more immediate initiatives are needed, including:

- a comprehensive streetscape improvement program comprising widened sidewalks, street trees and landscaping;
 - the visual interest of awnings, banners and projecting signs along buildings;
 - new art/showroom facilities; a program to animate vacant storefronts with art displays and artists’ works; and,
 - an effective financing and development program to facilitate the more rapid creation of new residential lofts along the corridor, focussing on the area between the Convention Center hotel and the City Museum.
- *Laclede’s Landing and the Riverfront North area can become Downtown’s first true residential neighborhood: Laclede’s Landing is another area that offers many attractions for future residents including:*
- excellent views and proximity to the riverfront;
 - a wide variety of activities, nightclubs and restaurants in the immediate area;
 - a safe, well-populated environment;
 - sufficient scale to create a new neighborhood of real interest.



To date, very little housing has been developed in the Laclede's Landing area. However, there are numerous opportunities to develop a true neighborhood in this area with a mix of housing types ranging from upper-story lofts in historic, mixed use buildings to the creation of a largely townhouse residential district on the large vacant sites in the North Riverfront area north of the Martin Luther King Bridge. The financial and organizational impediments preventing such major residential development must be removed, and an RFP for residential development on the vacant Riverside North section should be issued expeditiously.

- *St. Louis Centre can become an integral part of a downtown retail strategy aimed at re-merchandising downtown to fit the needs of a 24 hour City.* Components of this strategy will include an uncompromising focus on street level retail and lively, active retail visible and easily accessed from the street. Dollars and management initiatives in the early years must be focused in no more than a ten block area, beginning along Olive Street and spreading to St. Louis Centre and Locust Street as early successes lead the way.

The implications for St. Louis Centre may include:

- creative down-sizing of retail and a dramatic shift of lively attractive retail to visible, accessible locations on the ground level
- introduction of non-retail uses — office, major destination entertainment, convention/meeting, or other
- strengthening ties to the convention center as a “third anchor”
- links to Olive Street on-street retail, newly organized with a coherent merchandising strategy

What If... *Downtown became a full service entertainment, tourism and cultural center for the region, with restaurants, clubs, festivals, theaters, concerts and arts venues that augment the existing major attractions?*

- *The Arch Grounds can become the place for major festivals and attractions:* The Arch Grounds are the largest area of open space in Downtown - a marvelous opportunity vastly under used, providing an ideal venue for major events, festivals, and concerts currently dispersed throughout the Downtown and the region. Over the short term, permission of the National Park Service is required to program major activities, such as music festivals on the Arch Grounds, along with more flexible recreational use. Eventually, a permanent multi-purpose staging facility, which could be used for a wide variety of outdoor concerts, festivals and events, (and in the longer term potentially including another destination attraction on the Arch Grounds), should be developed to take advantage of the drama of the Arch and the panoramic view of the Mississippi River. The Arch together with the Mall, can become a wonderful continuous urban park, picking up new character and activity in its different areas.
- *Another destination attraction should be secured for the Downtown:* The existing Downtown destination attractions have strong sports emphasis that could be augmented by the contemplated baseball museum in the appropriate location. Exciting ideas about a branch of the Smithsonian, a transportation museum and an aquarium would round out the Downtown tourism experience.

- If possible, these new attractions should be plugged into the Mall or Washington Ave., which are seen as the future tourism spines of the City.
- *All the major Downtown attractions can be connected by a network of inviting active streets.* Downtown St. Louis now has an impressive variety of major attractions, but they are not well connected and there are few incentives for visitors to linger and explore the Downtown area. St. Louis needs a network of active, interesting, pedestrian-oriented streets lined with stores, restaurants, cafes, night clubs and other events of visual interest. Key connecting streets include the Mall, Washington Ave., 8th St., 20th St., and the riverfront. These connections could be strengthened by:
 - a looped shuttle route along the key connecting streets, preferably one that uses quiet, non-polluting vehicles;
 - easy and attractive connections between Washington Ave., Laclede's Landing, the Arch Grounds and the Mall, through landscaping, designated pedestrian walkways, intersection improvements and attractive, pedestrian-scaled lighting;
 - promoting 8th St. as an attractive pedestrian corridor and visual link across the Downtown;
 - animating the riverfront through dedicated cycling and jogging trails and improvements and extensions to the promenade and viewing areas along the riverfront; and,
 - quick-starting retail activity on strategic streets such as Olive Street between 7th and 11th, through coordinated leasing of vacant streetfront retail space or promotion of displays of artists works in vacant storefronts.
- *The Old Post Office can become a lantern in the Downtown — glowing with new life from within, and graciously overlooking a new public square.* As a magnificent example of U.S. public architecture, the Old Post Office deserves vital, attractive, compatible uses that will be able to provide the care the building deserves and to benefit from the stature and image such occupancy would provide. Marking the central, historic Core of the Downtown, this mature and attractive building can also mark the southern edge of a new urban square on nearly vacant parcels to the north, providing a critical linkage to the Convention Center, and an attractive foreground and development incentive for the Post Office and for the American Theater and growing hotel district. Whatever use goes into the Old Post Office should complement its architecture. Some uses - like museums or certain types of galleries - probably won't work well in its distinctive interior spaces.

Part of the challenge creating an attractive, inviting, populated Downtown Core is to provide pleasant places where people can sit outside, linger, have lunch, relax or watch other people. In St. Louis, the area surrounding the Old Post Office presents such an opportunity. Its benefits will be felt in the growing Washington Ave. "neighborhood", at the Convention Center, along Olive and Locust Streets and down 8th Street to the Mall.



What If... twenty-first century educational and technological innovation and excellence was a distinct element of the new Downtown with state of the art technology, a high-quality workforce, and excellent educational institutions?

- *Downtown can become the site for an Education Campus with a special focus on training and professional development:* The quality of education at all levels is an issue very much in the forefront of public debate and a key concern for the business community and the future competitive advantage of Downtown. Many of the major regional educational institutions have some presence in and around the Downtown. Focusing educational and training programs from several of these institutions into a strategic Downtown location, such as the Arcade building south of the Old Post Office, and coordinating the development of these Downtown programs with new student housing (perhaps in the Washington Ave. corridor), would provide numerous direct benefits for Downtown including:
 - provision of a well-educated workforce in the heart of Downtown;
 - a ready resource location with state of the art facilities for professional development at all levels;
 - rehabilitation and reuse of Downtown's beautiful and unique historic buildings;
 - increased activity and population in the Downtown Core;
 - the presence of progressive, well educated group of faculty and students would stimulate the development of downtown cultural and entertainment activities.

- *Downtown can have a reputation for offering the very best in early childhood and junior education.* Through the development of uniquely managed and marketed pre-school and junior grade educational facilities, Downtown can establish a reputation for educational excellence that can serve not only existing residents but raise the attractiveness of future residential activity. Such a school can take advantage of private or institutional sponsorship, potentially from the senior post-secondary educational organizations to be located in the Downtown.

- *The vacant lands adjacent to downtown can evolve into Downtown Technology Parks:* The edges of Downtown were traditionally the focus for industrial and warehousing activities - the "high tech" businesses of their time. Over the years, many of these activities have left the central city, leaving behind acres of vacant land and empty buildings, particularly to the south and west. Downtown can offer many competitive advantages for high technology firms when compared to peripheral locations if the right kinds of environment is provided, including:
 - a convenient location in the center of the region, and its labor market;
 - excellent road and highway access, and easy linkage to MetroLink;
 - access to sophisticated technological and communications systems.
 - adjacency to the business and cultural center of the region
 - a location near the "in-places" for young professionals to live;

The Mill Creek Valley/I-64 corridor, south of Downtown, presents a significant opportunity. A technology or business park, perhaps arranged around the

recreation of Chouteau's Pond, the valley's original water feature, would provide needed new employment in the Downtown area and create a clear southern boundary to the Downtown.

- *Some of the older Class B buildings now vacant can be upgraded with new technology:* At least two Downtown office buildings have recently been transformed into smart buildings through the introduction of new communications technology. Assessment of the range of potential additional candidate buildings needs to be undertaken to identify the right structures.

What If... *Downtown was a place where walking was a pleasure, where transit was readily available and convenient to use, and the major road corridors supported Downtown's role as a primary destination, the "center of the Region" without creating barriers to the River, Downtown attractions or in-town neighborhoods?*

- *the feel and presence of the Mississippi can be brought back into Downtown, to remind residents and visitors of its power and influence on St. Louis' history.* The Mississippi was the source of St. Louis' growth and development in the 19th century and its major 'highway', but over the years the City has turned away. The River can be brought back, symbolically, into Downtown, by thinking of the Arch Grounds and the Mall as a wonderful green river flowing through the City to the Mississippi, along which all kinds of major attractions are organized and within which all kinds of events can take place, specifically:
 - a series of fountains, water features and continuous streams running the full length of the Mall from Union Station to the Arch Grounds;
 - creation of a broad tree-lined continuous pedestrian promenade, linking Union Station, Kiel Center, Busch Stadium, and the Arch Grounds by, if possible, reducing the number of traffic lanes in Market Street.
 - this grand boulevard can become even more of a center-piece of the downtown, with Market and Chestnut Streets redesigned as one-way streets framing the invigorated spaces and places of the Mall.
 - filling these new and exciting green spaces of the Mall with "Tavern-on-the-Green" type restaurants and kiosks and active and recreational uses of the open spaces;
 - the western end of the Mall, which will be a very significant location, should be reserved to give pride of place to the right kind of signature building and activity.
- *Downtown traffic arteries can become "Streets for people" as well as for cars:* Successful downtowns have high quality pedestrian environments, and special efforts are needed to create a more pedestrian supportive environment throughout the Downtown Core, through:
 - Schedule the improvement of a comprehensive streetscape improvement program, including street tree plantings, landscaping and street furniture, to all Downtown streets by 2004;
 - targeting of early funding to make a visible memorable difference to currently dilapidated physical environment in a few strategic areas;
 - using water features, awnings or misting to make the outdoor environment more comfortable, particularly in summer;
 - widening sidewalks and providing more on-street parking;



- stabilizing vacant historic buildings to protect them for future re-use;
- a widespread and imaginative public art program.

The major connecting streets described above, including Washington, 8th St., 20th St. and the Mall, could serve as the primary focus for these efforts. Eventually, streetscape improvements should be expanded into a comprehensive program addressing all streets in the Downtown Core.

- *New access points can be introduced serving the Downtown without negatively impacting adjacent neighborhoods, businesses or the urban environment.* The proposed new bridge over the Mississippi will provide an important new vector of connectivity for the Downtown. Ramps from I-64 northwards have the same potential. However, re-design of these current proposals and the corridor between them, is essential to maintain the benefits of freeway access while ensuring minimal negative impact on existing businesses and establishing the conditions for healthy urban growth in affected districts.
- *New access points are also needed between Downtown and adjacent residential neighborhoods.* Revitalization of 20th Street would improve linkages to Murphy Park and other neighborhoods to the north. The near south neighborhoods of Soulard, LaSalle and Lafayette Square are located within a short walk of Downtown. Attractive pedestrian friendly connections across the Mill Creek Valley would strengthen the linkages between Downtown and those neighborhoods.

An Immediate Action Plan

Momentum, enthusiasm, and even the signs of an improved private investment market are evident Downtown. It's critical to show some progress Downtown Now!

The 1993 Downtown Strategic Plan and Phase II of this planning process has yielded a number of excellent ideas that the planning team has had the chance to assess and augment in the past month.

It is important that immediate results from all this effort be encouraged where they are clearly in harmony with the long-term directions emerging for the Downtown plan. To that end a list of immediate actions has been prepared on which work by the appropriate agencies and individuals can commence. At the same time mobilization of funding, organizational development and regulatory approval can be initiated for the kinds of projects identified as Phase I and II actions in the next section.

Realistically not all of these actions can be taken up this summer but even to do some would be a great breakthrough and the balance can be implemented over the next year.

Supporting Housing Downtown:

- residential conversion of Marquette Building;
- residential parking permits for Washington Ave. loft district residents;
- develop a financing program for Washington Ave. loft development
- commence an RFP process for new townhouse development on River side North site;



Creating Lively Streets:

- “eat-out” program, in which sidewalk cafes are actively promoted;
- “night-out” program, in which restaurants coordinate their evening opening hours; “after work” events in public spaces;
- build upon daytime walking tours and night-time club tours;
- themed street parties (especially on Washington Ave., Broadway and 8th St.) coordinated with sporting events; art shows in the Mall;
- day-time walking tours/nighttime club tours;
- self-guided walking tours (historic buildings, Washington Ave. warehouse district, riverfront views/history);
- sports team or beer company-sponsored street activities: beer gardens/ outdoor cafes or restaurant;
- Arch Grounds programming: concerts/festivals; informal recreation;
- art-related window displays along Washington;
- signage and maps

Improving the Environment:

- flower boxes/hanging planters along selected streets, possibly Washington Ave., 8th St., Broadway;
- awnings and banners on Washington Ave.;
- change signage codes or get waivers for projecting signs;
- promote bright colorful signs and advertisements;
- art/design competition for freeway underpass Laclede’s Landing;
- 1/2% sales tax for public art program

Promoting the Technology Advantage:

- advertise awareness and opportunities of Downtown high quality telecommunications infrastructure;

Making Downtown Easy to Access:

- better management of street use: permit street vendors, better management of construction and other activities that restrict traffic/pedestrian flow;
- continue to improve pedestrian/tourist signage for both cars and people;
- angled street parking on Washington (permit street parking on other roads, where feasible);
- promote 8th St. as the pedestrian and visual corridor across the Downtown with targeted street decoration and retail and cafe activities;
- start distinctive downtown shuttle vehicle route along Washington Ave, 20th Street, the Mall, and the Riverfront;
- design modifications to the Eads Bridge proposals to facilitate bicycle and pedestrian access;
- redesign of 22nd St. connector/Jefferson Ave.; and the Mississippi Bridge ramps into Downtown to create attractive, non-highway boulevard-style connecting street;
- immediate remedying of most obvious negative sidewalk conditions.

Much of this program of relatively inexpensive and discrete actions could be adopted by the appropriate agencies as soon as possible so that visible results can be seen this year.



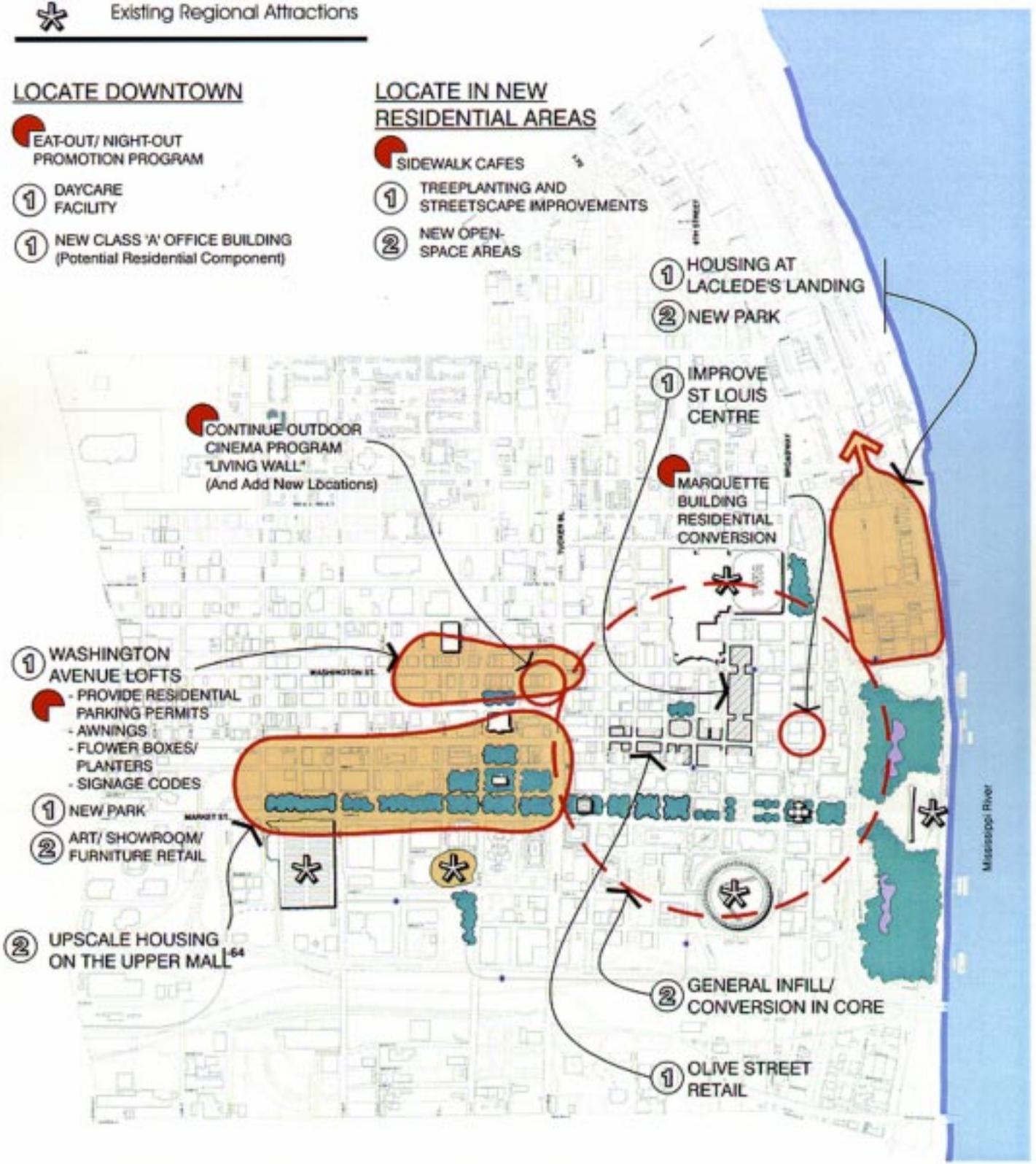
-  Immediate Actions
-  Phase 1 Actions
-  Phase 2 Actions
-  Existing Regional Attractions

LOCATE DOWNTOWN

-  EAT-OUT/ NIGHT-OUT PROMOTION PROGRAM
-  DAYCARE FACILITY
-  NEW CLASS 'A' OFFICE BUILDING (Potential Residential Component)

LOCATE IN NEW RESIDENTIAL AREAS

-  SIDEWALK CAFES
-  TREEPLANTING AND STREETSCAPE IMPROVEMENTS
-  NEW OPEN-SPACE AREAS



Comprehensive Action Strategy

The Comprehensive Action Strategy summarizes the program of immediate, first and second phase actions identified so far by the study team. Each set of actions, organized by major strategy, is graphically represented on the Downtown concept plans on the adjacent page.

- “Immediate Actions” concern projects and programs that are relatively straightforward, and could be implemented this summer.
- “Phase 1 Actions” concern projects and programs that require additional planning and financing, but could be implemented within the next 5 years.
- “Phase 2 Actions” are longer term, more complex proposals that would likely be implemented beyond the 5 year horizon.

The Comprehensive Action Strategy is set out as follows:

Strategy 1: The 24-Hour, 7-day a week City, for living, working and having fun

Immediate Actions:

Housing:

- residential conversion of the Marquette Building;
- residential parking permits for the Washington Ave. loft district residents;
- develop a financing program for additional loft development on Washington Ave.

Retail:

- “eat-out” and “night-out” program in which sidewalk cafes restaurants and Downtown stores coordinate their evening opening hours;
- build upon nighttime club tours;

Improving the Environment:

- flower boxes/hanging planters along selected streets, possibly Washington Ave., 8th St., Broadway;
- awnings and banners on Washington Ave.;
- change signage codes to be more permissive;
- art/design competition for freeway underpass to Laclede’s Landing

Phase 1 Actions:

Housing:

- funding and facilities for additional lofts in the Washington Ave. district between 9th and 16th;
- additional parking for Washington Ave. loft development
- instigate development of townhouse neighborhood in Laclede’s Landing and North Riverside district;

Retail:

- head lease of vacant street-related retail space along Olive St. Focus on blocks between 11th St. and 7th St.;
- additional retail on 8th St. frontage at Olive St. intersection;
- St. Louis Centre improvements: entrance improvements, re-use of upper floors, removal/redesign of bridges linking Dillards and Famous Barr; more transparency/activity on ground floor
- create an attractive street entrance to Dillards at Metro Link Station. Renovate exterior of Dillards building;

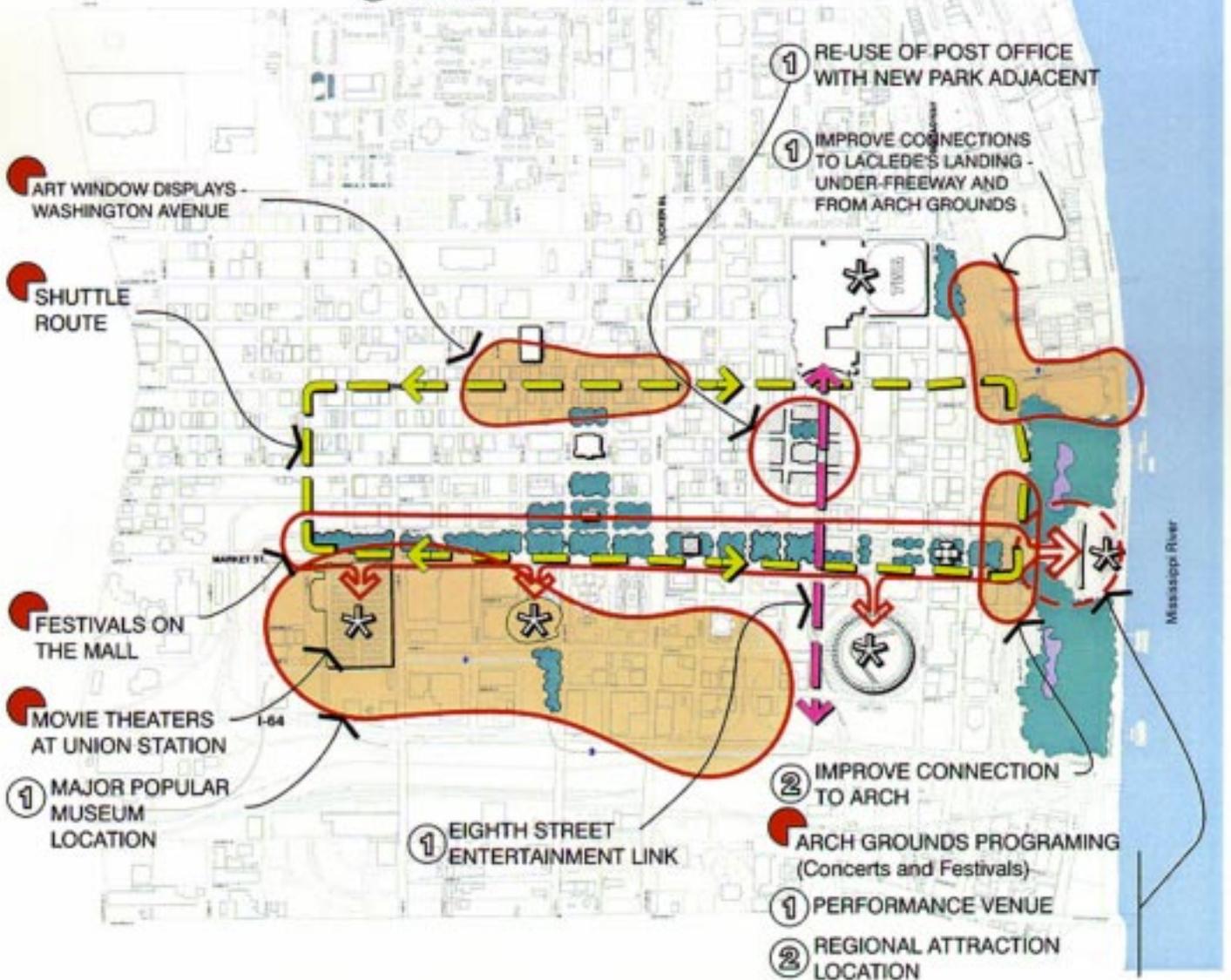


-  Immediate Actions
-  Phase 1 Actions
-  Phase 2 Actions
-  Existing Regional Attractions

LOCATE DOWNTOWN

-  BANNERS AND SIGNS
-  DOWNTOWN WALKING TOURS
-  THEMED STREET PARTIES/ STREET ACTIVITIES (coordinate with sporting events)
-  INFORMATION AND SIGNAGE FOR TOURISTS

-  JAZZ/ MUSIC CLUBS (Washington Ave./ Laclede)
-  A MAJOR REGIONAL DESTINATION
-  ART WINDOW DISPLAYS ON DOWNTOWN STREETS
-  MUSIC CENTER
-  URBAN ENTERTAINMENT COMPLEX



ART WINDOW DISPLAYS - WASHINGTON AVENUE

SHUTTLE ROUTE

FESTIVALS ON THE MALL

MOVIE THEATERS AT UNION STATION

 MAJOR POPULAR MUSEUM LOCATION

 EIGHTH STREET ENTERTAINMENT LINK

 RE-USE OF POST OFFICE WITH NEW PARK ADJACENT

 IMPROVE CONNECTIONS TO LACLEDE'S LANDING - UNDER-FREEWAY AND FROM ARCH GROUNDS

 IMPROVE CONNECTION TO ARCH

 ARCH GROUNDS PROGRAMMING (Concerts and Festivals)

 PERFORMANCE VENUE

 REGIONAL ATTRACTION LOCATION

Office:

- identify a site for a new class A office building in the Downtown Core;
- Improving the Environment:
- new small parks to support residential development of loft district;
- create additional day care facility or expansion to existing facility;
- stabilize key historic buildings in the Downtown Core: identify corporate/institutional sponsors and other funding sources (historic tax credit, TIF's) for essential repairs

Phase 2 Actions:

Housing:

- development of a new "Near North" neighborhood (southern extension of Murphy Park): family-oriented; mixed income residents;
- promote new higher density housing on the upper mall: for middle and high income;
- residential infill/office building conversions in the Core.

Retail:

- expand Olive St. retail program;
- expand retail along 8th Avenue;
- develop art/showroom/furniture store along Washington Ave.;
- develop new grocery store/convenience stores to support residential development.

Improving the environment:

- additional open space intervention in Downtown Core area; new urban square in Laclede's landing.

Strategy 2: The Entertainment and Tourism Center of The Region

Immediate Actions:

Connections:

- themed street parties (especially along Washington Ave., North Broadway and 8th St.) coordinated with sporting events and conventions;
- festivals in the Mall;
- day-time walking tours/nighttime club tours organized by Metropolis;
- self-guided walking tours (historic buildings, Washington Ave. warehouse district, riverfront views/history);
- sports team or beer company-sponsored street activities: beer gardens/outdoor café or restaurant;
- Arch Grounds programming: concerts/festivals and recreation;
- art-related window displays along Washington Ave.;
- shuttle connector along these key streets.

Attractions:

- cinemas in Union Station

Phase 1 Actions:

Connections:

- attractive and pedestrian friendly connection under freeway between Washington Ave/TW Dome and Laclede's Landing;

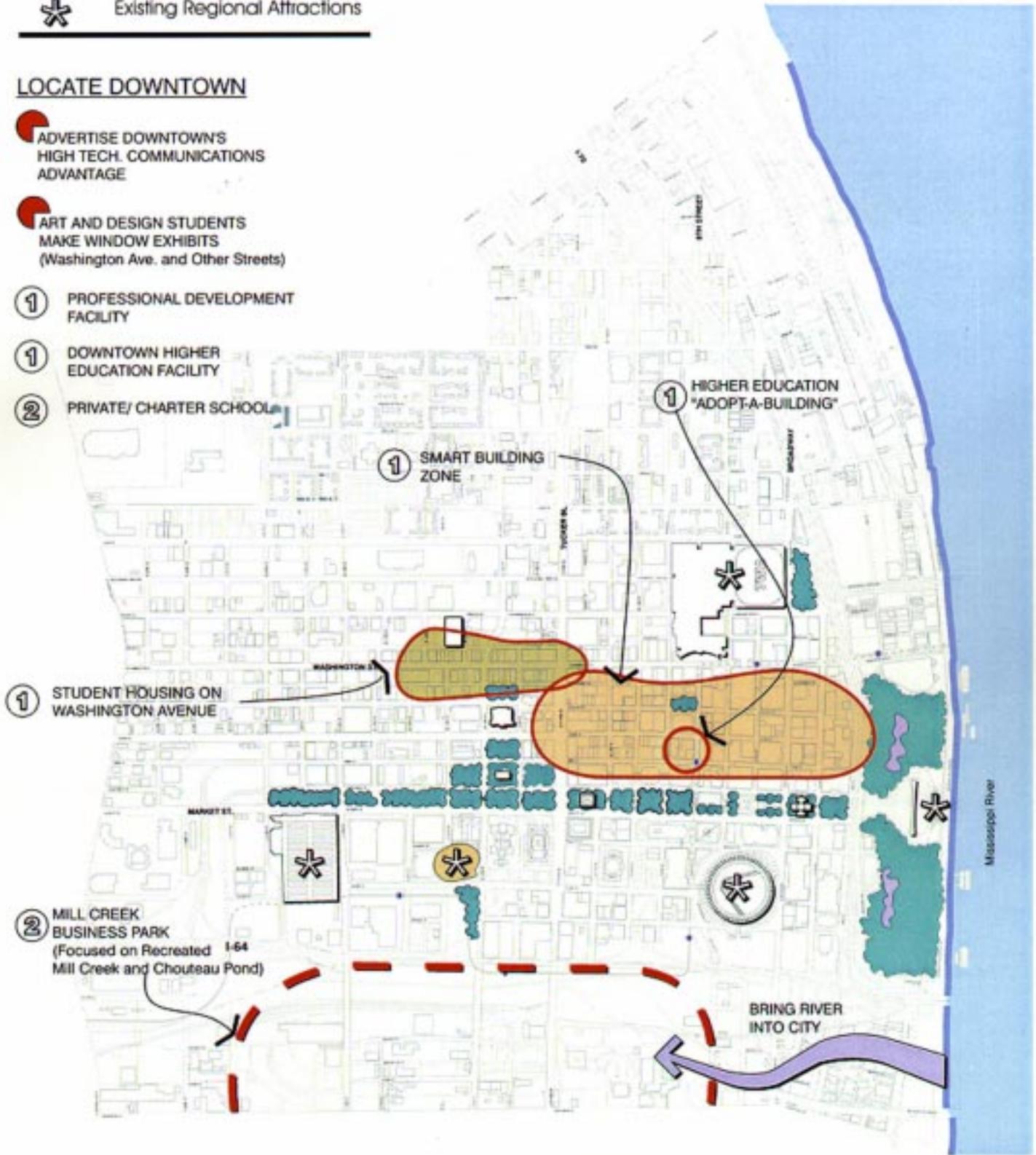


**First Directions
Strategy 3:
The Education and Technology
Continuum**

-  Immediate Actions
-  Phase 1 Actions
-  Phase 2 Actions
-  Existing Regional Attractions

LOCATE DOWNTOWN

-  ADVERTISE DOWNTOWN'S HIGH TECH. COMMUNICATIONS ADVANTAGE
-  ART AND DESIGN STUDENTS MAKE WINDOW EXHIBITS (Washington Ave. and Other Streets)
-  PROFESSIONAL DEVELOPMENT FACILITY
-  DOWNTOWN HIGHER EDUCATION FACILITY
-  PRIVATE/ CHARTER SCHOOL



- clear and direct pedestrian connections between Arch Grounds and Laclede's Landing;
- reuse of Post Office: gala events (associated with Convention Center, fund raising, or cultural activities); offices on upper floors; release RFQ for Post Office reuse;
- develop major urban square as a setting for the Post Office (preferred location parking lot north of post office);
- expand concept of "art window displays" to 8th street, and additional areas along Washington;

Attractions:

- major nation-scale popular museum attraction such as a branch of Smithsonian Museum (possible locations: Cupples, Opera House, Old Courthouse, other location along Mall; location on or near Washington Ave.)
- development of a major performance venue on the Arch Grounds;

Phase 2 Actions:

Connections:

- improve connections to Arch across I-70 corridor, potentially incorporating additional parking for Adams Mark hotel;
- reuse historical buildings near Post Office;

Attractions:

- feasibility analysis of an Aquarium and/or Transportation Museum ;
- development of America's Music Center at appropriate location and/or promoting music and a destination throughout the Downtown ;
- identify location and developer for a downtown Urban entertainment complex; (possible locations: along the Mall; St. Louis Centre; site in the old Downtown Core, on or near Washington Ave.)

Strategy 3: The Education and Technology Continuum

Immediate Actions:

Education:

- Commission art and design students to create window displays on Washington Ave. and other Downtown streets.

Technology:

- promote the opportunities associated with Downtown's high quality telecommunications infrastructure;

Phase 1 Actions:

Education:

- locate local University professional schools or faculties in the Downtown. Possible locations for professional school/faculty: Arcade Building or another big historic structure.
- coordinate with new Downtown student housing along Washington Ave.
- negotiate with the major universities to fund the stabilization of one or more key historic buildings in the Downtown Core: a University "adopt-a-building" program.
- promote development/relocation of commercial professional development institutions in the Downtown Core.



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GENERAL

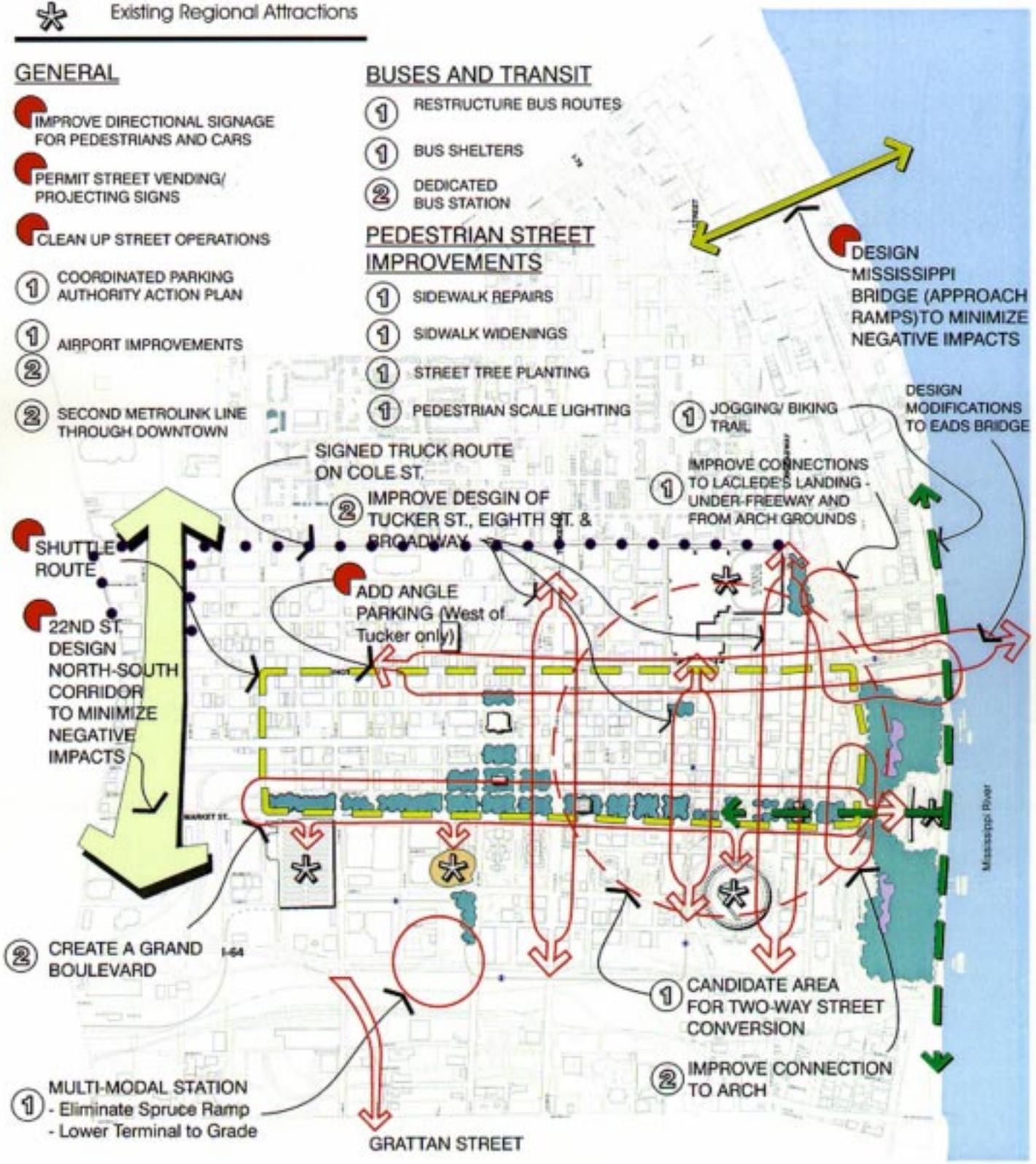
-  IMPROVE DIRECTIONAL SIGNAGE FOR PEDESTRIANS AND CARS
-  PERMIT STREET VENDING/ PROJECTING SIGNS
-  CLEAN UP STREET OPERATIONS
-  COORDINATED PARKING AUTHORITY ACTION PLAN
-  AIRPORT IMPROVEMENTS
-  SECOND METROLINK LINE THROUGH DOWNTOWN

BUSES AND TRANSIT

-  RESTRUCTURE BUS ROUTES
-  BUS SHELTERS
-  DEDICATED BUS STATION

PEDESTRIAN STREET IMPROVEMENTS

-  SIDEWALK REPAIRS
-  SIDEWALK WIDENINGS
-  STREET TREE PLANTING
-  PEDESTRIAN SCALE LIGHTING



Technology:

- use nexus of telecommunications infrastructure focused on Southwestern Bell buildings as an incentive to locate new computer/communications-dependent businesses in adjacent office buildings;
- identify Class B buildings in the Core for technology up-grade

Phase 2 Actions:

Education:

- develop a private/charter school Downtown

Technology:

- develop a business/technology park in Mill Creek Valley area. Coordinate with re-creation of Mill Creek and Chouteau's Pond.

Strategy 4: Streets For People

Immediate Actions:

- better management of street use: permit street vendors, better management of construction and other activities that restrict traffic/pedestrian flow;
- improved pedestrian/tourist signage for both cars and people;
- angled street parking on Washington Ave. (permit street parking on other roads, where feasible);
- district Downtown shuttle vehicle route along Washington Ave, 20th St., 8th St., the Mall, Riverfront;
- Eads Bridge design modifications to facilitate bicycle and pedestrian access;
- redesign of 22nd St. Connector/Jefferson Ave.; and Mississippi Bridge ramps into Downtown to create attractive, non-highway boulevard-style connecting streets;
- immediate remedying of most obvious negative sidewalk conditions.

Phase 1 Actions:

- program for comprehensive improvement of all Downtown streets by 2004:
- pedestrian scaled lighting;
- widened sidewalks/reduced pavement widths
- street trees/landscaping
- coordinated street furniture
- special sidewalk paving;
- better identification of MetroLink stations;
- coordinated parking strategy, establishment of a coordinating parking authority;
- riverfront improvements including generous jogging, walking area; bike trails connected to regional trail systems; viewing platforms;
- redesign of downtown bus routes, provision of bus shelters;
- recreate two-way streets Downtown.

Phase 2 Actions:

- Major Mall Redesign
- confirm Mall's status as a major organizing feature of the City develop as an urban boulevard with three eastbound lanes (Market); three westbound



lanes (Chestnut); close off three lanes of Market to create a continuous, tree lined promenade along south side of Market Street;

- redesign of existing Mall open spaces: focus for multiple water features from 20th St. to Arch Grounds symbolizing the presence and power of the Mississippi, recreation and other attractions.
- redesign of Tucker Street, 8th Street, Broadway
- develop second Metro Link route through downtown (north south route?)

Next Steps

Implementing a strategy for Downtown revitalization will require support from the City and its agencies and from the senior levels of government, from the business community, and from residents of the St. Louis region. This range of small, medium and large size projects must be coordinated in a strategic fashion to achieve the long-term vision for Downtown. This report presents our first directions in setting out the key opportunities and direction for downtown revitalization.

To continue these “First Directions,” the study team will provide numerous opportunities for the public and stakeholders to provide input into this preliminary strategy. The consultant team will then test alternative scenarios within this strategy for achieving Downtown development, examining and amending this list of possible actions in much finer detail. Each alternative will draw upon the Big Ideas and action strategy to identify an effective coordinated and synergistic mix of action to make up a Downtown St. Louis Action Plan.

In early fall, the study team will conduct a series of workshops and public meetings to present these alternatives, assess their strengths and weaknesses, and choose a preferred development scenario. This preferred scenario will be the basis of the detailed Downtown plan to be completed toward the end of this year.