

Long Range and Larger Scaled Changes

28. Update the Commercial District Redevelopment Plan's architectural design guidelines to mandate ground floor active commercial, retail, restaurant use on all parcels in the business district. Detail the required size and character of large retailing windows on the first floor. Mandate at least a two-story structure to infill all parcels fronting Grand. Second floors to be used for parking, offices, or residential. Guidelines can be created to encourage taller buildings to create higher densities that can help pay for the structured parking garages. Without the higher density, and resulting higher property values, structured parking solutions will be less economically feasible. The result of lower density commercial development (typical suburban sprawl) will be a higher demand for surface parking lots in the area, thus placing more development pressure for acquisition of residential property to demolish for parking lots. Higher density can include residential uses, including both apartments and condos in either townhouse or loft building form. Visit the University City loop to note the many 4, 5, and 6 story apartments and office buildings, and how the mix of use and the higher density of development play a part of this district's success. Both elderly housing and student housing are a component of the U City Loop.

The Steering Committee agreed with this solution with no additional comments.

29. The small-scaled residential building types fronting Grand that have been converted to permanent business use should be designated for a large-scale redevelopment project. These buildings are grouped together at 3159, 3163, 3165, 3167, and 3169 South Grand. This will be a long-term district objective, as property assembly will probably take many years to come under a single ownership interested in redevelopment of a larger scaled mixed-use project. The adaptive reuse of these homes has worked well for the early development of the Business District. As the Business District grows in economic success, a commercial building will be able to create a much more efficient use of these properties when they are combined into a single large parcel. Redevelopment of this large project should include ground floor retail with a second floor for parking and a possible third floor for parking or office or residential use.

The Steering Committee disagreed with this solution, stating:

It is inappropriate to demolish these buildings as they are some of the original and oldest buildings on Grand.

The short-term parking solution drawings show how a 68-car parking lot can be created behind these buildings with only the demolition of the existing garages located in the back yards. This redevelopment will require remarkable cooperation of these individual property owners, or the eventual ownership of these properties by a single developer.

The evolution of this site over the long-term shows the construction of a 5,500 square foot per floor building that replaces the two duplexes at 3167 & 3169 Grand and the one newer, non-historic Lucas Optometry building at 3165 Grand. The larger redevelopment scenario described above may be possible if there are better architectural aesthetic guidelines to assure that quality buildings replace the existing buildings. The Steering Committee opposed designing a larger development on this site to include the CBGB and St. Louis Wok buildings. Currently, this group of buildings appears to under perform the local business district standard, and presents a clear redevelopment opportunity for the long-term benefit of the district, including coordinated parking. Multiple owners of these buildings may not have the income stream from the building rents to implement the large, coordinated parking lot design shown in the drawings.



Existing view of these rear yards, mostly underutilized for parking.

30. Multiple residential properties that are directly adjacent to the Business District, which have been assembled for redevelopment, and have been designated with the Transitional Business District Zoning, should be allowed to build structured parking in the rear yards of these properties. One possible example of this project type would be in City Block 1463 between Juniata and Connecticut. Combining addresses 3530 to 3540 (3 buildings, one is a multi-family building) and 3529 to 3541 Connecticut. Most of these buildings are rental property. With these properties combined, a three level structured parking garage could be built that could contain about 180 cars. This could include some hourly public parking, and could provide parking for Jay's International and a new high density mixed use building built on the lot at the corner of Juniata and Grand (now a surface parking lot). The existing building code will effectively regulate as to what uses can still be implemented directly adjacent to a parking structure. Maximum height of the top parapet should be no greater than the heights of the existing building parapets on the property. It is likely that at least one building would need to be demolished to allow for the existing alley to be turned out toward a side street, and the existing alley would need to be vacated between these properties. In fact, in downtown Memphis, new residential apartments have been built to wrap around structure parking garages. This unique project was recently completed near the Memphis Redbird's new Auto Zone Ballpark, and is a part of Art & Architecture's Traditional Neighborhood Development slide show. This is a complex solution which could be implemented is a variety of sites in the parking study area. This solution will be more easily understood in graphic form produced in the next phase of this parking study. (Not drawn due to dislike of this solution as proposed.)

The Steering Committee disagreed with this solution, stating:

The buildings mentioned above (3530 – 3540 Juniata and 3529 – 3541 Connecticut) are inappropriate to demolish. They are in reasonably good shape and occupied. Additionally, one of the buildings on Juniata, a six-family flat, was recently acquired by DeSales Community Housing Corporation and is being rehabbed into three or four town houses.

This solution is redirected due to the comments. The City Property Company currently owns the existing 29-car parking lot located just to the north of Jay's International. The existing parking lot is critical to the continued successful operation of Jay's International store. The parking solution drawings show how this site can be easily redesigned to hold almost double the parking spaces. One design element that helps achieve this increase is the use of the existing alley as a drive aisle, with parking spaces positioned directly along the southern edge of the lot. Using existing alleys as drive aisles for new parking spaces is a parking lot design pattern that should be implemented when ever possible in the district.

Long-Term Redevelopment Potential

The long-term parking solution drawings show this site with the potential for a new mixed-use retail building with 7,500 square feet per floor. For this site to be viable for retail development, at least two of the adjacent homes fronting Juniata will need to be demolished to create a 41-car parking lot (see drawing A6, City Block 1463). Parking for the Jay's International building can be expanded from the existing 18-car lot to a 47-car lot with the demolition of two homes fronting Connecticut.

This project site could be the center of a much larger redevelopment project that could make better use of the large parking lot behind Commerce Bank (City Block 1462). A large-scale redevelopment project here could include new infill buildings on City Blocks 1462 and 1463, and could attach to the upper floors of the Jay's International building, which are mostly used for warehouse storage at this time. Two separate development scenarios are shown for this site that detail larger projects that could better fill this gap in the streetscape and provide better use of the site for the long-term growth and success of the South Grand Business District.

Reasons for Planning For Growth

The parking study must consider the potential for growth by projecting possible redevelopment scenarios for the future. If the future growth of the district is not considered at this time, a similar parking crisis could be encountered in another 10 years if the district remains successful.

The current property ownership – The City Property Company – has shown great interest in investing in commercial redevelopment in the area. It is likely that this investment interest will continue into the future, especially since additional investment will increase the property values of all of the real estate holdings City Properties has in the Business District.

The large vacant parcel at 3158 Grand is positioned between two adjacent properties with great redevelopment potential. To the north, there will be a half block that will remain after Commerce Bank completes their new branch bank facility. The remaining Commerce site is currently viewed as the single largest source to supply public parking in the district. Much of this parking is too remotely located to be perceived by the general public as viable parking spaces. To the south of this site is the Jay's International Building that currently has about 12,500 square feet of warehouse space on the second and third floors. This space has good potential as either offices or residential lofts in the future.

In retailing, the synergy of locating multiple retail businesses in a shopping district is a proven development strategy. Town Centers and historic "Main Streets" display the origins of this retailing concept, with shopping malls and strip centers illustrating the dominant retail culture today. Missing tenant spaces in the streetscape weaken the retailing synergy. There is a large gap in the retail storefronts north of Jay's International, and it would be beneficial to the Business District to fill these large gaps with new mixed-use buildings. The increased activity along this street front will increase the usefulness of the large surface parking lot supplied in City Block 1462 (the Commerce lot). See photo on page 34.

Finally, higher densities of development make parking structures more economically feasible. Low-density developments will almost always require surface parking lots to be profitable.

Parking Space Projection

For parking calculations, 2.9 spaces/1,000 sf. retail space, 2 spaces/1,000 sf. office space, and 1.5 spaces/apartment unit are used as appropriate figures for off-street parking requirements for “Town Center” styled development. The new infill development in this area could possibly include:

14,000 sf	new retail space	41 parking spaces (New buildings on blocks 1462 and 1463)
6,252 sf	existing retail space	18 parking spaces (Jays International)
	plus	
34 units	new loft apartments	51 parking spaces (2 nd & 3 rd floor space of all three buildings)
	or	
40,860 sf	new office space	81 parking spaces (2 nd & 3 rd floor space of all three buildings)
61,112 sf	total area	110 to 140 (Potential range of required parking spaces)

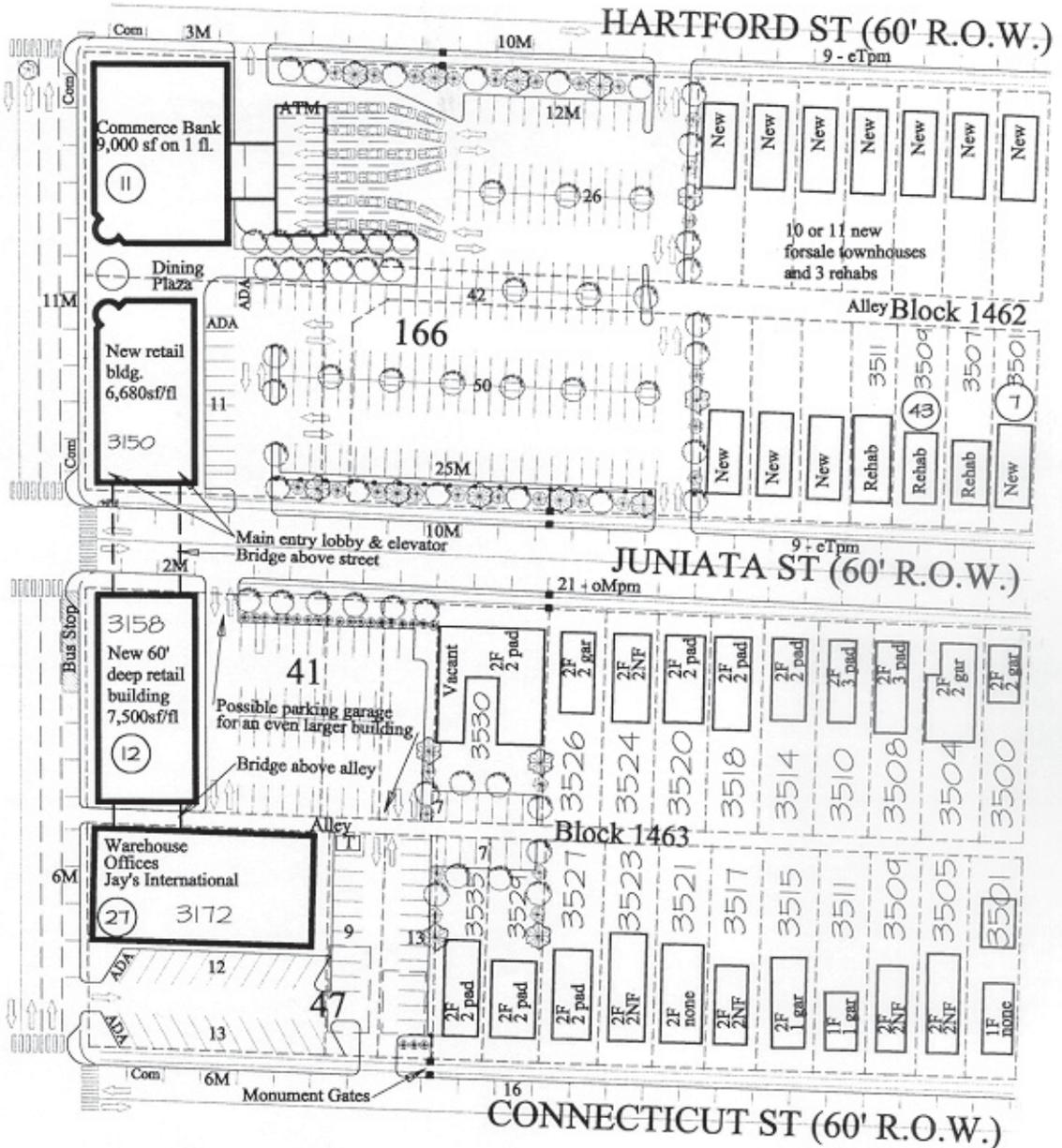
Parking supply shown in drawings (see Long-Term Solutions City Block 1463):

Jay’s International Site	47 parking spaces
City Property Building	41 parking spaces
South ½ of block 1462	114 parking spaces
Subtotal	202 parking spaces
Street Parking	78 parking spaces
Total parking in immediate block	280 (Potential 140 car surplus for parking in these blocks)

A larger infill project could be created in City Blocks 1462 & 1463. This drawing shows a 3 story, 6,680 sf. building built adjacent to Commerce Bank and a 7,500 sf. building built on the next block to the south. These buildings could be linked by a bridge on the 2nd & 3rd floors that spans above Juniata. These buildings could be further linked to the upper floor of Jays International for redevelopment of this existing warehouse space. Key to linking these buildings is that they then could locate the main stair & elevator entry tower toward the existing large parking lot on City Block 1462.

This redevelopment project will fill the large gap in the retail streetscape, and could encourage more pedestrian activity to better utilize the large parking lot currently owned by Commerce. The parking statistics shown on page 26 show how this redevelopment concept can work. A larger building would be possible if structured parking were built in place of the 41 car surface lot shown on City Block 1463.

The bridge above Juniata could contain very interesting office or loft space that would add an architecturally unique feature to the character of the South Grand Business District. It is exactly unique features such as this that distinguish urban shopping districts from the more bland suburban competition.



Development potential of combined site:
 3 story buildings = 55,000 gross sf.
 4 story building = 70,000 gross sf.
 5 story buildings = 83,000 gross sf.

Solution #30 Large Scale Infill Potential, Option #3

South Grand Commercial District Parking Study

including parts of the Tower Grove Heights & Tower Grove East Neighborhoods

City of St. Louis Planning & Urban Design Agency
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The layout of this project was obtained through a grant from the Department of Housing & Urban Development and the City of St. Louis Planning & Urban Design Agency under the provisions of the Urban Design & Community Development Act of 1974 as amended.

Sheet 26.1
 Date: November 25, 2002

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Scale: 1" = 100'-0"

31. As a further evolution of the above redevelopment scenario, Transitional Business District Zoned properties should be allowed to be redeveloped with the demolition of the buildings fronting one street with the replacement structure being built in accordance with detailed architectural design guidelines as noted above in **Larger Scaled Changes**. Additionally, the front of the new parking structure must be designed with at least a 20' deep space usable as office, residence, art studio, or other use determined suitable for the Transitional Zoning category. This frontage will assure an active and interesting streetscape rather than the less attractive, inactive façade of a parking structure.

The Steering Committee disagreed with this solution, stating:

The Steering Committee would prefer the City's conditional use or Board of Adjustment process to creating a whole new process. According to Susan Anderson (S. Grand CID), the redevelopment plan's architectural design guidelines already mandate that new parking structures must be designed with street level commercial.

No. The suggestion here is that the Transitional Zone eventually becomes a Business Zone, or in other words, in time, a policy of demolishing homes is put in place (resident comment).

These (both #31 & #32) make me really uncomfortable. It's not just because they talk about demolition; I know that they're "long" term solutions. It's because I've never once seen a developer follow "architectural design guidelines" or build a new building that looked even half as good as one he tore down. Usually, they end up slapping an "historic looking" detail or two on the building and calling it done. The Cultural Resources Office often lacks the intestinal fortitude to enforce its own rules. Without enforcement, any guidelines are pretty useless (resident comment).

The parking solution drawings do not show any of this type of large-scale development of parking structures for the short-term planning view. The long-term solution drawings show one high density parking structure in City Block 2102, in the north half of the block behind the Dickman Building. This long-term redevelopment project is described below in solution #32.

The public comments for this proposed solution suggest that it would be in the Business District's benefit to adopt more detailed architectural design standards that mandate more interesting infill architecture. This would help provide guarantees to the residents of the area that demolition of historic buildings will not be done in vain, with new infill buildings being unadorned and uninteresting architecture. This is the criticism of the Streetside/Bread Company retail complex. If the Business District is in the pursuit of high quality tenants, high quality architecture should benefit the overall development direction desired for the South Grand Business District. This policy change could help ease the conflict that will always remain regarding demolition of existing buildings to provide more parking or new infill buildings.

32. Designate a large-scale project site for 3612, 3614, 3618, 3622, 3624, and 3628 Arsenal. This property has a frontage that has the potential for commercial use due to the proximity to the intersection of Arsenal and Grand. Arsenal has about 5,000 vehicles per day passing by in each direction (total of 10,000 per day). This site has the key position for redevelopment as ground floor commercial and retail use with the second and third floors used as structure parking to serve this development and the existing high density development at the eastern end of City Block 2102 (The Dickman Building). The property for this project could be usefully assembled over time if the Transitional Zoning policy noted above (solution #26) is implemented (allows the developer to pave the back yard of existing residential buildings, and to lease these residential buildings for a variety of allowed uses).

The Steering Committee disagreed with this solution, based on the following comments:

No. This would be an inappropriate use of property immediately across from (historic) Tower Grove Park. Could be appropriate to acquire one or two structures for combo commercial/residential use with rear surface parking. (business comment)

NO...it is taking away historic buildings to create parking (resident comment)

The objective is to preserve homes (resident comment).

We found it quite disturbing that some of the long-term planning (#26) involved going through the process of converting existing homes into commercial buildings that would have the option of paving the back yards to function as parking lots. While this parking plan option may pass within the neighborhood with restricted use, we found it quite deceiving that by agreeing to this (#26) the neighborhood would make it easier to later tear down these same previous residential lots (see #32) in order to build a parking structure. As a resident of the 3600 block of Arsenal we were particular upset by Proposal #32 where such deceit is clearly spelled out. In this case the first six homes which are a combination of owner occupied and rental units, are listed as the site for a possible demolition and reconstruction into a parking/commercial structure. This is a backhanded way of handling rezoning and demolition in the city (#10 and #11) both of which this neighborhood has had negative experiences with in the recent history. It is extremely deceiving to present proposal #26 in such high regards only to mention in proposal #32 that this previous proposal opens the door to demolition. It is critical to present short-term and long-term plans together otherwise people are going to feel deceived by the whole process. In this current format this is not accomplished and would not be acceptable to many in the neighborhood. In addition:

This location would serve only the northern end of the Grand Business District. Since it is apparent that people with a suburban mindset do not like to walk more than a half of block to their destination this would not service the majority of the district. Tower Grove Park, in combination with the historical homes that surround it, is one of the draws to the neighborhood and the business district. With the exception of the building that houses Streetside Records/Kinkos/Bread Co./Hollywood Video the other two buildings have been maintained or restored to their original splendor. Demolishing historically intact and many recently renovated homes in order to build a commercial/parking structure is not an acceptable solution. (resident comments)

Reasonable Compromise

The business owners are attempting to work with the community residents in good faith and trust. Part of this trust is the fundamental assumption that the business owners are truthful in their claim for the need for additional parking in the area. The on-site parking supplied by a majority of blocks in the area is far below any standard, even when including the parallel parking on the street. Concentrations of parking deficits occur west of Grand in the northern and central portions of the district, and east of Grand in the southern portion of the district. City Block 2102 on the west side of Grand Avenue south of Arsenal clearly has the largest parking deficits of any portion of the district no matter the parking standard used.

Poor parking will cause businesses in the district to lose quality tenants, dampen growth, stagnate rents, and lead to deferred maintenance and eventual decline. In the long-term, some changes along the edges of the Business District are necessary to provide the adequate parking needed to maintain the quality of the tenant mix. Decline in the Business District may well lead to decline in the residential neighborhood. Reasonable compromise will need to be made on both sides of the demolition debate.

Evolutionary Change

The parking study process has documented public support in surveys and focus group meetings for the creation of more parking for the business district if it is part of a systematic plan or set of solutions to the parking problem throughout the area. The parking solutions provide for a gradual increase of parking throughout the district (see drawings). Early phases of creating more parking around City Block 2102 include increasing the parking along Arsenal (solution #22) and creating parking behind the existing residential buildings directly adjacent to the business district (solution #9 & #26 and the short-term parking solution drawing). Where there are high concentrations of existing square feet with little or no parking, the long-term view suggests that it is wise to plan for this need by planning the construction of more urban, structured parking with ground floor retail instead of allowing massive suburban styled parking lots. Even though this parking garage/retail building requires the demolition of 4 homes, it does preserve more homes than what a surface parking lot would otherwise entail.

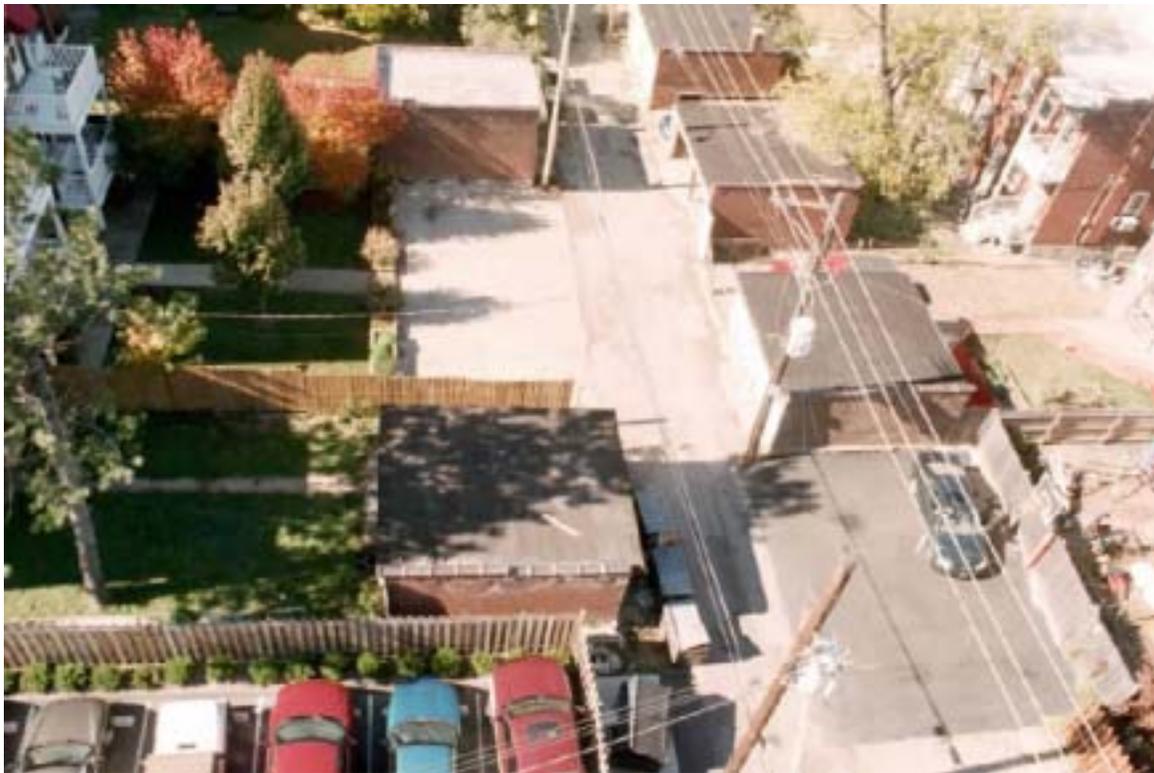
The Parking Garage

City block 2102 contains over 66,000 sf. of space, most of which is in the Dickman Building. Much of this office space remains vacant, and has been very difficult to lease due to the lack of parking. The building owner has offered tenant parking east of Grand on City blocks 1462 (Commerce Bank lot) and 1463 (next block south). Most prospective tenants have rejected this as inadequate and gone elsewhere.

Suburban parking standards would require this group of buildings on this block to supply between 225 to 300 parking spaces. Town Center off-street parking standards used in this parking study (2 spaces/1,000 sf for office space) suggests a need for at least 130 spaces, currently 12 are provided. A surface parking lot to supply the needs of the historic commercial buildings on this block is nearly equal to the Commerce Bank parking lot. This suburban parking solution would require the demolition of the homes on half of the City Block, not an acceptable solution to maintain the existing urban character. Clearly large surface parking lots are not a sensitive solution to creating parking in an urban neighborhood.

Arsenal has about 10,000 cars per day traveling by the site proposed for the parking garage, thus ground floor retail would be possible here. Due to the offset in Grand Boulevard, this site would also have good visibility for the 15,000 cars per day traveling southbound. The regular softball leagues and the events periodically planned in Tower Grove Park would also benefit from the availability of structured parking here. The Dickman Building is the landmark building for the South Grand Business District, so a future parking garage is warranted in the location proposed in this long-term solution.

Note that the extent of this solution is scaled back from the original draft solution above, requiring only 3612, 3614, 3618, and 3622 Arsenal to create a parking garage for 88 to 110 parking spaces on three floors. A fourth floor for the parking garage might be considered during the design phase of this project. The six-family building at 3624-28 is now preserved in this solution.



Back edges of the rear yards on the eastern end of City Block 2102 are substantially paved. The proposed parking garage would not front Hartford to the left in photo.



The rear yards of the homes to the northwest of the Dickman Building are often in the shadow of this 6 story historic landmark. The parking solution drawings show a gradual testing of exactly how much parking is needed for the buildings in this block. Early steps in implementation add parking in the rear yards of the existing homes, keeping all of the homes in tact for residential or office use. The long-term scenario suggests that the best solution is to build a multi-level parking structure to create adequate parking in this block. The parking garage building would replace the four homes shown at right in this photo, but not the six-family building visible at the top of the photo.

33. The Commerce Bank site currently has the ability to become the largest redevelopment project in the South Grand Business District. The land assembly is complete; the demolition of the existing building is already anticipated and desired by neighborhood residents. The existing buildings are poorly designed in that they tend to discourage commercial activity due to the limited storefront windows on the street front facades. Commerce Bank is well along with the planning for a smaller branch bank building at the corner of Grand Avenue and Hartford Street.

The remainder of the site has potential to stimulate further activity for the South Grand Business District by becoming a Traditional Town Center. This project should be mixed use in character, including ground floor restaurant or retail fronting Grand. Parking on a second and third floor, and either office and or residential on the upper floors. The Hutchinson Arms apartments further north on Grand shows just how ambitious developers thought many years ago. A single large project could take the South Grand Business District to the next level of success. Higher densities were favored in both the resident and business owner’s surveys. The branch bank building and adjacent mixed-use building could be built to align with other buildings on Grand Avenue and parking, therein leaving the remaining eastern half of the block for attached (higher density) for sale townhouses. The parking for this large building should be sized to accommodate some pay, hourly public parking in addition to parking for employees and customers of the bank and the proposed mixed-use building.

The Steering Committee disagreed with this solution, stating:

Steering Committee’s suggestion concerning the Commerce site and the remaining block (from 10.14.02 meeting minutes):

There was a long discussion on the Commerce parking lot and how it could become a parking resource for a portion of the commercial district. A majority of the Committee favored clearing the three residences at Juniata and Arkansas (the southeastern end of the Commerce parking lot) for parking or commercial uses. Patrick Moore made it clear that residents of the adjacent blocks want the three buildings rehabbed and support constructing new residential units at the east end of the block.

The Steering Committee thought that in general the Draft List provided by the Consulting Team advocates new parking facilities behind the South Grand businesses towards the residential area rather than using and upgrading existing parking lots, including the Commerce lot.

The Steering Committee decided to make several strong recommendations to the Consulting Team. They would like to see the following clearly included in the final Parking Study:

- a) Utilize as much as possible of the existing Commerce Site for enhanced parking.*
- b) It will take a large community effort to improve parking using various solutions.*
- c) Improve (pave, line, fence, meter, landscape, etc.) existing city lots.*
- d) Approach the First Divine Church of Science (on Wyoming) to reach an agreement about shared parking for this lot.*
- e) The idea of paving backyards for parking should only be used if the residential buildings are converted to commercial uses..*
- f) Instead of creating a Transitional Zoning District process, stick with the City’s existing conditional use process. The Transitional Zoning District process is viewed as a slippery slope that can lead to parking garages fronting on side streets, an unpopular solution. The conditional use process works! And it allows the property to revert back to original zoning when the property changes ownership or use.*

The construction of the new Commerce Bank facility is now underway. Selective demolition work has begun, and the interior retrofit of the existing building on the south half of the lot will soon begin for the temporary facilities for the bank to use during the demolition and construction process for the new building that will extend to the end of 2003. Due to these factors, the large-scale mixed-use development with a parking garage originally proposed as solution #33 for this site is not included as part of the final solutions for the parking study.

An approximate drawing of the new Commerce Bank site plan is shown in the parking solution drawings. A large portion of the eastern half of the block is not needed for the new bank facility. The limited size of the remaining south half of the block restricts the amount of mixed-use retail development that can front Grand on this site. The parking solution drawings show a new building with a footprint of about 5,350 sf. per floor and 155-car parking lot on this block. Commerce requires about 30 parking spaces, with the new mixed-use building (3 stories) requiring 65 parking spaces. This leaves a surplus of about 115 parking spaces in this City Block. The parking solution drawings show the outer edges of parking on this large lot to be used for public, metered parking spaces, with the center of the lot for use by the buildings on the block. Note also that the parallel street parking spaces that line this parking lot are also shown as metered.

Parking Required in City Block 1462:

Commerce Parking	30 parking spaces at 3.33 spaces per 1,000 sf.
New Building 5,350 sf. Retail	30 parking spaces at 5.5 spaces per 1,000 sf.
2 nd & 3 rd Floor 10,700 sf. Office	35 parking spaces at 3.33 spaces per 1,000 sf.
Subtotal On Site	95 parking spaces (per suburban standards used by Commerce)

Parking supply shown in drawings:

On Site Parking Supplied	155 parking spaces
Street Parking	55 parking spaces
Total parking in immediate blocks	210 (115 car surplus for public parking in this block)

Redevelopment of Eastern End of City Block 1462

Some of the public comment concerning this parking lot had a clear geographic division. Many residents living west of Grand believed that the Commerce Bank parking lot is the best solution for all of the parking problems in the Business District. Some of these residents also were proponents of the demolition of the existing three homes located on the southeast corner of this City Block. In contrast, many of the residents living east of Grand tended to want to preserve these three homes, and felt that it was reasonable to build new homes on the eastern portion of the existing parking lot.

The parking solution drawings show the reuse of the eastern end of City Block 1462 for the construction of 10 or 11 new infill homes and the renovation of the existing vacant homes on this block. City Properties has already tested the marketability of the parking surplus available on this block and found that there was not much demand for parking so far away from the business district. New development fronting Grand could increase the usefulness of the parking lot, but the above parking calculations show that a significant surplus can be created even with the use of the eastern end of the block for the construction of new homes. The new homes should all be for sale homes that include at least 2 or 3 parking spaces on the back of each lot accessed off of the alley.



View of the existing Commerce Bank building viewed from the roof of the Dickman Building. A smaller branch bank could make the remote parking lot behind Commerce more inviting, but the new drive-thru teller lanes will present a traffic barrier to the use of any parking surplus here. Note also the large gap in the streetscape between Commerce and Jay's International – see solution #30 above.

34. Where larger scaled projects are implemented, and extend at least three properties into the existing residential used properties, the development should be required to build Business District Entry Monuments. A standard Entry Monument design should be created and held on file for reuse by any Large Scale project developer. Additionally, all large scaled projects must provide fenced front yards per the landscape and fence standards noted above. Large scaled projects, where demolition is permitted, must build any new building façades to align with the front facades of the existing homes on the block. Interesting architectural features such as towers, turrets, bay windows, and front porches are allowed to project beyond the front façade plane created by the existing homes. Large projects that create public parking must install standard public parking signage and lighting.

The Steering Committee agreed with this solution with no additional comments.

The following text includes additional written comments from the Steering Committee and separate resident groups regarding the initial draft submittal of the above 34 solution ideas.