

**PROJECT
CONNECT**

ACTION PLAN

**A City of St. Louis
Initiative**





ACKNOWLEDGMENTS

The St. Louis Development Corporation (SLDC), the City's economic development agency, established a Project Connect Team in June of 2016, led by the consultants listed below. SLDC directed this Team to develop alignment and a shared vision alongside a Steering Committee, Technical Working Group and the community.

STEERING COMMITTEE

Mary Ellen Ponder, Chief of Staff, Office of the Mayor
Maggie Crane, Communications Director, Office of the Mayor
Carl Filler, Director of Strategic Policy Initiatives and Community Partnerships, Office of the Mayor
Patrick Brown, Chief Resilience Officer, Office of the Mayor
Otis Williams, *Executive* Director, St. Louis Development Corporation
Rob Orr, Director of Major Projects & Engineering, St. Louis Development Corporation
Don Roe, Director, Planning and Urban Design Agency
Connie Tomasula, Urban Designer, Planning and Urban Design Agency
Dale Ruthsatz, Director of Commercial Development, St. Louis Development Corporation
Alana Green, Executive Director, Community Development Administration
April Griffin, Executive Director, Affordable Housing Commission
Michael Holmes, Executive Director, SLATE
Russell Halliday, Program Manager, St. Louis Development Corporation Consultant
Isa Reeb, Urban Designer, Project Connect Consultant
Tony Wyche, Public Relations, Project Connect Consultant

TECHNICAL WORKING GROUP

Mayor's Office*
Affordable Housing Commission*
Board of Public Service*
Building Division*
Community Development Administration*
Neighborhood Stabilization Team*
St. Louis Parks, Recreation and Forestry*
Planning and Urban Design Agency*
Streets Department*
East-West Gateway Council of Governments
Great Rivers Greenway
Bi-State Development Agency (Metro)
Metropolitan St. Louis Sewer District
St. Louis Development Corporation*
Choice Neighborhoods (Urban Strategies)
Promise Zone
Downtown STL
St. Louis Agency on Training & Employment (SLATE)*
National Geospatial-Intelligence Agency (NGA)
US Army Corps of Engineers

PROJECT CONNECT CONSULTANT LEADS

Isa Reeb, Civitas
Russell Halliday, MWH/Stantec
Dustin Riechmann, Lochmueller Group
Julie Nolfo, Lochmueller Group
Bob Welsch, Stantec
Dan Guimond, Economic and Planning Systems
Tony Wyche, Soapbox

* denotes City of St. Louis department or agency



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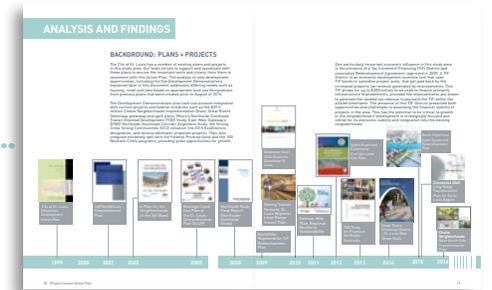
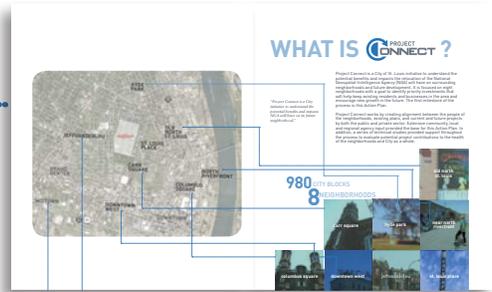
Background: Plans + Projects

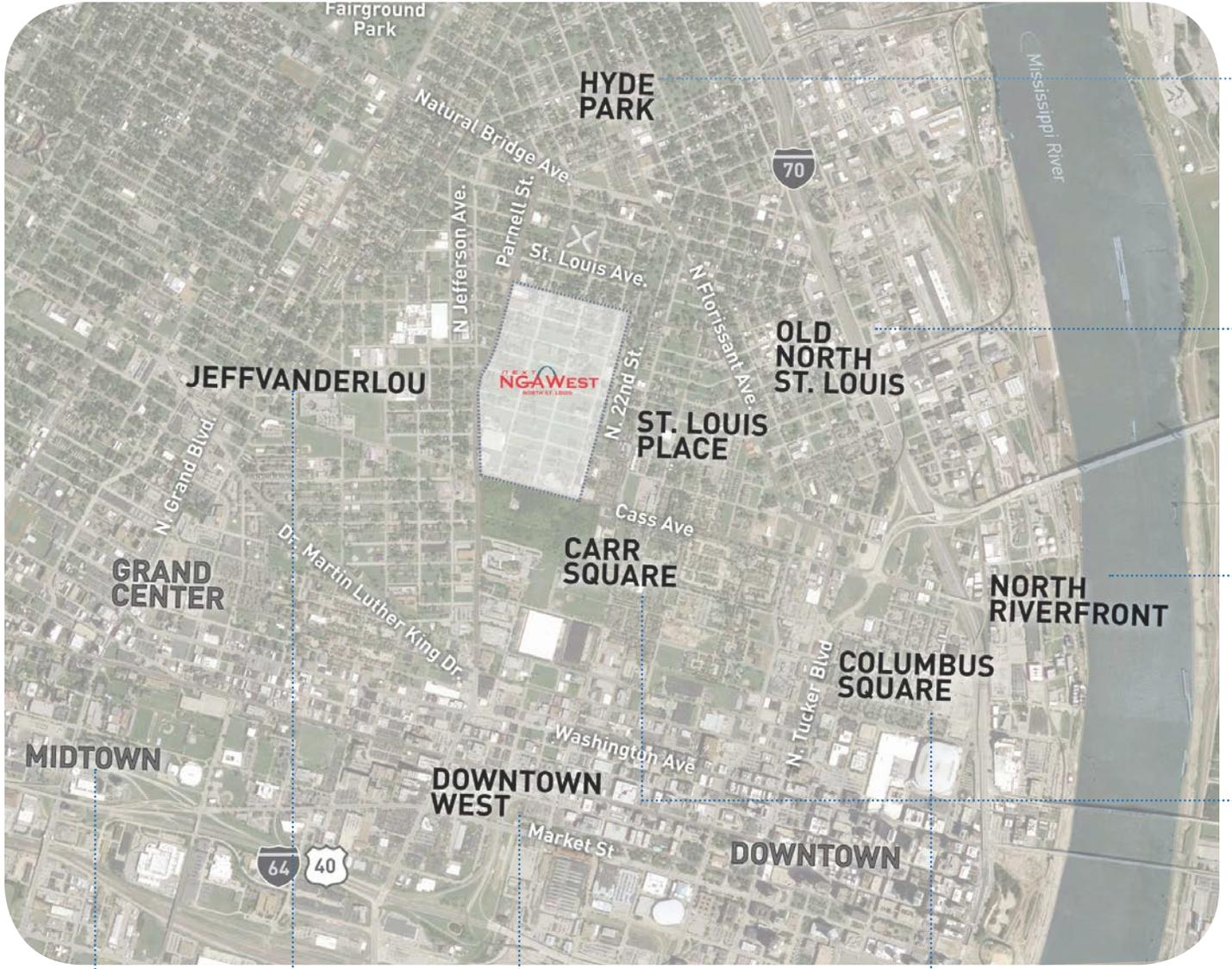
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Fairground Park

HYDE PARK



Mississippi River

Natural Bridge Ave.
Parnell St.
N. Jefferson Ave.

St. Louis Ave.

N. Florissant Ave.

JEFF VANDERLOU

NGAWEST
NORTH GRAND CENTER

OLD NORTH ST. LOUIS

ST. LOUIS PLACE

N. Grand Blvd.

Cass Ave.

GRAND CENTER

CARR SQUARE

NORTH RIVERFRONT

Dr. Martin Luther King Dr.

COLUMBUS SQUARE

MIDTOWN

Washington Ave.

N. Tucker Blvd.

DOWNTOWN WEST



Market St.

DOWNTOWN

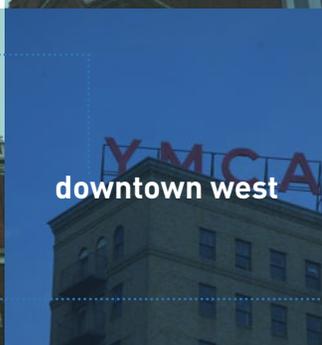
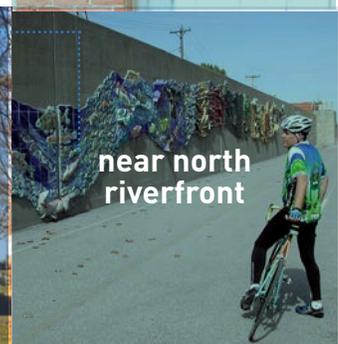
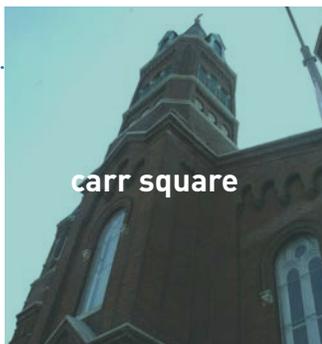
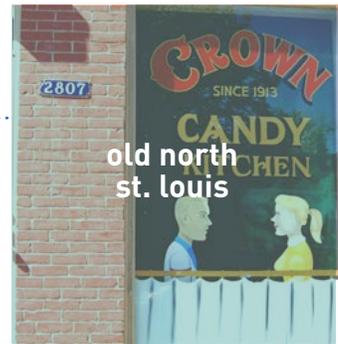
WHAT IS PROJECT CONNECT ?

“Project Connect is a City initiative to understand the potential benefits and impacts NGA will have on its future neighborhood.”

Project Connect is a City of St. Louis initiative to understand the potential benefits and impacts the relocation of the National Geospatial-Intelligence Agency (NGA) will have on surrounding neighborhoods and future development. It is focused on eight neighborhoods with a goal to identify priority investments that will help keep existing residents and businesses in the area and encourage new growth in the future. The first milestone of the process is this Action Plan.

Project Connect works by creating alignment between the people of the neighborhoods, existing plans, and current and future projects by both the public and private sector. Extensive community, local and regional agency input provided the base for this Action Plan. In addition, a series of technical studies provided support throughout the process to evaluate potential project contributions to the health of the neighborhoods and City as a whole.

980 CITY BLOCKS
8 NEIGHBORHOODS



PROCESS OVERVIEW

COMMUNICATE ○

EXTENSIVE COMMUNITY OUTREACH COUPLED WITH THE INPUT OF LOCAL AND REGIONAL AGENCIES PROVIDED THE BASE FOR THIS ACTION PLAN.

100's
Residents &
Businesses

ANALYZE ◀

PROJECT CONNECT CREATES ALIGNMENT BETWEEN THE PEOPLE OF THE NEIGHBORHOODS, EXISTING PLANS, AND CURRENT AND FUTURE PROJECTS BY BOTH THE PUBLIC AND PRIVATE SECTOR.

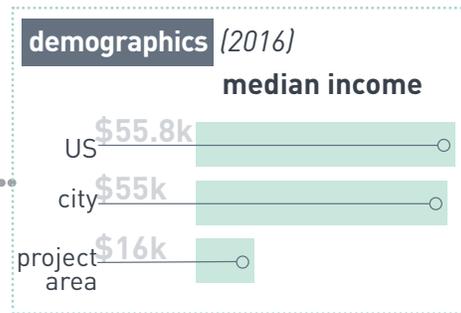
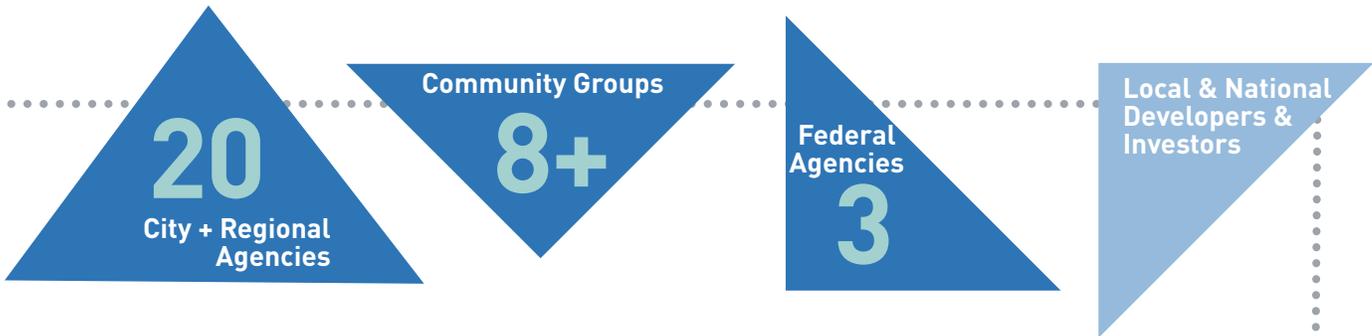


ACTION ◀

PROJECT CONNECT CREATES DEVELOPMENT PROTOCOLS THAT ARE SENSITIVE TO THE NEIGHBORHOODS, REFLECTIVE OF MARKET REALITIES, AND ECONOMICALLY VIABLE.



Better mobility options & safer streets.



Integration of infrastructure.



Responsible development.

ACTION PLAN OVERVIEW



ENGAGEMENT

SUMMARY OF FEEDBACK FROM THE COMMUNITY, PUBLIC AGENCIES, AND THE PRIVATE SECTOR.

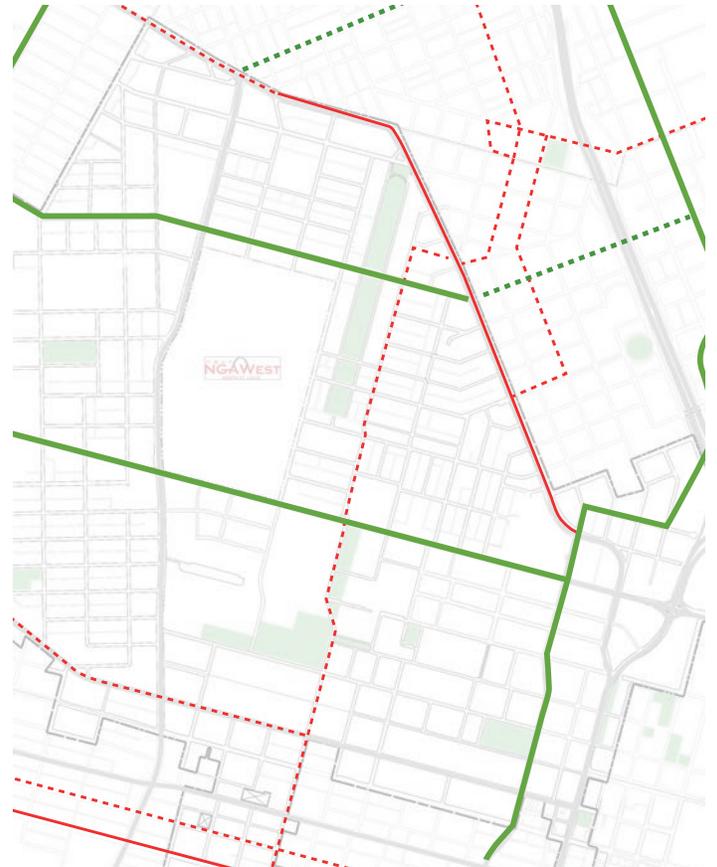


MOBILITY

FRAMEWORK FOR A SMART, SAFE AND ROBUST MOBILITY NETWORK THAT BALANCES TRAFFIC, TRANSIT, BIKE, AND PEDESTRIAN AMENITIES.



Connecting People



Conceptual Bicycle Facility Network



STORMWATER

GUIDELINES FOR A CONNECTED OPEN SPACE NETWORK AND AN INTEGRATED STORMWATER SYSTEM THAT PROVIDES PUBLIC VALUE AND FUNCTION.

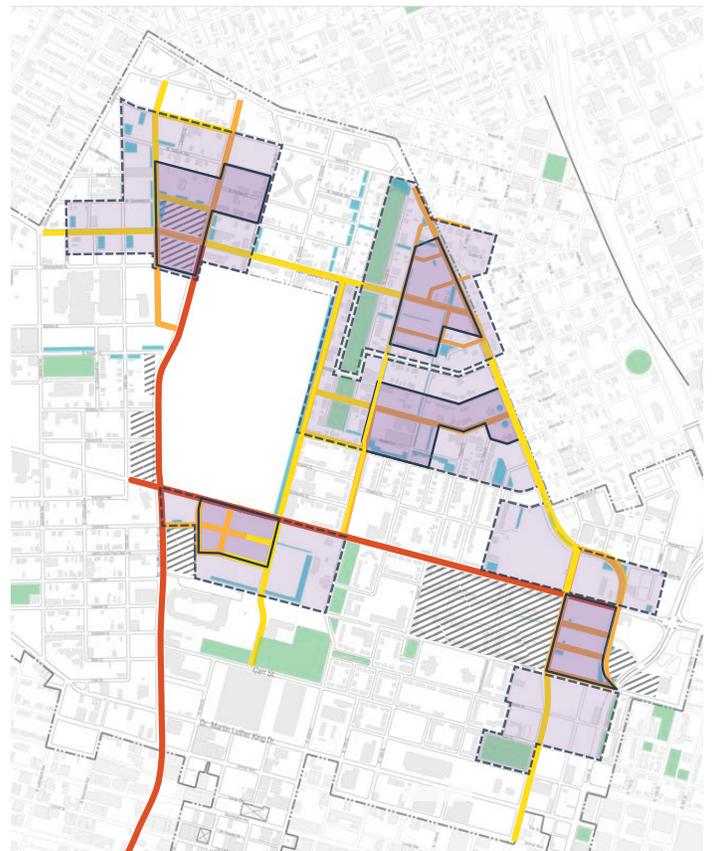


Conceptual Stormwater System



DEVELOPMENT

TOOLS TO REVIEW DEVELOPMENT PROJECTS FOR COMPATIBILITY WITH NEIGHBORHOOD GOALS AND NEEDS, MARKET REALITIES, AND ECONOMIC VIABILITY.



Development Demonstrations

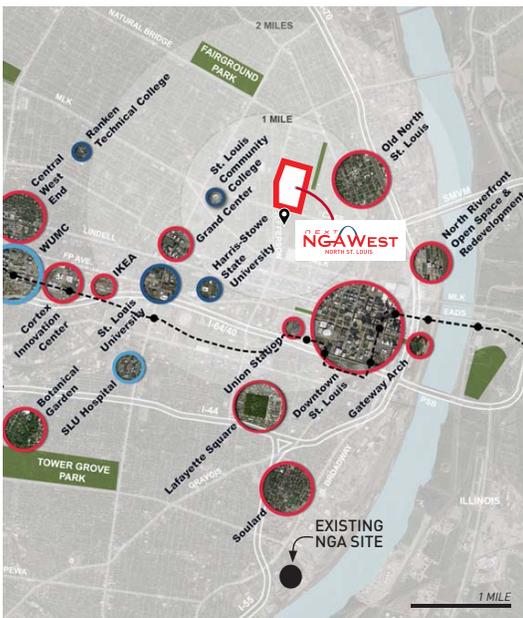
WHY?

The next NGA West facility is moving to a new location in St. Louis at N. Jefferson and Cass Avenues. NGA is the nation's primary source of geospatial intelligence for the Department of Defense and the U.S. Intelligence community. It provides support to U.S. national security and defense as well as disaster relief. For over 70 years the City of St. Louis has supported NGA and its mission, with its western facility just south of downtown. In 2014 NGA announced that it would move from its current facility at 3200 S. 2nd Street because it was determined a new facility would best support its future needs and technologies. In June of 2016 NGA announced that St. Louis will remain its home and the new NGA West will be developed north of downtown in the St. Louis Place neighborhood. This project is the largest federal investment in the history of St. Louis and the largest project within Project Connect.

\$1.75
bil FEDERAL PROGRAM

The neighborhoods of Project Connect have been subject to a series of proposals for rehabilitation in recent years. With the addition of NGA, the direction and progression of previous planned efforts may be impacted. Next NGA West will bring significant investment and redevelopment potential to a community that has seen decades of economic stress and disinvestment. In addition, there is an existing community in this area that has its own needs and desires for the neighborhood. With a project of this size and complexity, there was no process that existed to assess and address the challenges of merging the needs of the existing and future communities together. That realization led to Project Connect.

NGA chose the St. Louis site because the vibrant, urban location will be a major draw for the best high-tech employees. The high-skilled workers employed by NGA – especially young recruits – want to share in the excitement of this City, and they'll bring a lot of skills and investment. When evaluating the competing relocation sites, Robert Cardillo, the Director of NGA, weighed mission needs, security concerns, cost, environmental impacts, and applicable laws, policies, and executive orders – and the site chosen within the St. Louis Place neighborhood was clearly the best option.



WHO?

The Project Connect Team hosted and attended a series of one-on-one interviews, as well as small and large group meetings since June 2016. The goal of these coordination efforts was to reach a variety of different people in different ways. We owe credit to all those that assisted in our process; residents, businesses, service providers, City officials, and staff from all organizations involved.

A **Neighborhood Working Group** (NWG) was formed with 18 individuals identified as leaders in their community by their neighbors. This group met monthly with Project Connect and NGA representatives to discuss a variety of topics, concerns and community requests.

A **Technical Working Group** (TWG) was formed with the heads of numerous departments from the City of St. Louis to discuss mobility (including vehicular, transit, bicycling and walking), stormwater and open space, and financial and development/housing/market discussions.

Project Connect formed a **Steering Committee**, comprised of leadership from City agencies, to facilitate the planning efforts. The committee met monthly to receive project updates, discuss community requests, provide feedback, and make critical decisions on next steps and coordination efforts.

Board of Public Service
Great Rivers Greenway
Street Department
Building Division
Parks Division
Downtown STL
Promise Zone
Mayor's Office
SLMPD

20

City + Regional Agencies

St. Louis Agency on Training + Employment (SLATE)
Missouri Department of Transportation (MoDOT)
East-West Gateway Council of Governments
Choice Neighborhoods (Urban Strategies)
Community Development Administration
Bi-State Development Agency (Metro)
Metropolitan St. Louis Sewer District
Planning and Urban Design Agency
St. Louis Development Corporation
Neighborhood Stabilization Team
Affordable Housing Commission

Federal Agencies

3

National Geospatial-Intelligence Agency (NGA)
US Army Corps of Engineers
US Air Force

Community Groups

8+

St. Louis Place Block Unit
JVL Neighborhood Association
Old North Neighborhood Association
Hyde Park Neighborhood Association
Downtown Neighborhood Association
NNS Choice Neighborhood Community
St. Louis Place Neighborhood Association
North City Economic Development Collaborative

Local & National Developers & Investors

Residents & Businesses



*Refer to inside of front cover for the full list of agencies and individuals involved.

HOW?

How do we identify and create an action plan that builds on the existing neighborhood, captures momentum from federal initiatives, changes the public perception of local development potential, and is feasible to implement?

The Project Connect process has been built and influenced by interactions with the community and City agencies. It began by gathering information about community needs, existing plans, and current and proposed projects. Community input provided a base for understanding current needs and future potential projects. Then the work began to connect the technical processes with community needs. This included the realities of the area's development potential and physical data about stormwater, streets and traffic. That information was collectively plugged into a financial model to validate the viability of potential investment opportunities.

People

The sense of community in this area is strong among the people that have been here their entire lives, families that have grown up together, and newer arrivals into the neighborhood. Project Connect's objective is to maximize the benefit to existing residents and businesses from NGA and other new growth expected in the area. The community influenced every decision and provided valuable insight into the history of the area, the present day challenges, and positive things that are already in the neighborhood that should be preserved and encouraged to grow.

An extensive outreach process began immediately after the NGA Record of Decision in June 2016. This engagement sought to both inform the community as well as gather input for identification of investments. The Project Team conducted more than 100 individual and small group resident and business interviews, attended a series of regularly scheduled neighborhood meetings, hosted seven NWG meetings, and hosted four large public meetings over the course of nine months.

Plans

Several planning documents already existed within the Project Connect area. However, the introduction of NGA creates an alternate setting for the neighborhood. Planning documents have been discussed in detail with each entity that retains the documents to assess the continued validity or need for updates in relation to NGA and other ongoing projects. This process was crucial to ensure the progress of these plans can continue and that the presence of NGA can propel their implementation even further.



Vital to Project Connect's success has been a deep level of coordination between the public, city agencies and the project team to ensure a diverse planning process. These include:

- *Resident & Business Interviews*
- *Service Provider Interviews*
- *Neighborhood Association Meetings*
- *Regular Meetings with Neighborhood Improvement Specialists*
- *Small Forum Neighborhood Working Group*
- *Large Public Meetings*
- *Project Email and Comment Forms*
- *Website Updates Every Other Week*
- *Coordination with Local Projects & Developers*
- *Coordination with St. Louis Police Department*
- *Coordination with NGA and USACE*
- *Technical Working Group Across all Agencies and City Departments*



The ACTION PLAN process initiated coordination and collaboration between neighborhood revitalization, transportation, and other re-development efforts and the City's investments to support NGA.

Projects

Multiple projects are already underway or planned for the near future in the study area. This has created a momentum for Project Connect coordination with the public and private sector and NGA. In addition to State, Federal, Regional and City agency collaboration, developers, such as NorthSide Regeneration LLC, Telesis, RISE and Equifax, have all been engaged through this process to inform the efforts. This coordination will continue to be critical to the successful development of the area.

While NGA is a catalytic project, it is just one component of the City's efforts to reinvest and reinvigorate the community. A series of potential new public realm projects have been identified as critical to growth in the neighborhoods. These projects are aimed at benefiting current residents and businesses, as well as supporting the physical needs to accommodate new development. In addition to public realm projects, there is also interest by entities that want to locate near NGA. These include NGA-related businesses, innovation clusters and service-oriented businesses for NGA employees. With new business comes increased desire for a diverse array of residential options and a renewed sense of place to attract new people to the area. For this reason, there is potential in this area for growth beyond what has been realized to date.

ANALYSIS PROCESS

Over the course of nine months, the City engaged a number of local and national experts to analyze the impact of NGA on an approximately 3000-acre study area in the eight neighborhoods of Project Connect.

Through an iterative process the Project Connect team met with 20 different City and Regional agencies, a Neighborhood Working Group, a Technical Working Group, and a Steering Committee to gain consensus on the best way to address concerns from all parties. A technical process completed by the project team, explained below, offered tangible data points for discussion of various topics, helped determine the physical impact NGA would have on the community, and validated proposals to improve these neighborhoods. Ideas developed through this process were brought back to the Neighborhood Working Group, where additional feedback was gathered to go through the process again. Eventually this led to the development of a set of project analysis tools to assess future opportunities, constraints and goals of the study area.

The technical process included a detailed assessment of previous and current planning efforts and projects throughout the area between the City, local and regional agencies, and local developers. Simultaneously, the following studies commenced to understand the physical benefits and impacts NGA would have on the Project Connect neighborhoods:

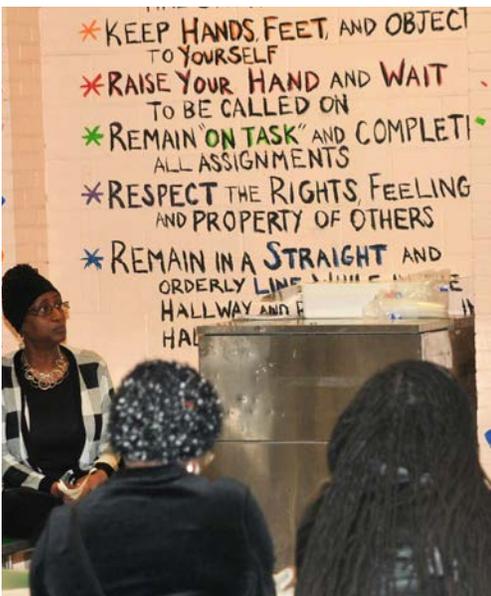


image credit: Gloria Muhammad

1. Community needs and desires study to determine existing and future needs of residents and businesses;
2. Market analysis to determine the economic viability of new infill development. This included development of urban design alternatives for potential location and size of infill development to inform the stormwater, traffic and financial models;
3. Analysis of existing flooding locations and combined sewer capacities, and potential solutions that would also support new growth;
4. Measurements of existing traffic and forecasts of future traffic including a future needs analysis;
5. Financial analysis that estimates the costs and revenues that might be incurred for a variety of infrastructure investments.

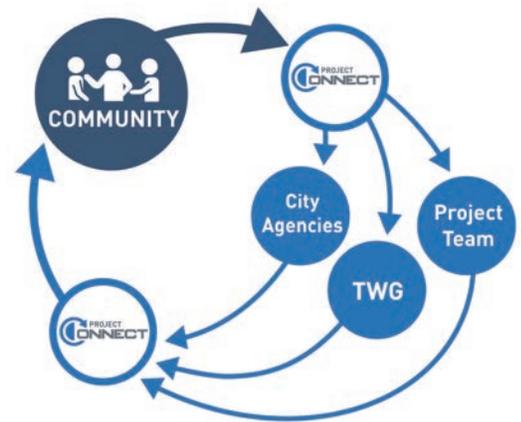
The findings from these five essential studies are discussed in further detail in the following chapter.

Through the combination of community and technical processes, Development Demonstration projects were identified. The purpose of these Demonstrations was to apply the findings of the technical studies to different potential (theoretical) infrastructure investments; to evaluate what land use changes and infill development might occur as a result of these investments; and to evaluate the benefits or costs that might occur. The demonstration projects were then scrutinized through a financial model, phasing strategy, integration with current and planned projects, project viability and identification of potential funding mechanisms.

This was all completed to establish a set of tools from which to measure future project proposals for development, infrastructure and public realm improvements. **Any proposed infrastructure investment or private development project, to be successful, should support the existing community, encourage new private development, and change the perception of the area in the marketplace in order to continue growth in the neighborhoods.**

The City will use the Project Connect tools to target ideal reinvestment efforts to reinvigorate the community and help evaluate opportunities in the neighborhoods until such a time that neighborhood plans are in place. Critical to these tools is the understanding that focused and coordinated investment will be the key to success to support the existing community while encouraging new growth. It is anticipated these tools could also be used as a foundation for future neighborhood plans.

This Action Plan offers an implementation process for immediate needs in the neighborhood and the collective future needs of existing residents, NGA employees, and future new neighbors.





WHEN?



The St. Louis Development Corporation (SLDC), the City's economic development agency, will be managing the site activities that will prepare the site at N. Jefferson and Cass Avenues for delivery to NGA in 2018. The City's preparation activities include site acquisition, demolition, environmental cleanup, and utility relocation and improvements. Once the land is transferred to NGA, construction of its \$1.75 billion program will begin, with an expected completion date in 2022.



In 2018, the land will be transferred to the US Air Force, who will be the land owner. The US Army Corps of Engineers (Army Corps), on behalf of NGA, will be managing all of the construction activities expected to begin in 2018. The Army Corps and NGA teams are working on programming for the site and community integration first before they determine the building locations and design the buildings. The Project Connect team is collaborating with NGA on identifying opportunities for integration with the community and schools, as well as neighborhood development sensitive to existing residents.



The City of St. Louis will be managing the street and public realm enhancements near the NGA site, specifically on N. Jefferson and Cass Avenues and will collaborate with MoDOT on the I-64/US40 and N. Jefferson Avenue interchange. This construction will be closely coordinated with the site activities by the Army Corps to ensure the streets are built at the appropriate time. Phasing of all of these activities will include consideration of maintaining access for the existing community as well as construction traffic; and consideration will be made for the impact on those that live in the area.



US Army Corps of Engineers
BUILDING STRONG.



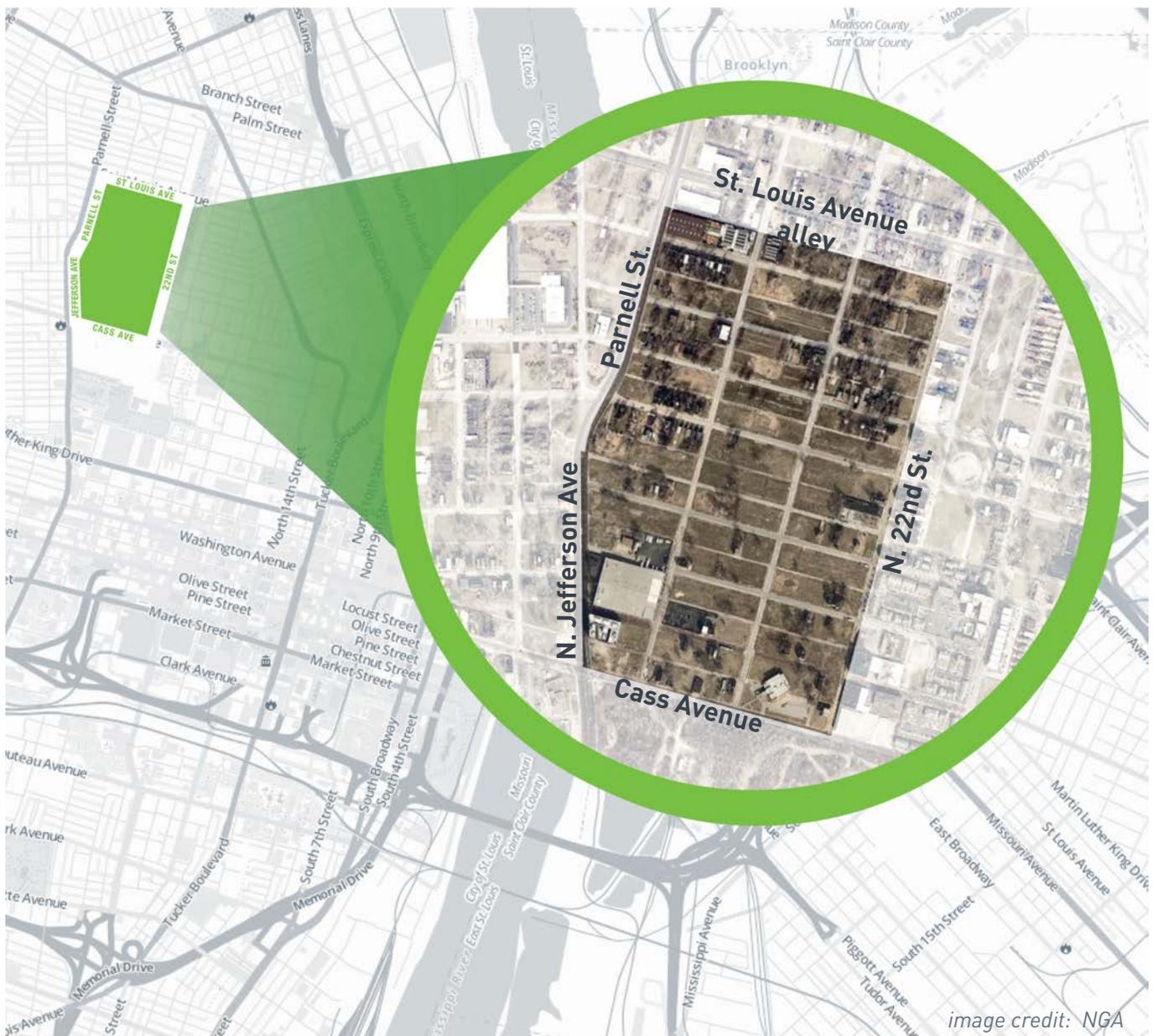


image credit: NGA

PROJECT MILESTONES

June 2016

NGA announces its Record of Decision to locate in North St. Louis.

July 2016

City begins NGA site preparation.

December 2016

City real estate transactions complete.

2017

City performs major site preparation activities.

2018

City to transfer property to US Air Force and Army Corps to begin construction.

2018 - 2021

I-64/US40 and N. Jefferson Avenue Interchange improvements.

2020 - 2022

N. Jefferson and Cass Avenue improvements

2022

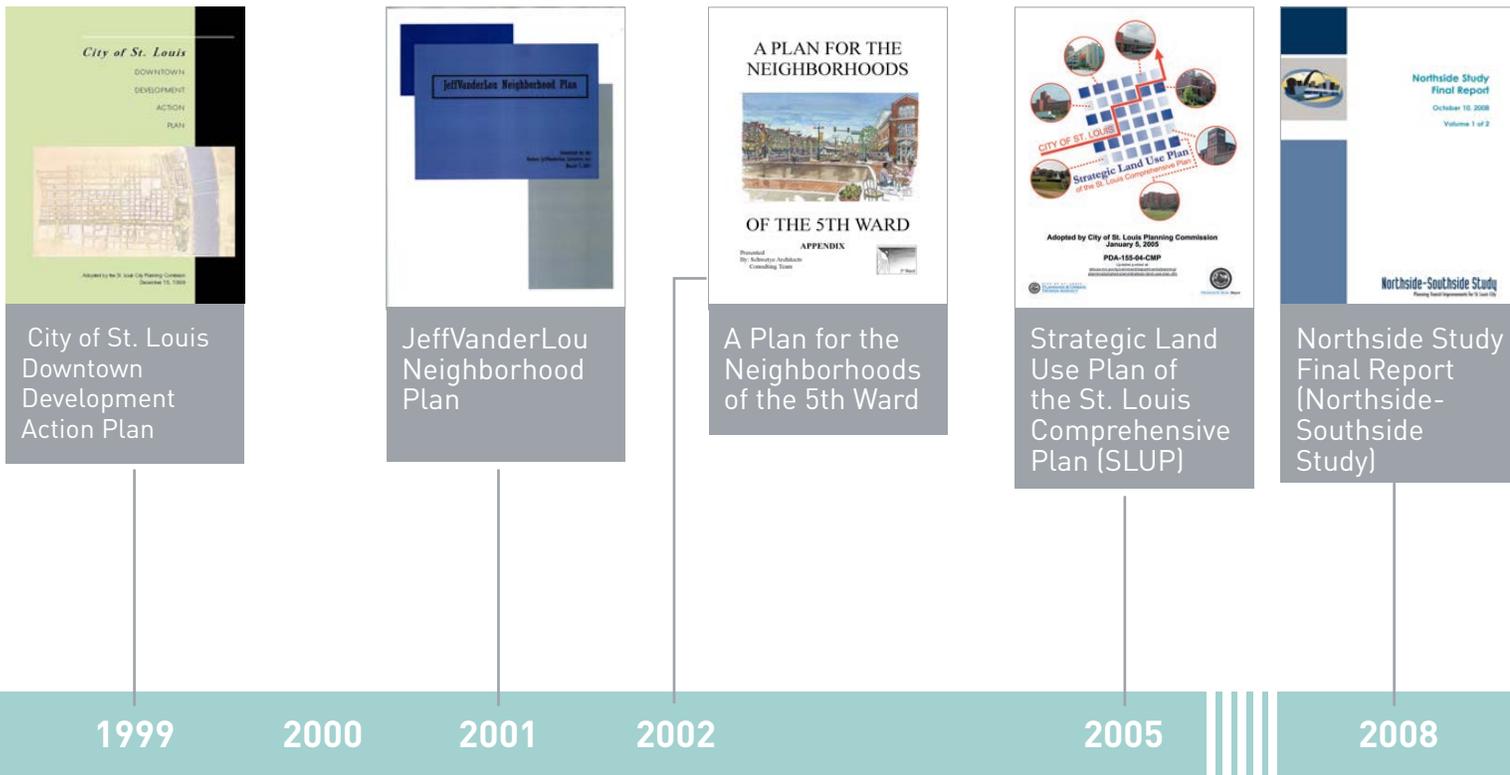
The NEW NGA West opens!

ANALYSIS AND FINDINGS

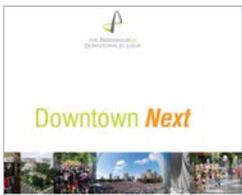
BACKGROUND: PLANS + PROJECTS

The City of St. Louis has a number of existing plans and projects in this study area. Our team strives to support and coordinate with those plans to ensure the important work and visions from them is consistent with this Action Plan. The analysis of new development opportunities, including the five Development Demonstrations explained later in this document, addresses differing needs such as housing, retail and jobs based on appropriate land use designations from previous plans that were created prior to August of 2016.

The Development Demonstrations also took into account integration with current projects and federal initiatives such as the \$29.5 million Choice Neighborhoods Implementation Grant, Great Rivers Greenway greenway and park plans, Metro’s Northside-Southside Transit Oriented Development (TOD) Study, East-West Gateway’s (EWG) Northside-Southside Corridor Alignment Study, the Strong Cities Strong Communities (SC2) initiative, the 2015 EcoDistricts designation, and various developer proposed projects. They also integrate extremely well with the Federal Promise Zone and the 100 Resilient Cities programs, providing great opportunities for growth.

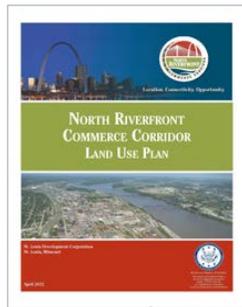


One particularly important economic influence in this study area is the presence of a Tax Increment Financing (TIF) District and associated Redevelopment Agreement, approved in 2009. A TIF District is an economic development incentive tool that uses TIF bonds to subsidize project costs, that get paid back by the increased property tax revenue generated by improvements. This TIF allows for up to \$390 million to be used to finance primarily infrastructure improvements, provided the improvements are shown to generate the needed tax revenue to pay back the TIF within the allotted timeframe. The presence of this TIF District presented both opportunities and challenges to assessing the financial viability of projects in the area. This has the potential to be critical to growth in the neighborhood if development is strategically focused and vetted for its economic viability and integration into the existing neighborhoods.



Downtown Next
2020 Vision for Downtown St. Louis

Downtown Next, 2020 Vision for Downtown St. Louis



NORTH RIVERFRONT COMMERCE CORRIDOR LAND USE PLAN

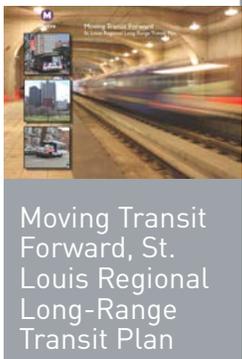
North Riverfront Commerce Corridor Land Use Plan



NORTH RIVERFRONT OPEN SPACE & REDEVELOPMENT PLAN

North Riverfront Open Space and Redevelopment Plan

North Riverfront Open Space and Redevelopment Plan



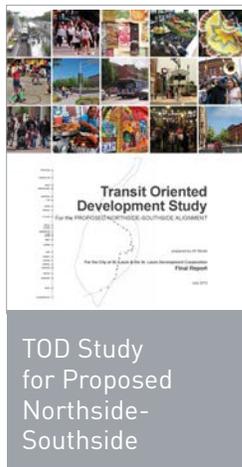
Moving Transit Forward, St. Louis Regional Long-Range Transit Plan

Moving Transit Forward, St. Louis Regional Long-Range Transit Plan



Gateway Bike Plan, Regional Routes to Sustainability

Gateway Bike Plan, Regional Routes to Sustainability



Transit Oriented Development Study
For the Northside-Southside, Northside-Southside

TOD Study for Proposed Northside-Southside



ST LOUIS BIKE SHARE STUDY

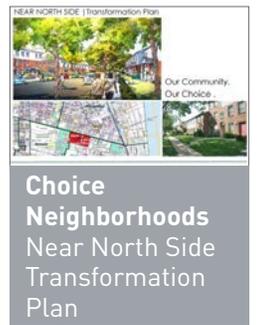
Great Rivers Greenway District - St. Louis Bike Share Study



Connected 2045
Long Range Transportation Plan for the St. Louis Region

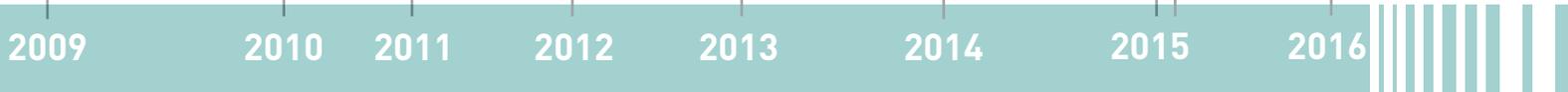
Connected 2045 Long Range Transportation Plan for the St. Louis Region

NorthSide Regeneration TIF Redevelopment Plan



Choice Neighborhoods
Near North Side Transformation Plan

Choice Neighborhoods Near North Side Transformation Plan



SUMMARY OF FINDINGS

COMMUNITY GOALS:

1. Safety
2. Community identity
3. Local business development
4. New retail / grocery
5. Affordable housing
6. Access to transit
7. Access to social services
8. Historic preservation

Project Connect has defined and prioritized elements of the public realm to support neighborhood stability and reinvestment. The team has worked with residents and City agencies to determine how the City should best utilize public funding to begin reinvestment in these neighborhoods. This Action Plan will guide future investment in streets, transit, bicycle access, social services, parks, open spaces, and stormwater facilities.

The following pages describe the analysis and general findings of Project Connect. These studies do not represent what must happen, rather they show what might happen and what the relationship is between the different elements. Five elements were analyzed 1) Community Input, 2) Market Study, 3) Stormwater Study, 4) Traffic Study and 5) Financial Analysis. Each study informed the other through an iterative process that involved the Project Connect Team working together to develop concepts that balanced all five elements.

Community input was the baseline for all the studies. The community has both hopes and fears regarding the coming of NGA and the possible consequences of this major public investment in the neighborhood. Ongoing community discussion and engagement with the City is essential to inform decisions about public and private investments going forward.

The Market Study assesses the rates of growth for different land uses within the region, the city and the study area. It looks at how quickly each type of development is growing, from different types of residences to retail and commercial uses, taking into account the potential future uses that could be catalyzed by the presence of NGA. This study is important to assist the public and private sectors in understanding the potential rates of infill or other new development that might occur. It should be used as a guide when deciding where, and how large public infrastructure investments should be, to ensure that when public money is spent, private investment will follow (and will generate taxes to repay the public investment). The Market Study was developed in close coordination with SLDC for their use in evaluating future expenditures and tax revenues.

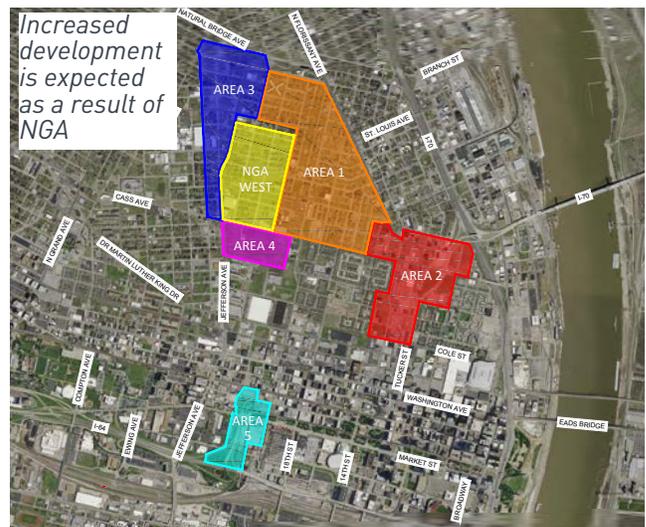
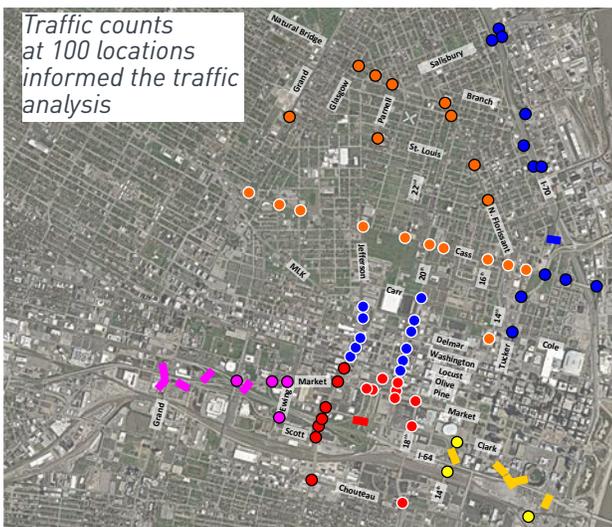
The Stormwater Study addresses long-standing issues of flooding in the neighborhood. The existing sewers, some built in the 1850s, are both undersized by today's standards and they also combine sanitary and stormwater flows, which leads to pipes backing up and flooding basements and streets. Today the Metropolitan St. Louis Sewer District (MSD) provides standards and procedures for improving these problems, but implementing solutions can require larger, more comprehensive improvements. The Stormwater Study was developed in close coordination with MSD to meet their standards and procedures.

The Traffic Study was developed with traffic, bicycle and pedestrian counts taken at 100 intersections surrounding the study area. This information was combined with the market study to project future traffic volumes once NGA is open and when additional neighborhood growth occurs. These volumes were then used to determine the proper size, usage, and configuration of streets and intersections within the study area. It included balancing vehicular traffic, bicycle access, pedestrian accommodations and transit. The Traffic Study was developed in close coordination with City Streets, BPS, GRG, EWG, and MoDOT to meet their methods and standards.

The Financial Analysis was developed to understand the potential investments that might be made by both the public and private sectors within the TIF District. This study builds on the market potential for growth in the study area and potential investments in infrastructure and stormwater; then it makes projections of the rate at which increased taxes might return to the District as private investment takes place. The focus was placed on the TIF District because of its potential to fund public realm investment in the area, however, other funding sources were also identified through the process to ensure a diverse level of investment. The purpose of this study was to give SLDC a tool to evaluate the financial viability of any given infrastructure investment and the likelihood that private development will

occur and cover the costs of public investments. The Financial Study was developed by the Project Connect Team in close collaboration with SLDC to ensure its flexibility and relevance in project assessment.

Concurrent with these studies, the Project Connect Team prepared five "Development Demonstrations". Each of these were created to demonstrate the relationship between streets, stormwater, infill development and the financial performance of public and private investments. These are demonstrations only, and not intended to portray what may actually happen. The purpose of the Demonstrations was to help develop the SLDC tools to evaluate different approaches to development, infrastructure, and public realm investments. They also identify different characteristics of various site areas consistent with previous plans and current community needs. As a general concept, it was found that **focused public investments** that provide an integrated approach to stormwater and public realm, and that may catalyze substantial private investment, appear to provide the greatest overall community and financial benefits to the City.





1. Community Input

Project Connect began with the insight that major investments in the City aren't islands – they're intricately connected to the communities they occur in, as well as to other public and private projects. As such, the Project Connect team has been committed to engaging the community, understanding their collective goals, increasing the power of the community's voice, and incorporating them into various discussions throughout the process.

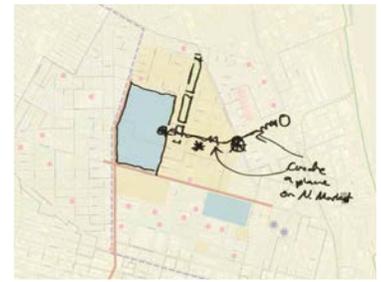
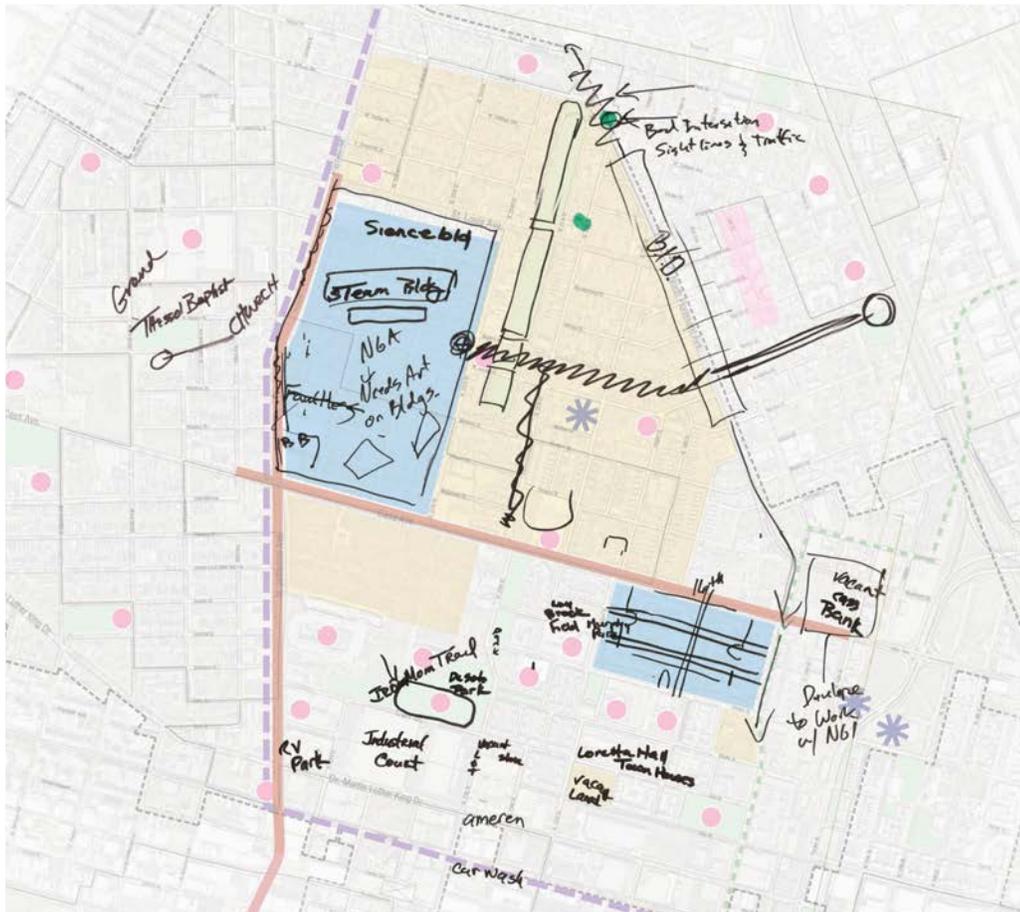
“Local people are really the experts on the strengths and challenges of their communities. The more we work with them, the more we listen to what the community wants and needs, the better we are able to make lasting, helpful improvements to the City.”

Through initial discussions with the community, we received requests for a series of different ways that Project Connect could engage with the neighbors. In response to these requests the team attended neighborhood meetings, coordinated with the Neighborhood Stabilization team, created two websites for both Project Connect and the next NGA West Site Preparation project, formed Facebook and Twitter accounts, connected the project through the Citizens Service Bureau phone line, setup a project email address, and formed a Neighborhood Working Group (NWG). All online materials were updated regularly and the NWG met monthly throughout the process.

Social service programs were also studied, which included a series of meetings with nonprofits and City departments to understand how the existing programs could be better supported to reach the community. One response to what was heard was a Resource Fair, coordinated with the City of St. Louis Community Development Administration (CDA), held in November 2016. This Fair, attended by more than 65 organizations and around 100 residents, provided a place for networking between agencies and connected the community with available resources.

This joint process between the City and community was extremely important to ensure that public investment has a positive impact on the existing community, creates increased safety measures in the public realm, and supports future growth.





Working Group sessions offered residents and stakeholders the opportunity to put their ideas to work.

Several comments directly from the Community:

"The neighborhood is about the people, so the process must be inclusive and respectful of all residents."

"The community has a strong desire to work with the City, and they want more ways to engage in the process."

"Work with local business owners."

"Create small business opportunities and grants."

"Enhance technological resources for the community."

"Find ways to incorporate principles from A Plan for the Neighborhoods of the 5th Ward."

"No TIF financing to Pruitt Igoe without an approved community-driven plan of action."

"Provide opportunities for youth education and activities."

"Street design is key."

"Better north/south connections; there is strong desire for the implementation of the MetroLink Northside-Southside Connector."

"Narrow, safe streets that make room for transit."

"Eliminate the food desert; incorporate grocery and retail development."

"Address cost of living increases: incorporate adequate, affordable housing."

"Home repair, home improvement, and historic preservation is important."

"Address air quality during construction."

"Recognize the cultural history of North St. Louis."



2. Market Study Summary

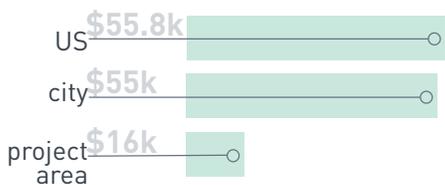
Critical to growth of any area is to plan infrastructure appropriately for the expected new development. A detailed understanding of the current and potential future economy helped to develop the proper tools to assess infrastructure needs and provide SLDC with the economic tools to assess viability of future projects.

A market analysis was completed by Economic & Planning Systems with the Project Connect Team in November 2016. The market report includes detailed economic data on the demographics, employment, and real estate and development trends in individual neighborhoods of St. Louis, focusing on the Project Connect area, the City of St. Louis, and the greater metropolitan region. The market report also included national case studies as well as St. Louis-specific neighborhood studies and precedent analyses. Together, the national and neighborhood studies informed assumptions about overall design, scale, development timing, and specific development typologies and strategies that are more likely to succeed in the St. Louis market. This influenced the Development Demonstrations and overall potential development yields used to predict future traffic, mobility, and stormwater needs.

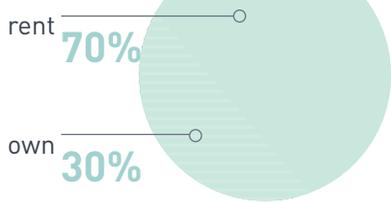
The Project Connect area presents significant challenges to development. It is one of the most distressed areas in the City of St. Louis and has seen little private investment since 2000. The relocation of NGA presents a potential catalyst for development in the area. Moreover, while the City as a whole has seen little growth, specific neighborhoods have been able to revitalize with increased residential and commercial development. Given the difficult development context, the following have been identified as **keys to success** for the area:

- Focus public infrastructure into a defined subarea of the larger Project Connect area to provide a level of investment significant enough to catalyze private investment.
- Development should have a street presence that creates a sense of place unique to the neighborhoods and an address to attract private investment.
- The study area will require significant public investment to attract additional investors and development. In order to attract the market, it will be essential to change the perception of the area – both for investors and consumers. Both of these groups will need to be able to envision a future for the area.
- It will be important to start from the primary entry points of the NGA site to help change perception and to connect the development to the surrounding urban context. This will, in turn, help catalyze private investment in adjacent areas.
- Investment should start with the strengths of the site such as NGA and Choice Neighborhoods, and expand out from there.
- A variety of funding sources will need to be identified for public realm investment.

median income (2016)



study area stats





(clockwise from top left): Botanical Heights Development; Old North St. Louis; Sarah Street; Central West End; and The Grove



3. Stormwater Study Summary

The study area has experienced problems with stormwater for years. Many locations are known to flood repeatedly due to inadequate capacity in the piped sewer system, which in most places combines stormwater and sanitary flows in the same pipe. During rain events these pipes can become overwhelmed, leading to a back up of water on the surface. The Metropolitan St. Louis Sewer District (MSD) is aware of the problems and has established procedures for mitigating surface flooding, flows and the impact of stormwater on downstream treatment plants. In general, these procedures call for detaining (or holding) the water in localized areas where ponding can safely occur during rain events, and then allowing the water to drain slowly into the piped system, and reducing the volume of stormwater runoff from a development.

Stantec, with the Project Connect Team, worked closely with MSD to conduct a stormwater planning analysis for the study area, which is divided into areas known as watersheds and citysheds. Watershed refers to the topography of the surface of the ground. Each watershed is an area that drains toward a low point. In general there are numerous inlets into the sewer system within each watershed. cityshed refers to a slightly different set of areas, which are defined as the areas that collect into any particular sewer main line. The piped sewers do not necessarily conform strictly to the watershed boundaries; for example, it is easily possible for a pipe to cross between watersheds, resulting in stormwater from two different watersheds flowing into a single cityshed. Thus the study area includes a total of 19 different watersheds, but only 8 different citysheds.

This concept is important because without the funds to replace the entire combined sewer system it is necessary to alleviate pressure on the pipes by storing and moving water on the surface. This approach can slow the rate and reduce the amount of water that flows into the pipes. Storing water within the watersheds, to capture it before it enters a pipe, and then conveying it toward the pipes requires calculating the volumes and flow rates for each watershed and Cityshed to ensure that the pipes and other facilities can handle the rates and volumes of water that is directed to them.

Stormwater management under the site conditions in this study area requires that 1) water is detained for at least 24 hours to slow its progression to the pipe system; and 2) volumes of water are reduced by infiltration (or sinking into the soil), which is only successful in the study area if the soils are engineered to provide for infiltration. In general there are three different approaches to creating a surface system to detain and reduce water volumes.

APPROACHES TO STORMWATER MANAGEMENT

Regional Detention Ponds or Basins

Local Detention Ponds or Basins

Integrated Stormwater Network with Ponds, Basins and Swales

The diagram consists of three vertically stacked panels, each showing a map of a study area with a dashed orange boundary. The top panel, titled 'Regional Detention Ponds or Basins', shows a single large teal rectangle representing a detention basin. The middle panel, titled 'Local Detention Ponds or Basins', shows several smaller teal rectangles representing multiple local detention basins. The bottom panel, titled 'Integrated Stormwater Network with Ponds, Basins and Swales', shows a network of black lines representing pipes and swales, with several teal rectangles representing integrated detention structures.

Each approach to stormwater management has distinct characteristics, costs and benefits:

1. Regional detention ponds or basins provide detention for a large area of land. This type of facility requires a large contiguous land area, which can be difficult to accommodate in an urban infill situation. In addition to the cost of land and construction of a regional basin, all the stormwater that falls within the watershed of the basin must be connected to it by surface flows or underground pipes. In some locations regional facilities may provide the most cost effective solution if there is available land and if surface conditions, topography and the existing pipe system support a regional approach. Regional basins are usually fenced to protect the public for health and safety reasons, such as occasional deep water.

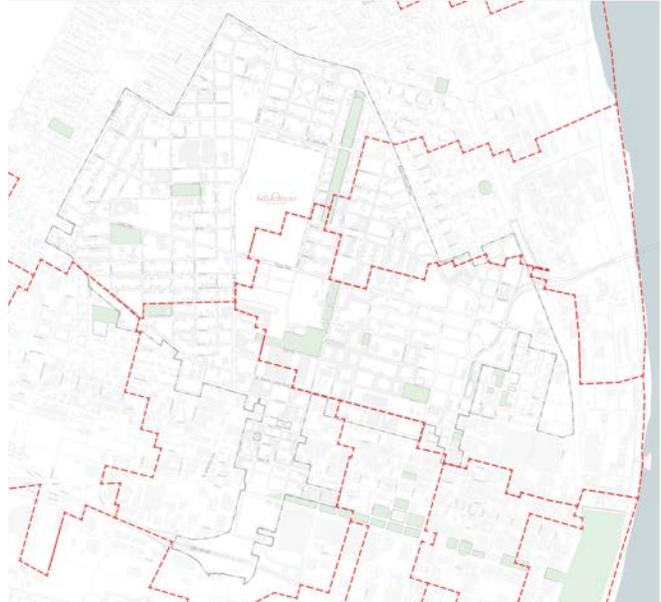
2. Local detention ponds or basins are an effective method to detain water on a site-by-site basis. The result is a system of basins and pipes that can be built property by property. Generally this approach will lead to an incremental reduction in stormwater flows into the piped system, but may have negative impact if multiple sites discharge flows at the same time. Local basins are typically built and funded by individual properties as development occurs. This approach tends to lead to a patchwork of open land areas that occur in locations that are most

convenient for each property, at times occurring in locations that conflict with other values such as efficient utilization of a site, the creation of cohesive open spaces, or efficient pedestrian systems.

3. An integrated network of ponds, basins and swales utilizing existing rights-of-way, parks, open spaces and private property give shape to the neighborhood and provide value to the community. The intent of this approach is to use the stormwater system as a tool to create connected, cohesive neighborhoods by combining the roles of stormwater management with the design of the public realm. Most of the basins or swales in this type of system only collect stormwater, not piped sewers, and thus the basins can be multi-use and unfenced. This approach requires planning that includes the design of the public realm together with stormwater planning. Phasing an integrated system also comes with decisions regarding which components of the system are necessary at the outset, similar to the phased development of streets and the public realm. Important to note is that this system may cross property lines and may require more coordination to accomplish than a traditional local development approach. **Due to the benefits of the integrated approach to the community, it is the preferred approach for the study area wherever it is feasible.**



Existing Watersheds and Ponding Areas



Existing Citysheds



TRAFFIC FACTS

15,640 average cars per day on N. Jefferson Avenue.

24,890 average cars per day are expected by the year 2042 on N. Jefferson Avenue.

Nationally there has been an increase in transit and bicycle commuters.

An increased population with a mix of users will support a more diverse set of options for mobility needs.

4. Traffic Study Summary

A street hierarchy that balances types of street users with desired street character can help guide decisions on individual infrastructure projects as development occurs. In July 2016, SLDC hired Lochmueller Group to join the Project Connect Team conduct an area-wide traffic study to develop tools to assess the needs and triggers for street upgrades. This study:

1. Documented existing conditions
2. Anticipated traffic generated by the future NGA development and associated facilities
3. Assessed the ability of vehicles to safely and efficiently enter and exit the study area from the regional roadway network
4. Determined the transportation infrastructure needed to accommodate both short and long-term growth
5. Assessed bicycle, pedestrian and transit facilities that complement and balance with the anticipated vehicular needs.

The area-wide study looked at 100 intersections and interstate ramps. Through the application of detailed traffic engineering models and close coordination with regional transportation agencies, the infrastructure improvements needed to accommodate the growth of north St. Louis were identified and prioritized for implementation. That identification process included merging traffic data with feedback from the community on issues that exist today to incorporate solutions that meet both existing needs and future projections. St. Louis currently has a Complete Streets policy designed to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Project Connect will continue to comply with that initiative.

In addition to evaluations of the local street network and all forms of mobility and access, the traffic study also informed the preparation of a detailed analysis of access needs along the I-64/US40 corridor through Downtown and Downtown West. This included identification and facilitation of the Federal Highway Administration (FHWA) and Missouri Department of Transportation (MoDOT) process to implement improvements to the I-64/US40 and N. Jefferson Avenue interchange. That process, termed the Access Justification Report (AJR), is fully underway at this time and will continue through completion of the interchange with ongoing coordination with the Streets Department, BPS, MoDOT and FHWA.

Overall the Project Connect team identified the following priority infrastructure improvements:

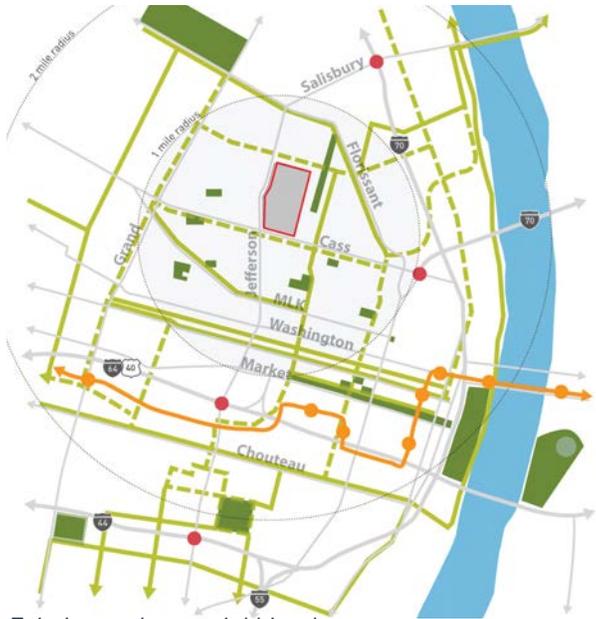
1. I-64/US40 and N. Jefferson Avenue Interchange,
2. N. Jefferson Avenue (Market Street to Natural Bridge Avenue),
3. Cass Avenue (N. 13th to Elliot Street),
4. Improved bicycle route(s) from north to south.



Main vehicular access.



Existing and potential transit access.



Existing and potential bicycle access.



Complete Streets have demonstrated positive impacts such as increased property values, increased retail sales, and attraction of new business and residents.
source: Trailnet



The facts show investment in transit increases access to jobs, education and healthcare; creates development opportunities; and provides reinvestment in disadvantaged areas of the state.
source: CMT



Cities around the U.S. have found that protected bike lanes increase bicycle ridership, reduce motor vehicle speeding, reduce crashes and improve people's feelings of safety on those streets.
source: Gateway Bike Plan



5. Financial Analysis Summary

The financial analysis serves as the structure of the decision making process for SLDC to make choices regarding the use of public funds and TIF funds within the study area. A financial model was developed by Economic & Planning Systems and the Project Connect Team with input from SLDC and data from each of the technical processes. It assigns timelines and funding mechanisms on each element of potential future projects. The model considers local and federal financing strategies, as well as benefits that new development will have on tax revenues for the City.

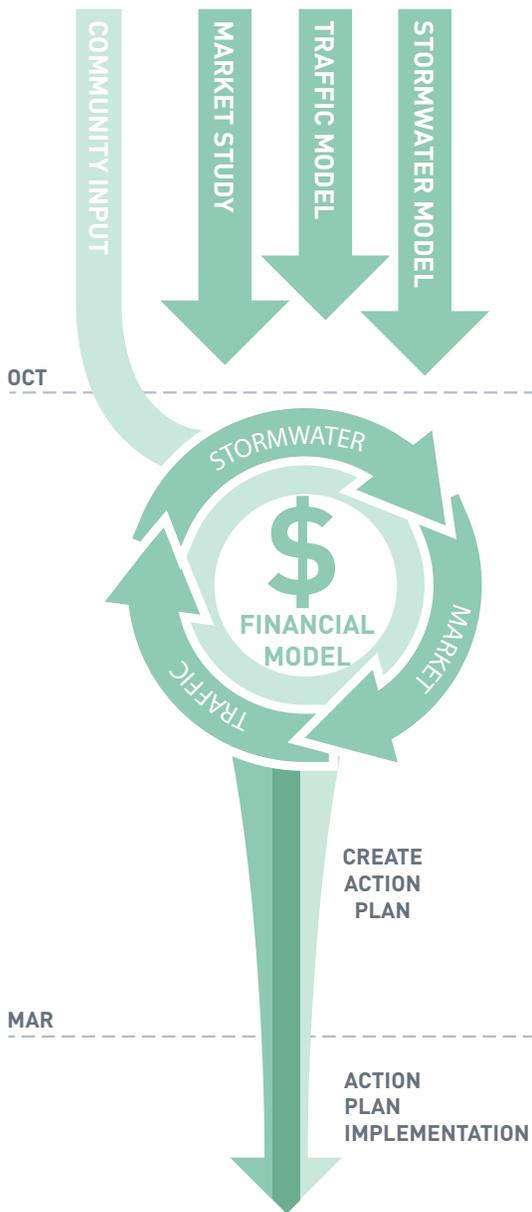
The Project Connect Team used this financial model to test the Development Demonstrations to ensure they optimize proposed land use alternatives and infrastructure financing plans. The model provides an estimate of the costs and revenues by development type for a potential project for a first and second phase of development.

More specifically, the model is designed to estimate future Tax Increment Financing (TIF) revenues that are generated by development scenarios throughout the TIF District and compare these to infrastructure investment options. It provides an estimate for the amount of TIF revenue that area-wide development could generate over the next 15 to 19 years, depending on the area within the District. Total TIF revenues are compared to total infrastructure cost estimates to determine a cost to value ratio. This information is helpful in assessing the potential for development scenarios to generate revenue and balance that with investment strategies to catalyze development. The model also calculates the amount of revenue that will be generated by each project to help offset upfront infrastructure costs.

The timing of tax revenues is determined from market estimates of absorption by development type, as adjusted to account for phasing constraints related to infrastructure capacity. These revenues are based on the pace of the development market and assessed values that determine TIF revenue (and additional sources such as sales tax and payroll and earnings tax). Additional revenues derived from other known public sources are also included as additional revenue line items.

Key data points the model provides are:

1. The extent to which the project can support the economic burden of required offsite infrastructure and other development costs.
2. An estimate of the size of the financing gap that will need to be addressed through supplemental funding sources.
3. An estimate of potential returns for alternative development strategies from the perspective of SLDC as an investor.
4. Calculations of financial returns and/or the financing gap for which additional public financing sources will be needed to close the gap and/or to achieve a reasonable return on investment.





sidewalks
and trees

playground
park



security
cameras

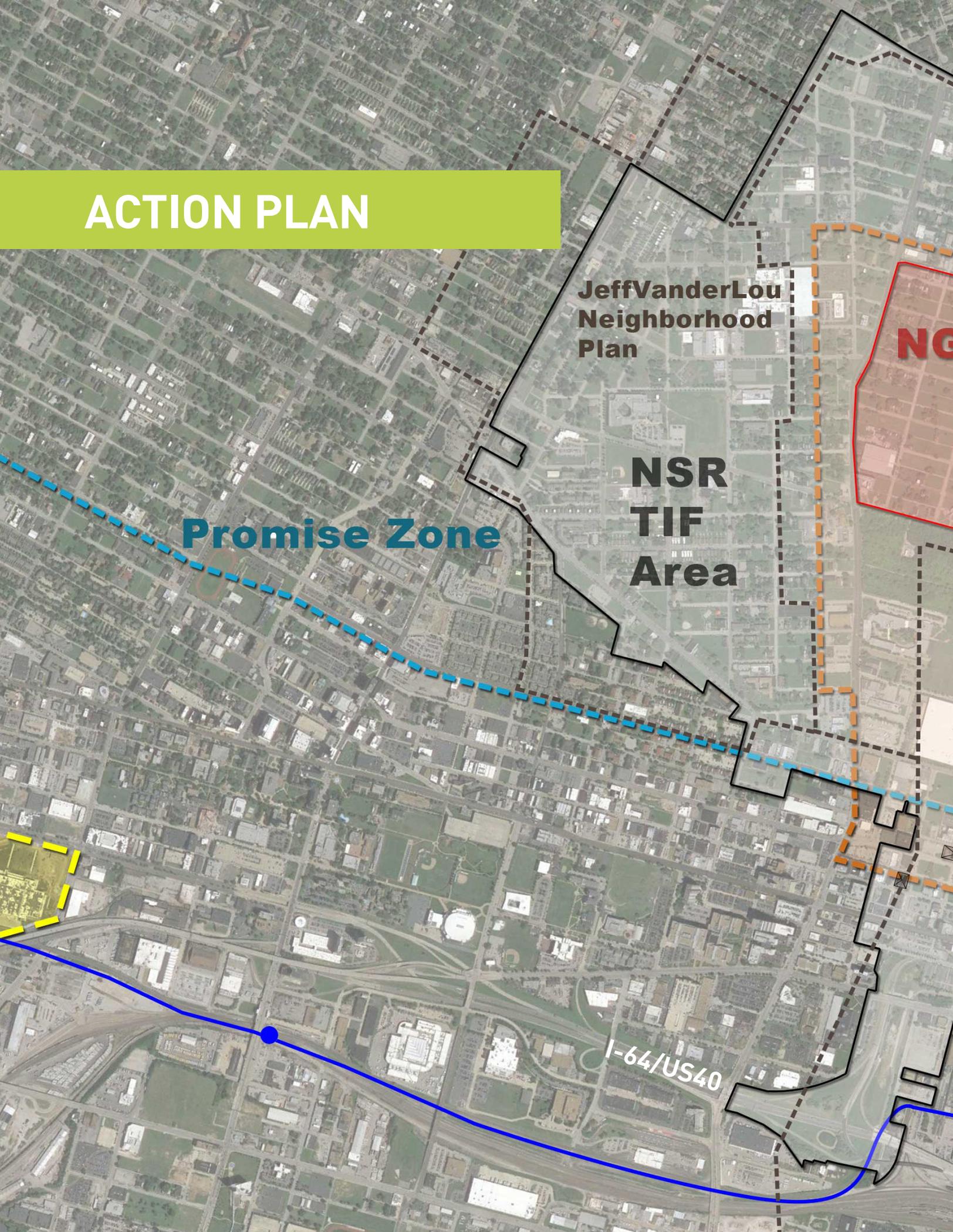


new lighting

replace
street curb



ACTION PLAN



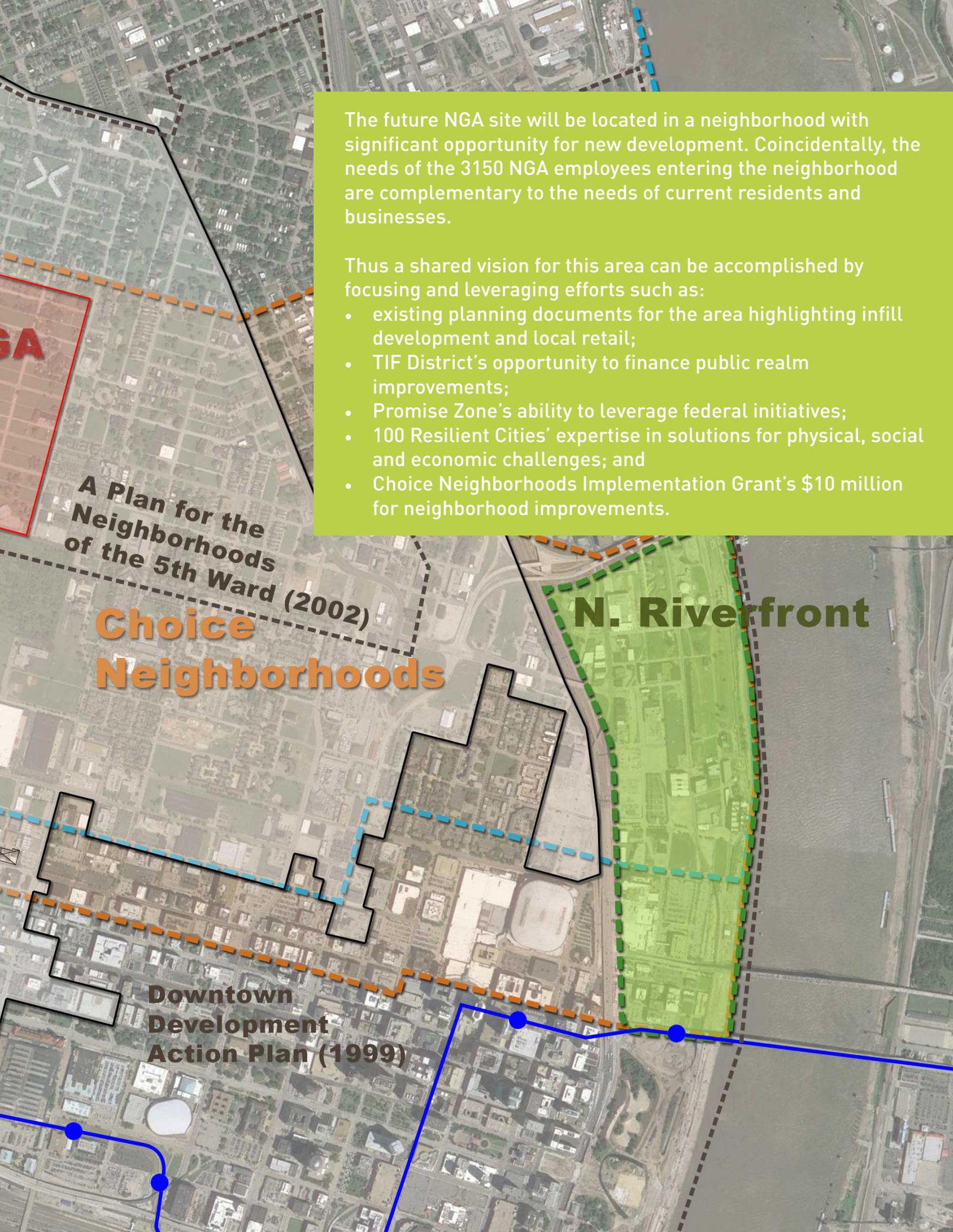
Jeff Vander Lou
Neighborhood
Plan

NSR
TIF
Area

Promise Zone

I-64/US40

NG



The future NGA site will be located in a neighborhood with significant opportunity for new development. Coincidentally, the needs of the 3150 NGA employees entering the neighborhood are complementary to the needs of current residents and businesses.

Thus a shared vision for this area can be accomplished by focusing and leveraging efforts such as:

- existing planning documents for the area highlighting infill development and local retail;
- TIF District's opportunity to finance public realm improvements;
- Promise Zone's ability to leverage federal initiatives;
- 100 Resilient Cities' expertise in solutions for physical, social and economic challenges; and
- Choice Neighborhoods Implementation Grant's \$10 million for neighborhood improvements.

**A Plan for the
Neighborhoods
of the 5th Ward (2002)**

**Choice
Neighborhoods**

N. Riverfront

**Downtown
Development
Action Plan (1999)**

DEVELOPMENT DEMONSTRATIONS

Project Connect’s purpose is to support existing residents and encourage compatible new development by optimizing the impact of public investment. To accomplish this there needs to be a shared vision to coordinate and focus investment in the area. This is created by alignment of objectives and clarity in community goals and needs.

NGA WILL BE A CATALYST FOR NEW DEVELOPMENT AND BRING ONGOING BENEFITS TO THE EXISTING COMMUNITY.

The Project Connect Team prepared five “Development Demonstrations” in order to create evaluation tools on different approaches to development that may occur in various site areas. Each of these demonstrate the relationship between community needs, streets, stormwater, infill development and the financial performance of public and private investments. These are demonstrations only, and not intended to portray what may actually happen in the area.

The team first identified baseline development. Baseline development includes assumptions for development in the near future, including current projects, and associated infrastructure improvements. NGA specific infrastructure improvements are required on N. Jefferson and Cass Avenues and at the I-64/US-40 and N. Jefferson Avenue interchange.

The team then identified five demonstration projects. The locations were chosen by studying and understanding critical connections in and between the neighborhoods, proximity to current and planned projects, the availability of vacant land, and information from the community on current resident and business needs. Each demonstration project was tested against:

- Goals developed by the community and the City
- Market dynamics and realities
- Impact on traffic and mobility
- Impact on stormwater
- Financial viability and return on investment.



Demonstration Area Locations

The following Development Demonstrations were studied and refined until they achieved as many of the stated goals as possible.

Demonstration 1: Neighborhood Infill

This focuses on improving the place and character of the neighborhood from within, and builds on NGA and a proposed developer project.

Demonstration 2: Gateway Mixed Use Development

This would serve as the new gateway to the Project Connect neighborhoods and builds off of the momentum of adjacent developments and connection to Downtown.

Demonstration 3: Neighborhood Redevelopment

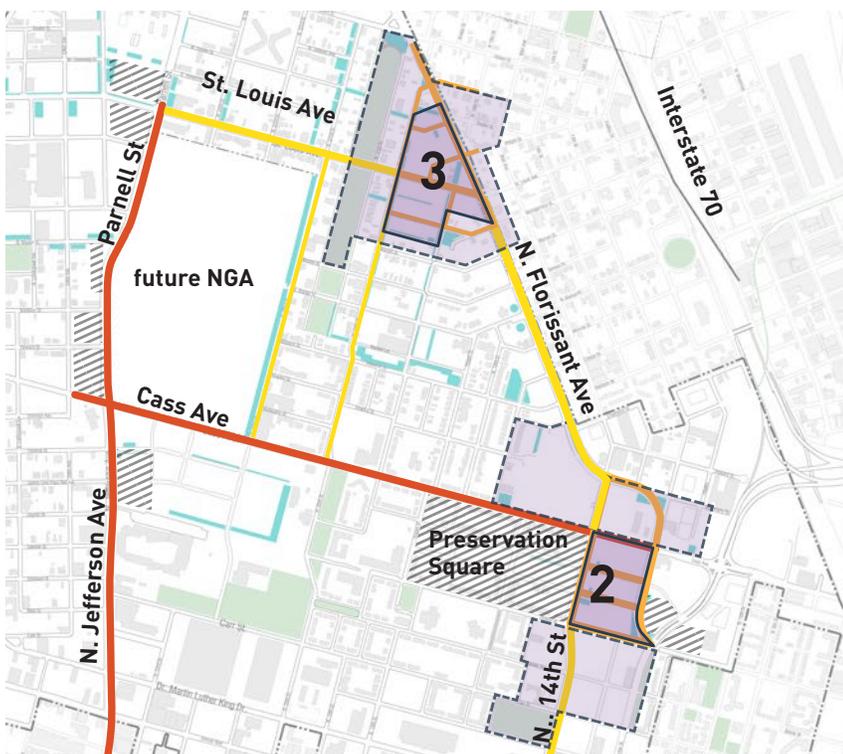
The large presence of vacant land here provides the opportunity for neighborhood development with a neighborhood center and meets existing infrastructure needs.

Demonstration 4: Supportive Retail and Services

The Pruitt-Igoe site has the potential to serve the neighborhoods and NGA as a local and regional retail center with a proposed urgent care facility by a developer.

Demonstration 5: Local Jobs

Development of this area as a light manufacturing and industrial development could bring more permanent jobs to the neighborhood.



Location of Demonstration Areas 2 and 3.

- Baseline Development
- Phase 1 Development
- Phase 2 Development
- Baseline NGA-related Infrastructure
- Phase 1 Infrastructure
- Phase 2 Infrastructure

STUDY FINDINGS:

The demonstration projects each offer their own set of values. However, it was concluded that demonstrations 2 and 3 had the highest potential for development opportunity in the short term and tested best against the established goals. Although the financial viability of a certain project may prove to be inferior, the benefit to the community may outweigh the financial pressures. Therefore any proposed development must be assessed at its own merit.

DEMONSTRATION 2:

Gateway Mixed Use Development builds from the momentum of downtown and adjacent developments. It envisions new multifamily residential and local retail development. New development in this area will provide better adjacent land uses to existing residents than what exists today, improve accessibility to planned neighborhood services and promote development of much needed neighborhood serving retail.

DEMONSTRATION 3:

Neighborhood Redevelopment takes advantage of a large area of vacant parcels to present an opportunity for a multifamily development with a great location for neighborhood supporting retail at the intersection of St. Louis Place, Old North and Hyde Park neighborhoods. Infrastructure improvements along St. Louis and N. Florissant Avenues provide safer crossings and facilitate better connections between the neighborhoods.

KEY RECOMMENDATIONS

- Design N. Jefferson Avenue to accommodate pedestrians and high capacity traffic, with a potential for future transit facilities.
- Design Cass Avenue to prioritize bike and pedestrian infrastructure.
- Pursue development of a 5-year streets phasing plan with the TWG to coordinate project schedules, funding sources, and improvements.
- Pursue completion of street grid surrounding the new I-64/US40 interchange.

STREET DESIGNATIONS

In an urban environment each street should be designed to cater to its location and users. With the introduction of NGA and projected growth expected in the study area, it was necessary to establish desired street designations as they relate to current and future conditions.

With a goal for Complete Streets, street designations is established to balance the accommodation of traffic, transit, bikes and pedestrians. This was determined by a number of factors including current needs identified by the community, anticipated adjacent land use, existing conditions, and proposed street, transit, and bicycle networks. A traffic model was used to clarify current and future traffic demand and flow with the understanding that future conditions assumed a higher percentage of alternative modes for transit, bike, car share, and pedestrian.

The width of the existing right-of-ways limit the number of uses that can be accommodated on each street. As this area is developed into a more urban area, the size of those right-of-ways, although seemingly large now, will not be large enough to accommodate all users on all streets. Therefore, the design of the public realm should encourage and balance alternative mode use.



Complete Streets designed to accommodate the needs of the community increase quality of life and safety by making it easier to walk, bike, or take public transit to work, school, the park or grocery store.

The community input and technical analysis led the team to prioritize improvements to the following streets and establish conceptual street designations. With NGA and associated development there will be a need for some improvements to be complete prior to 2022 to accommodate new NGA traffic. Construction schedules will need to be closely coordinated and monitored over the next five years.

I-64/40 & N. Jefferson Avenue Interchange - High Capacity Traffic.

N. Jefferson Avenue - High Capacity Traffic, Transit and Stormwater.

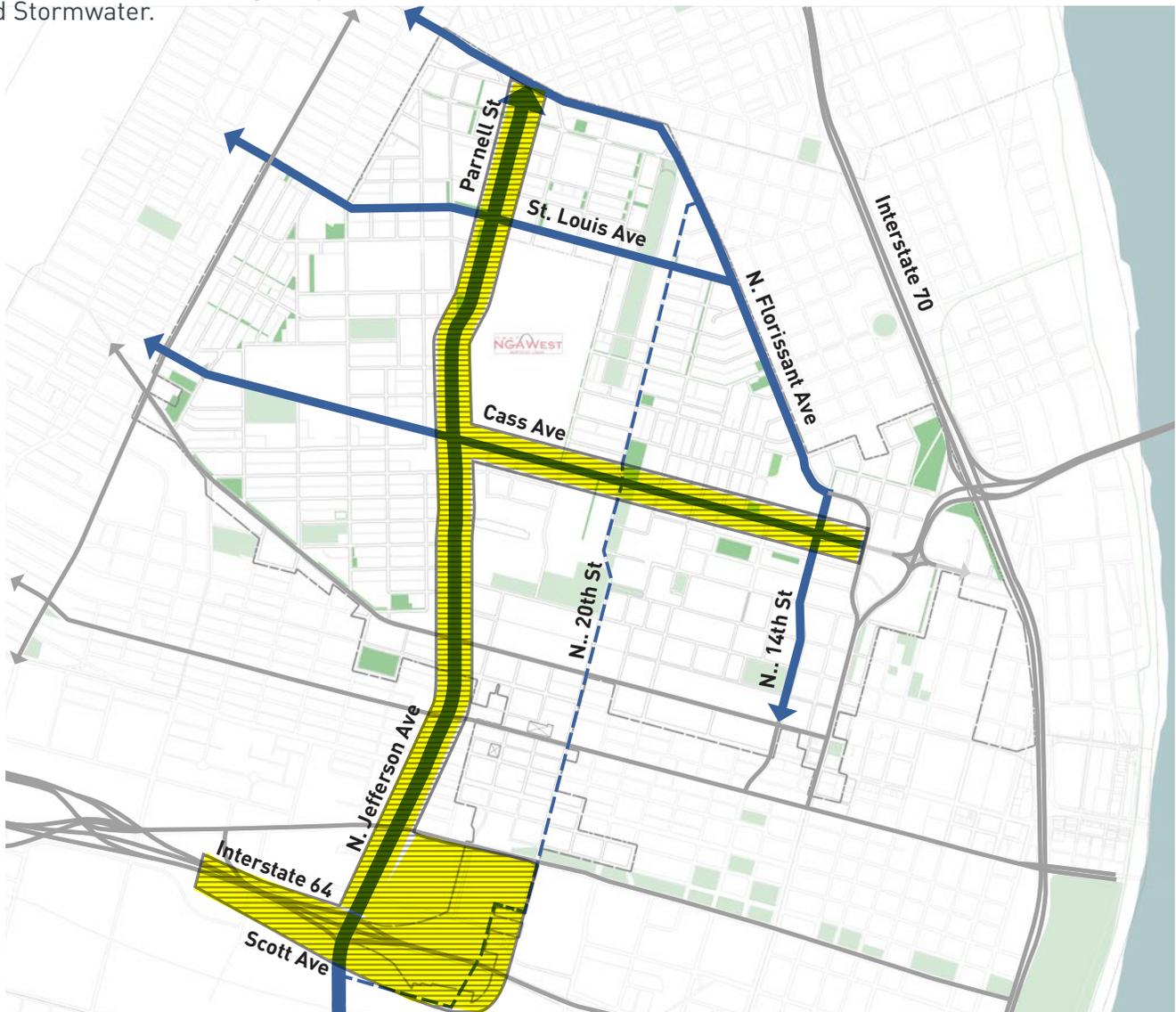
Cass Avenue - Bike and Pedestrian Connector, and Medium Capacity Traffic.

St. Louis Avenue - Bike and Pedestrian Connector, and Low Capacity Traffic.

N. Florissant Avenue - High Capacity Traffic, Transit and Bikes.

14th Street - Bike and Pedestrian Connector.

20th Street - Bike and Pedestrian Connector.



— STREET DESIGNATION RECOMMENDATIONS
 ■ INFRASTRUCTURE TO BE BUILT FOR NGA OPENING

KEY RECOMMENDATIONS

- Remove bike facilities from N. Jefferson Avenue north of Scott Avenue.
- Prioritize the establishment of a bike facility connection from N. Jefferson at Scott Avenue east and north to N. 20th Street as part of the interchange construction.
- Prioritize N. 20th Street bike improvements.
- Include a '2-way cycletrack' facility on Cass Avenue as part of street reconstruction related to NGA.

BICYCLE AND PEDESTRIAN ACCOMMODATIONS

Project Connect hosted a Bike Planning Workshop with representatives from MoDOT, GRG, Streets, BPS, and city bike plan consultants in order to understand, align and update ongoing and future bike planning efforts that will be affected by projects tied to Project Connect.

Rebuilding the interchange at N. Jefferson Avenue and I-64/US40 will interfere with the current bicycle facilities on N. Jefferson Avenue north of Scott Avenue. Increased traffic and a limited right-of-way create an unsafe environment for bicyclists. Therefore alternatives for a better and safer north-south facility were discussed.

N. Jefferson Avenue between Scott and Natural Bridge Avenues is predicted to carry heavy vehicle loads, possibly convey and detain stormwater, and potentially host a fixed-guideway transit service in the future. This expected environment makes it difficult to also accommodate bikes. Therefore N. 20th Street was identified as the ideal alternative to N. Jefferson. This change led to the discussion of other network adjustments including an additional north-south bicycle connection and a minimum of two additional east-west connections in a future bicycle network.

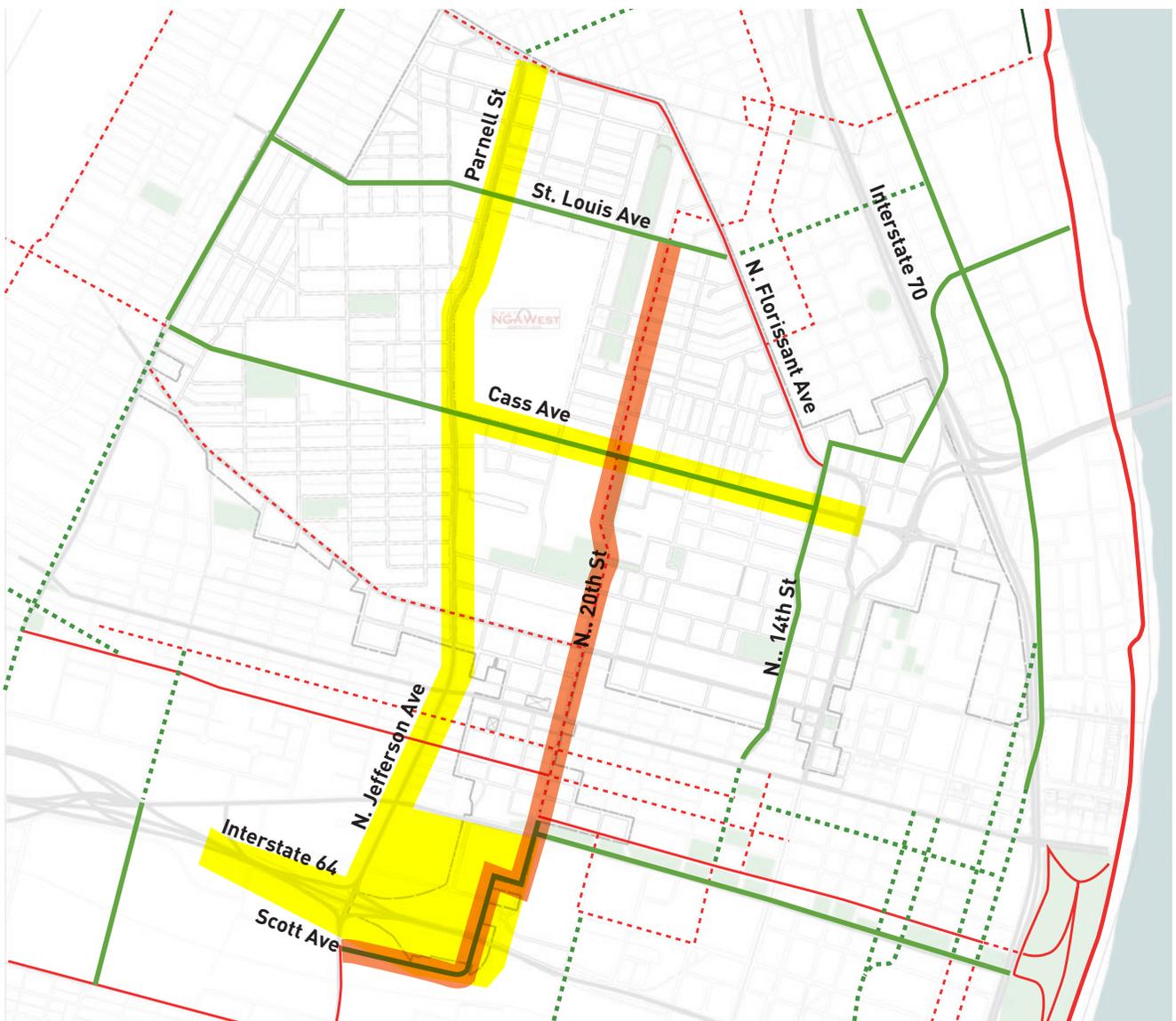


Bicycle facility examples.

Consensus at the workshop was reached on the following items:

- Removal of bicycle facilities on N. Jefferson Avenue north of Scott Avenue.
- Establishing a bicycle connection from N. Jefferson Avenue on Scott Avenue east and then north to N. 20th Street.
- Include a '2-way cycletrack' facility on Cass Avenue as part of infrastructure improvements related to NGA.

It was discussed that future discussions on the network should include: integration of a 'low-stress' facility on St. Louis Avenue; a study of a neighborhood bikeway connecting Compton Street facilities north to Natural Bridge east of Grand Avenue through JeffVanderLou; and that upon Concept Approval of the I64/40 and N. Jefferson Avenue interchange improvement Access Justification Report (AJR), it is recommended to reassess these recommendations and update the Gateway Bike Plan and associated documents as required.



Conceptual Bicycle Facility Network

- EXISTING BIKE ROUTE
- PROPOSED BIKE ROUTE
- EXISTING BIKE LANE/FACILITY
- PROPOSED BIKE LANE/FACILITY
- INFRASTRUCTURE TO BE BUILT FOR NGA OPENING
- PRIORITY ROUTE

KEY RECOMMENDATIONS

- Integrate stormwater facilities with existing and proposed infrastructure and public realm projects.
- Avoid facilities that require fencing.
- Avoid facilities that negatively impact the community.
- Create a coordinated Stormwater Master Plan and Design Review process for future stormwater projects.

PARKS AND STORMWATER

Through a coordinated effort with Metropolitan St. Louis Sewer District (MSD), Project Connect tested the application of Regional Detention, Local Detention and an Integrated Stormwater System for the five Development Demonstrations. It is apparent from this process that the Integrated Stormwater approach:

1. Can be easily implemented incrementally
2. Can produce a positive environment for future development
3. Provides the most community benefit
4. Requires more coordination in planning, design and funding when compared against a Regional or Local Detention approach.

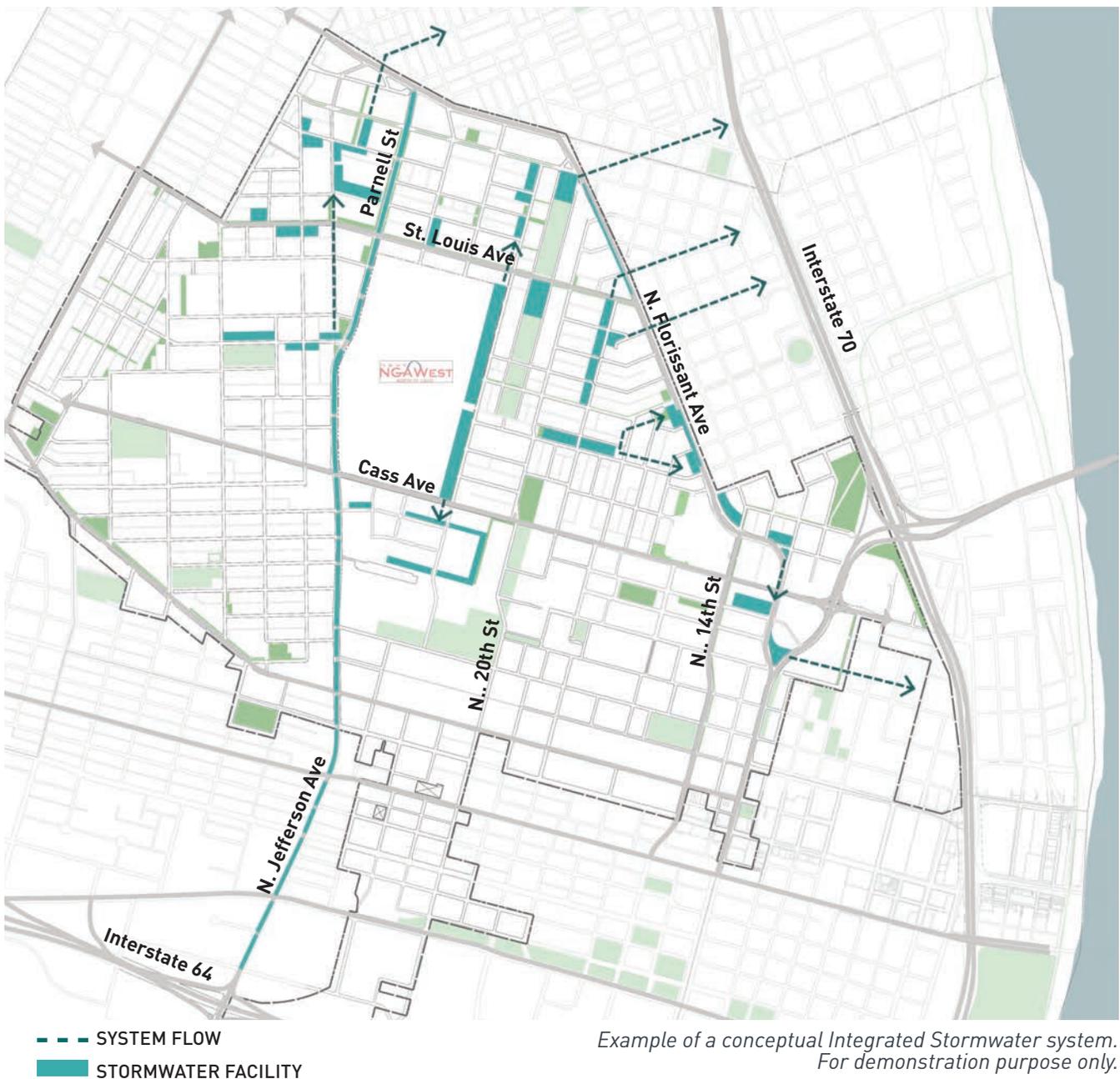
The Action Plan recommends that as any new development is proposed within the study area SLDC, Planning and Urban Design Agency, MSD and (in some locations) the Parks Department engage in a coordinated discussion on the most cost-effective system that provides the most community benefit. This integrated recommendation to stormwater shifts the issue of stormwater to a public infrastructure strategy, because it is not a problem that can solely be solved by the private sector alone.



Conceptual Integrated Stormwater system typologies.

Further, it is recommended that a Stormwater Master Plan be coordinated with MSD and a process be established for design review within these Citysheds. This future Master Plan should strive for more integrated facilities that can be part of the public realm, unfenced, and usable space where applicable. It should highlight ways the developer can manage stormwater on-site to meet the goals of the Master Plan. Although each developer project should be reviewed on

its own merit, establishing these principles prior to development will encourage intentional stormwater development. To support and enforce the Master Plan concepts, there is a potential to include requirements for eligibility in order to qualify for certain project incentives through SLDC. There is also potential for the City to include a substantial element of the stormwater system into public realm projects as a partnership with the community and MSD.



NEXT STEPS

Project Connect will continue to be managed by SLDC, who will use this document and associated tools to assess and review potential investment opportunities within the eight Project Connect neighborhoods.

Coordination with the community and local and regional agencies is critical to any project of this size and complexity. The alignment created by working together towards a common goal is what will keep the projects in this area moving forward, and thus improving the neighborhoods of Project Connect. **Therefore SLDC will appoint a Project Connect Manager to lead the process moving forward.**

The Project Connect Manager will be responsible for:

1. Attending existing review committees to act as a liaison between the community and other agencies that are not typically included in these meetings. These meetings include, but are not limited to, LCRA, PIEA, TIF Commission, Planning Commission, LDC, EEZC, Promise Zone and Choice Neighborhood meetings.
2. Implementing a structure to review projects in the eight neighborhoods of Project Connect. This structure could include a committee to review projects of particular interest to the community and City as a whole.
3. Hosting various TWG Committees quarterly or on an as needed basis depending on project intensity.
4. Requesting additional project review meetings with the Planning and Urban Design Agency, Building Division, SLDC staff, and Neighborhood Stabilization Team as needed.
5. Coordinating efforts involving funding identification and project implementation.
6. Coordinating efforts involving updates of planning documents across agencies.
7. Continuing public engagement, on a monthly basis with the Neighborhood Stabilization Team, and on a quarterly basis with the community.
8. Developing content and updates for the project website and social media pages.

The Project Connect Manager will also be responsible for maintaining a standing list of contacts from each agency for which to collaborate on review processes. They shall review public and private investment initiatives and forward to each contact the project proposal with a preliminary identification of issues or questions specific to each contact. The Project Connect Manager shall communicate with those contacts until all questions are answered and issues resolved, then create a report of the process with a summary and/or recommendation to the SLDC Executive Director.

Development projects that are not seeking incentives will continue to be assessed through the Building Division which enforces the City building code, issues building permits, conducts building inspections, demolishes vacant buildings, and enforces zoning ordinances. However, the Project Connect Manager will be responsible for coordinating with the Building Division to obtain all applications within the Project Connect neighborhoods to stay informed about all development in the area.

COMMUNITY AND AGENCY COORDINATION

The success of Project Connect to date is because of community and local and regional agency coordination. As projects are further developed and implemented, this alignment is critical and continued coordination will be necessary to truly make a measurable impact on the Project Connect area. Project coordination should extend outside of the TWG to the Promise Zone, Choice Neighborhoods, Byrne Grant, local and national developers, and various neighborhood groups to ensure development and activities are focused to optimize the impact of public investment.

It is recommended that SLDC engage the community and developers relative to findings from this Action Plan. Potential engagement opportunities include, but are not limited to:

1. Establishment and management of a neighborhood-based, development review committee to identify community goals and specific requirements for inclusion in new redevelopment areas and/or updates of current redevelopment areas/agreements.
2. Preparation of new redevelopment areas and/or updates of current redevelopment areas/agreements to align with community goals and Project Connect recommendations.
3. Coordination of redevelopment projects and public improvements across a range of local, state, and federal agencies and departments with respect to community goals and Project Connect recommendations.
4. Release of public Requests for Proposals to foster and solicit redevelopers - specifically for agency-owned properties and assets - within existing redevelopment areas in support of community goals and Project Connect recommendations.
5. Collaboration with other city agencies and departments to update existing planning documents, tools, and regulations in support of community goals.





SLDC PROJECT REVIEW

The St. Louis Development Corporation (SLDC) is the economic development agency for the City of St. Louis, and as such focuses on business and real estate development.

On behalf of the City boards and agencies, SLDC offers support and programs for business expansion and retention, financial incentives, business incubators, minority business development, and site assembly and preparation. They review and approve projects that are requesting financial incentives for redevelopment, or seeking permit approvals within existing redevelopment areas.

In addition to the standard review process, attention will now need to be given with respect to NGA requirements, historic requirements and coordination efforts within the Project Connect neighborhoods. The Project Connect Manager will be responsible for developing the protocol for project review, with the SLDC team.

The type of review process by SLDC is based on the specific incentive request. Generally projects are reviewed against existing adopted neighborhood plans for allowed uses, urban design and public realm character, quality and standards of architecture, and economic and financial viability.

SLDC is directed by its own Board of Directors, and its employees serve as staff support for the City's economic development authorities which include the following: Clean Energy Development Board, Enhanced Enterprise Zone Commission, Industrial Development Authority, Land Clearance for Redevelopment Authority, Land Reutilization Authority, Missouri Downtown Economic Stimulus Authority, Operation Impact, Planned Industrial Expansion Authority, Port Authority Commission of the City of St. Louis, Tax Increment Financing Commission, The St. Louis Local Development Company.



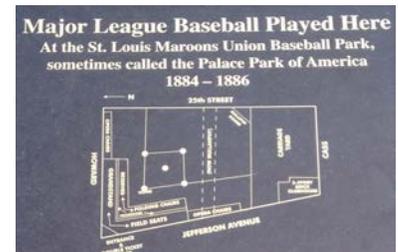
NGA COORDINATION EFFORTS

NGA will bring major change to the neighborhoods of Project Connect. While the benefits will be great, there are also impacts that need to be addressed to accommodate this facility and its employees. It is paramount that the City merge those requirements with the needs of the existing and future residents and businesses to create a project that is beneficial to the City as a whole. Coordination with NGA, the Army Corps of Engineers, and the Air Force will be critical to ensuring the overlap and adjacencies of project efforts are beneficial to each other, and in the least do not conflict. It is recommended that regular meetings occur between the Federal, City and State agencies to coordinate site design.



HISTORIC REQUIREMENTS

There are requirements developed by the Neighborhood Consultant Committee (NCC) to preserve the history in and around the future NGA site. These requirements include providing memory markers within the right-of-way around the future NGA site. The design of these markers will be determined at a later date. These markers will display pieces of history determined by the NCC and will be connected to a City website to display additional historical information. As the streets surrounding NGA are developed, these requirement will need to be addressed to satisfy the preservation of history in the area.



example memory marker



SOCIAL SERVICES

In many respects, the soft infrastructure (i.e. people and connectivity) that unites a community is often more important than the hard infrastructure (i.e. place and physical spaces) that frames it. Supporting community revitalization is more than just an exercise of private investment in real estate or beautification of the streets, it will necessitate determining the needs of the community and aligning the services that will empower it.

It is recommended to pursue an **APPLICATION CONNECT** pilot program to act as the primary catalyst for community empowerment in the Project Connect neighborhoods, and eventually serve as a model for expansion of service delivery city-wide. The basic concept is a cross-platform smart phone application that will assist in aligning the needs of a community with the services of local providers in an interactive service network. Through the application, individuals will be able to establish a user account, provide information on specific needs, search for local providers, and directly request services. Providers will be able to establish a provider account, provide information on specific services, search for potential users, and directly contact individuals in need. Information from both parties will be aggregated into a real-time, searchable, geospatial database that will ensure that users and providers understand critical relationships, such as access to transit, adjacency to community assets, and other proximity-based realities such as neighborhood services and schools. **APPLICATION CONNECT** will be an application dedicated to social empowerment through connectivity.



TAX RELIEF STRUCTURE

While new development is advantageous for the City as a whole, it raises concerns that some longtime residents in these areas will experience sudden increases in property valuation that will pose a hardship to them as it relates to paying property taxes. A preliminary study of property taxes is underway and additional investigation is warranted. It is recommended this study be taken one step further with the Assessor's Office to determine if there are programs available to help this community.



SMART CITIES

The concept of a “Smart City” is very broad and can mean different things to different cities and communities. It is a goal to establish a vision for what a Smart City means to the City of St. Louis.

There are multiple ongoing efforts related to the concept of Smart Cities in the St. Louis region. The City Streets Department, the Real Time Crime Center, the Parking Division, East-West Gateway’s ITS Plan, St. Louis Water, and Metro, to name a few; are all implementing pieces of a Smart City that are vital to the technological innovation of the future. Although these efforts are all useful in their own right, currently they lack cohesion and a common future goal for the City as a whole. Since 2016 with the USDOT Beyond Traffic Smart Cities Challenge and the decision for NGA to relocate in the City, there have been various discussions occurring around how the City can stay competitive and attract new talent to the Region.

It is recommended to establish a Smart City Commission to lead the vision for the City. This Commission shall have an Advisory Task Force and an expert consultant or staff to manage and advise the Task Force.

ZONING

Assess if any zoning districts need to be adjusted to meet NGA-specific parameters for development near the site.

NEIGHBORHOOD PLANS

Pursue updates to neighborhood plans in the four core neighborhoods.

“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

— Jane Jacobs, The Death and Life of Great American Cities

This report was prepared by Civitas in association with MWH/Stantec. March 2017.

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THANK YOU

As we complete the Project Connect Action Plan, I want to thank the Project Connect Team for all of their contributions to the development of this action plan. The ideas and input from the Project Connect Steering Committee, Technical Working Group, the consultant leads, and the Community were invaluable. I especially want to thank Isa Reeb for her tireless efforts and actions as the “unofficial face” and leader of the Project Connect initiative. I also want to thank our NGA program manager, Russell Halliday for not only his outstanding efforts in support of Project Connect, but also for his excellent management of all components related to this transformational opportunity.

Our primary intent from the outset was to provide the St. Louis Development Corporation (SLDC) with a public summary to show the progress made on projects to date and the next steps. We want those that live, work, or want to support this transformational initiative to know that we valued all the input and concerns and have used that information to develop a plan to move forward.

I want to thank everyone again for the continued efforts to work and listen to the people in the community, and integrate the past and future plans and projects into a coordinated action plan going forward.

Otis Williams
Executive Director



KEEP UP WITH OUR PROGRESS:

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