

Technical Assistance Panel

Dorsett Road as a Great Street

Maryland Heights, Missouri



Panel Recommendations to the
City of Maryland Heights
October 2013

ULI St. Louis

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The ULI St. Louis District Council Technical Assistance Panel (TAP) program – the local version of ULI's national Advisory Services Panel – provides expert, multi-

disciplinary advice to public agencies and non-profit organizations facing complex land use and real estate issues in the St. Louis metropolitan area. Drawing from its extensive membership base, ULI St. Louis conducts TAP programs to offer objective and responsible advice on a wide variety of land use challenges ranging from site-specific projects to public policy questions and is intentionally flexible to provide sponsoring organizations with a customized approach to a solution. ULI St. Louis members from across the region participate as panelists, volunteering their time and expertise to the process.

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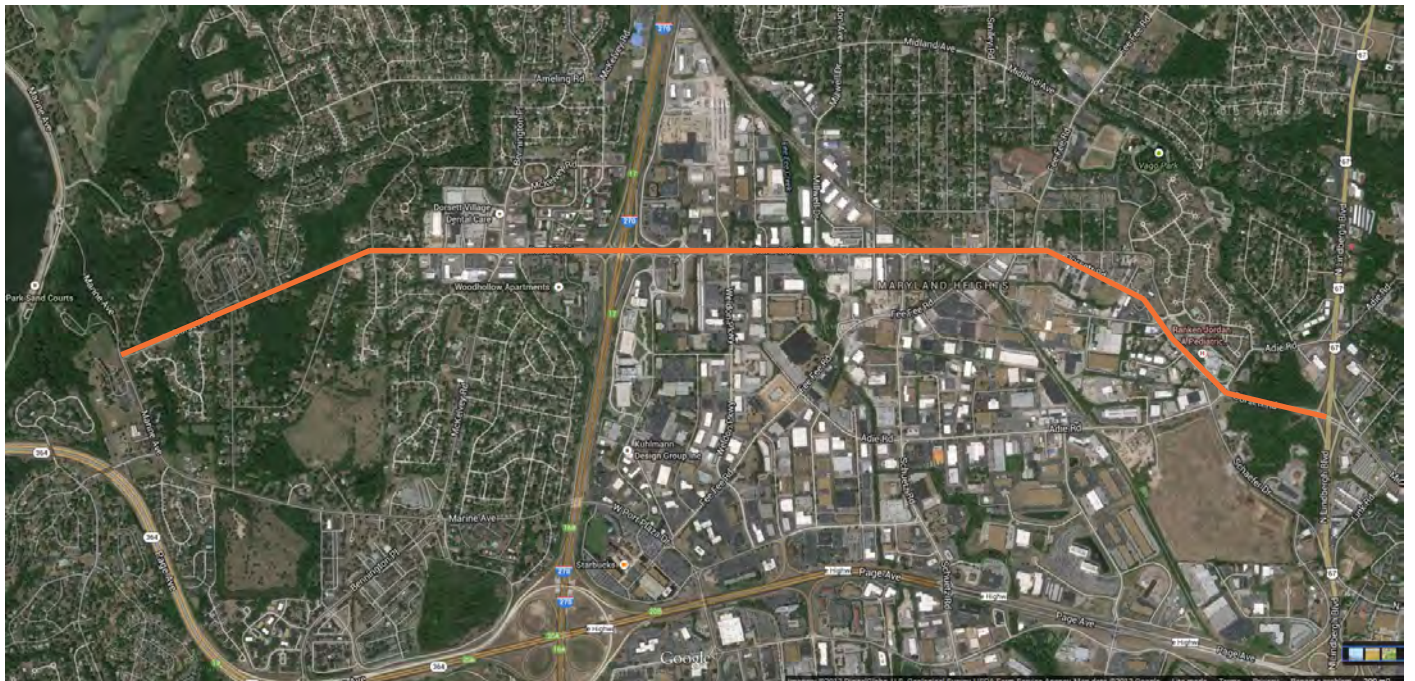
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The Dorsett Road Corridor, Maryland Heights, Missouri

Introduction

The East-West Gateway Council of Governments launched the Great Streets Initiative in 2006 in order to expand the way communities think about their streets. The goal of the Initiative is to trigger economic and social benefits by centering communities around interesting, lively and attractive streets that serve all modes of transportation. In 2012, East-West Gateway selected Dorsett Road for funding and initiated a comprehensive review of the road and corridor led by Design Workshop. Following the review and with Design Workshop's "Dorsett Road Great Streets Plan" (the Plan), the City of Maryland Heights, Missouri, invited ULI St. Louis to form a Technical Assistance Panel in order to understand the potential viability of the Plan from the market's perspective.

The panel of ULI members, professionals working in a variety of real estate-related sectors, was asked to

evaluate the current state of the Dorsett Road corridor east from Marine Avenue to Lindbergh Boulevard and – with this first-hand perspective – review the consultant's report to determine if the recommendations were viable and implementable.

Throughout the process, the panel interviewed Maryland Heights business owners, property managers, city leaders, and elected officials. The panel asked these individuals, the stakeholders along Dorsett Road, a variety of questions and encouraged them to discuss and envision what a Great Street in Maryland Heights might be. The information gathered during these interviews and the expertise each panelist brought to the task, provided the panel with the insights necessary to deliver to the City an objective evaluation of the Great Streets Plan.

Panel's Charge

In keeping with its goal of turning Dorsett Road into a Great Street, and with Design Workshop's "Dorsett Road Great Streets Plan" in hand, the City of Maryland Heights (the City) turned to the TAP for answers to the following questions:

1. Are the recommendations contained in the Great Streets Plan reasonable and able to be implemented in the next five to ten years from the perspective of the real estate/development market?
2. Does the panel have additional or alternative recommendations for the development of Dorsett Road over the next five years?
3. What development strategies would be most effective in implementing the recommendations contained in the Plan and the panel's recommendations?

TAP Process

The TAP panel, consisting of six professionals selected from the ULI membership, represented the following skills and perspectives: real estate development, finance and accounting, urban planning and design, commercial brokerage, and municipal and real estate law.

On the morning of the TAP workday, the panel was led on a tour of the Dorsett Road corridor (the Corridor) by a Maryland Heights planning professional. From Creve Coeur Lake Park to Lindbergh Boulevard, the panel explored the corridor, its businesses, and nearby residential sectors.

Following the tour, the panel gathered at the City's Government Center and conducted interviews with Maryland Heights stakeholders, including: City planning professionals, community leaders, Maryland Heights business owners, property managers, and city leadership.

Following the stakeholder interviews, the panel spent the remainder of the day processing the information and

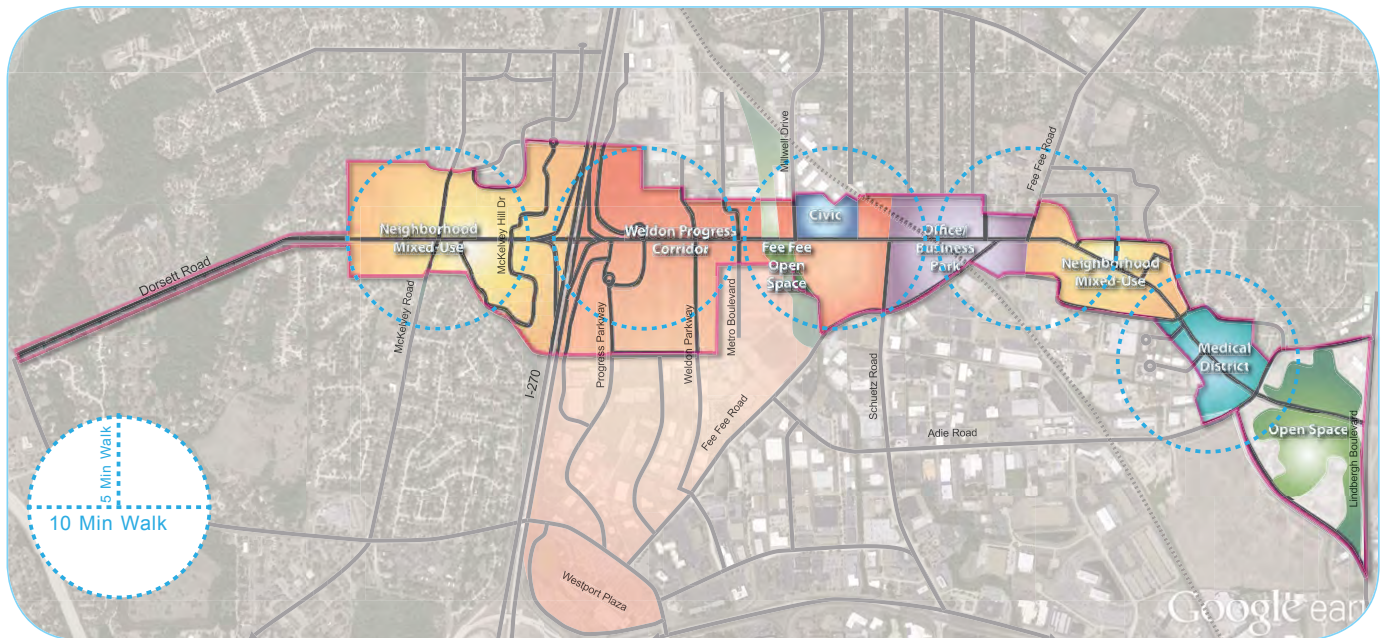
insights gathered from the meetings and re-viewing the information and maps provided by the City. During this

work session, and drawing on the panel members' professional expertise, the group further explored the City's charge and formulated recommendations designed to help the City determine the relevancy of the Plan, understand options for alternative or additional improvements to the Corridor, and determine potential development strategies for implementing the recommendations included in the Dorsett Road Great Streets Plan.



Interview session with Maryland Heights stakeholders

The Plan: Preferred Land Use & Plan Elements



Neighborhood Mixed-Use

- Will support mix of residential, retail, service, entertainment, and office uses
- Primarily serves a local market within Maryland Heights

Weldon Progress Corridor

- Mixture of retail, restaurants, housing, entertainment
- Serves the employment base from Dorsett to Westport Plaza
- Creates a major destination along the corridor

Open Space

- Walking and biking trails for the community and visitors to Maryland Heights
- Serve as destination sites within the corridor
- Creates new opportunities for recreation within walking distance of residents and workers

Civic

- Central location to serve the corridor
- Includes the Maryland Heights Government Center

Office/Business Park

- Can evolve to represent one or more key destinations for the broader Maryland Heights community

Medical District

- Medical offices and services focused in this area
- Ranken Jordan serves as the center of this district

The foundation for the Dorsett Road Great Streets Plan is captured in the Preferred Land Use map. The Plan also identifies the importance of a variety of elements and improvements addressing the following:

- Parcels for short-term redevelopment;
- New projects to create a sense of place, including public art;
- Open space, parks, and trails, including the Fee Fee Greenway in the middle of the Corridor and the open/green space at the eastern end of the Corridor near Lindbergh Boulevard;
- Trails, including a multi-use path running the length of Dorsett Road, as well as additional arterial trails and new trailheads at community gathering points;
- Signage and wayfinding elements, including creating significance to the entrances to the City, utilizing interactive digital maps for smartphones, and encouraging building owners to use signage that relates to the respective building;
- Dorsett Road identity and branding elements, including the design of a logo specific to the Corridor and branding the Corridor in a manner that

is memorable and differentiates it from other areas competing for residents, businesses, and visitors;

- Access management plan addressing the spacing of intersections and driveways and the creation of additional access (frontage and backage) roads; and
- Parking regulations for existing businesses, possibly including more shared parking options and a strategy to streamline future parking regulations to alleviate any confusion and generally require fewer spaces, likely in the form of “maximum” instead of “minimum” requirements.

Finally, the Plan identifies three “Priority” recommendations:

- Improve pedestrian, bicyclist, driver, and transit rider safety through crosswalk improvements, bus stop consolidation, and the addition of mid-block crossings and pedestrian refuge islands.
- Improve accessibility, safety, and the visual interest of Dorsett Road by increasing sidewalk widths and installing plantings that will provide year-round seasonal interest.
- Improve night-time safety for pedestrians, bicyclists, and transit riders by installing new street lights.

Implementing the Plan

The first question posed by the City asked whether or not the Plan was reasonable and if it could be implemented within the next five to ten years.

Following their review of the Plan, the guided tour, and interviews with area stakeholders, the panel believed the Plan was, in fact, reasonable and could be implemented within the stated time frame. At the same time, however, the panel made it clear that certain critical conditions needed to be in place and considerations should be addressed before the Plan is approved and ready for launch.

Phase One

The scope of the Plan covers a large geographic area and spans a number of land uses. The panel suggested that work begin in the area with the greatest potential for immediate positive impact, specifically the area surrounding the intersection of Dorsett Road and McKelvey Road. This area could be considered the “town center” of Maryland Heights and is loosely bound by Pheasant Run Drive to the west, Interstate 270 to the east, the intersection of McKelvey and Bennington Place to the north, and Dawn Beth Drive to the south.

Viewing this area as the Maryland Heights town center and given the proximity of businesses, restaurants, retail establishments, and residential neighborhoods near the intersection, the City is encouraged to take particular care in reviewing and improving the pedestrian experience traveling east-west and north-south around this intersection. The Plan proposes a number of traffic-calming devices and pedestrian safety measures the panel believed would be beneficial in making the intersection and the town center more inviting to and safer for pedestrians.

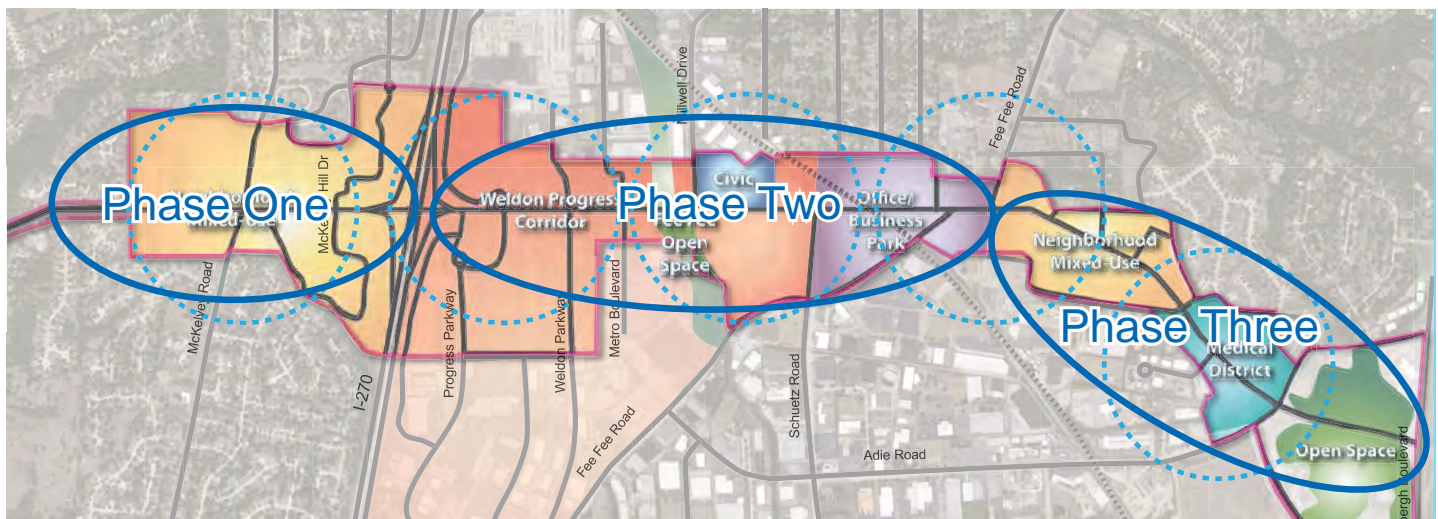
As noted in the Plan and confirmed during interviews with area business owners, this section of the city possesses an overabundance of parking spaces. The vast stretches of vacant concrete parking lots are imposing to pedestrians and represent significantly under-developed and under-leveraged property for the City. Should the City consider reevaluating its current parking requirements, existing business owners might be relieved of some burden of parking lot maintenance and additional outlots could be formed and marketed for future retail development.

Phase Two

Phase Two was identified by the panel as the section of the Corridor east of Interstate 270 and west of Fee Fee Road. This section of the Corridor poses some interesting opportunities, including potential improvements to the Civic section of the City near the Government Center, improvements to the Fee Fee Creek area, and potential for tying-in other existing recreational paths. Yet, work in Phase Two should only be considered once improvements to Phase One are well-underway and experiencing visible success.

Phase Three

Finally, Phase Three incorporates the area along Dorsett Road that runs east from Fee Fee Road to Lindbergh Boulevard. As the section of the Corridor with the least visible density and identity, the panel believes this section would benefit from the momentum gained from the improvements to other sections of Dorsett Road.



Complete Street

While the phasing recommended by the panel addresses the elements and improvements contained in the Great Streets Plan, the panel strongly encouraged the City to commit to elevating Dorsett to a “Complete Street” at the outset of any improvements to the Corridor. This Complete Street work would address the following items along the length of Dorsett Road:

- Complete and connect sidewalks on at least one side of Dorsett Road along the length of the Corridor;
- Install trash containers at bus stops and at regular intervals along the sidewalk throughout the Corridor;
- Install bus shelters at existing stops along the Corridor to provide transit riders with critical temporary shelter, thereby alleviating the burden placed on nearby businesses when transit riders seek temporary shelter in active business lobbies; and
- Install consistent and effective lighting for pedestrians walking along the corridor (from Pheasant Run Drive to Lindbergh Boulevard).

Lane Configurations

A great deal of discussion in the Great Streets Plan addressed the current and proposed lane configuration along the Corridor. Before proceeding with any elements contained in the Plan, the City should take great care to host conversations with the St. Louis County Highways Department to discuss the options contemplated, including:

- The feasibility of the overall road width contemplated in the Plan;
- The number of vehicle lanes throughout the Corridor and the feasibility of reducing the number of lanes from five to four;
- The placement of sidewalks along Dorsett Road and the contemplated addition of a multi-use path; and
- Ongoing maintenance of the improvements contemplated in the Plan.

Multi-Use Path

Given vehicular activity currently on Dorsett Road and the Great Streets goal of improving the street to serve all modes of transportation, the Great Streets Plan strongly encourages the creation of a “multi-use” path to run the length of Dorsett Road.

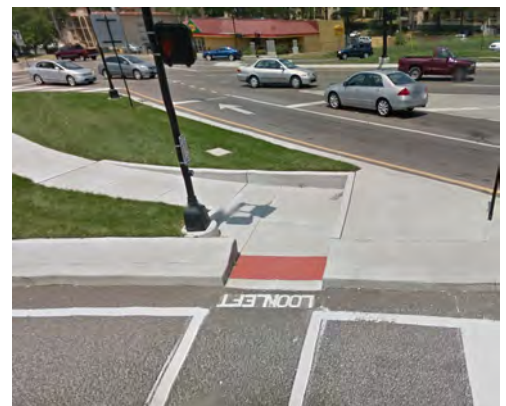
In evaluating the viability of such a path, the panel

noted the many benefits that a multi-use path could bring to the City:

- For residents surrounding the Corridor, the path could serve as a “causeway” from the residential areas into the commercial sections of the City;
- The path would provide a welcoming connection to and tie into the shops along Dorsett Road;
- The path, running along Dorsett to Marine Avenue, would also tie residents and visitors to Creve Coeur Lake Park, one of the most significant recreational amenities the City has to offer; and
- The path would also provide a compelling amenity for individuals and families contemplating a move to Maryland Heights and, likewise, would provide a useful amenity that could be used to help retain the City’s current residential population.

It is also worth noting the potential benefit to tying the multi-use path into the Great Rivers Greenway (GRG) system of trails. The Great Rivers Greenway District has a mission of making the St. Louis region a better place to live by creating a clean, green, and connected region through the pursuit of five goals: connecting communities and neighborhoods; preserving and connecting people to nature; improving economic vitality; providing transportation choices; and promoting good health. The recent passage of Proposition P* in St. Louis City and St. Louis County is a strong indication of the appetite of area residents for trails and greenways. Further, through its taxing mechanism, GRG has the budget necessary to improve and protect a trail going forward. Although GRG has not yet identified Maryland Heights as an imminently developable trail location, should the City pursue the development of a path of this nature, there is a strong indication that GRG would be interested in discussing how a Maryland Heights trail might possibly tie in to the GRG system of trails.

It is worth noting, however, that the multi-use path would merge with the existing sidewalk at the intersection of Dorsett and Interstate 270. Although the sidewalks and crossings are new, pedestrian-friendly, and accessible for those with disabilities, the width of the sidewalks and the corresponding ninety-degree turns preceding intersections will cause those traveling by bike to stop, dismount, and walk through the intersection.



Sidewalk and crosswalk at Dorsett Road & Interstate 270

* Proposition P, the Safe and Accessible Arch and Public Parks Initiative, is 3/16 of a cent sales tax increase in St. Louis City and St. Louis County.

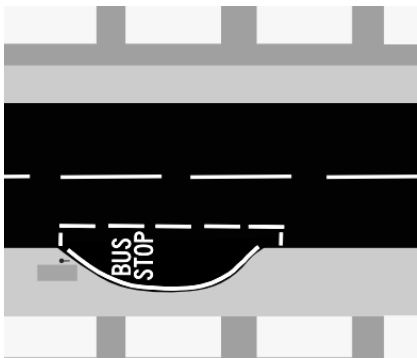
Transit Improvements

Maryland Heights is home to a significantly large number of residents who utilize public transit. Additionally, a significant number of employees of Maryland Heights businesses utilize public transit for their daily commute. Given its high usage rates and efficacy in serving the Maryland Heights business community, the City may wish to consider improvements to the infrastructure which could greatly enhance the transit rider experience.

As previously mentioned, transit riders would benefit from the installation of bus shelters and trash cans throughout the Corridor. During instances of inclement weather, transit riders often enter and wait in the lobbies of nearby businesses. Although this may be par for the course for a fast food restaurant, other professional service-based businesses do not appreciate or benefit from the additional foot traffic.

The addition of more trash cans along the Corridor, at bus shelters and elsewhere will make the Corridor more visually appealing. Trash cans provide transit riders with a convenient place for trash disposal and will also encourage pedestrians and others to keep trash off the street, sidewalks, and grass.

The panel also suggested that the City consider installing bus turnouts at bus stops. Built to pull the bus out



Bus Turnout Illustration

of the vehicle lanes containing moving traffic, the turnout would allow riders to board and disembark in a safer environment and, at the same time, allow the rest of the vehicular traffic to continue past the bus unimpeded. By carving out special areas for the buses to slow and load/unload

passengers, some of the concerns expressed by the St. Louis County Highway Department during the discussion of lane reductions may also be alleviated.

Pedestrian Improvements

As noted in the Great Streets Plan, a number of improvements are recommended for the Dorsett Road corridor that would provide a safer and more welcoming pedestrian experience for residents and employees of area businesses.

Dorsett Road serves as a primary commuter route for a population of Edward Jones contract employees living in area apartment buildings. These employees often walk or bike along Dorsett Road to Edward Jones. They also tend to walk, bike or carpool when visiting other area businesses. The existence of this very active commuter group further strengthens the argument for making the Plan's contemplated improvements to the pedestrian experience along the Corridor.

Specific attention should be paid to the intersection of Dorsett Road and McKelvey Road, which is a very active pedestrian crossing. The stretches of Dorsett running east and west of this intersection are long and full of businesses that pedestrians would like to visit. There are, however, no additional pedestrian crossings available and pedestrians often choose to cross Dorsett mid-block, regardless of the lack of a crosswalk. The panel strongly agreed with the Plan recommendation addressing the addition of mid-block crosswalks and new pedestrian intersections, which will provide critical assistance to pedestrians crossing Dorsett Road.

The transit improvements noted previously, in particular the bus shelters and trash receptacles, will also improve the general pedestrian experience and make walking in the Corridor more welcoming, convenient, and pleasant.

Throughout the interviews, there was little comment regarding safety and security in the area, and business owners and property managers generally felt the area was safe. However, the panelists noted that increasing and improving lighting in this area, as noted in the Plan, would prove beneficial to improving the pedestrian experience and increasing safety along the Corridor.

Additional Comments

Generally, the panel believed that the Great Streets Plan will assist the City in enhancing the sense of community in the area, will make the City more appealing, and will encourage both commercial and residential retention. Additionally, the City can use elements in the Plan to formulate a visual identity for the Corridor that could be used as a municipal identity and work to help brand the City.

The panel also strongly encouraged the City to recognize, embrace, and leverage current market trends. In particular, the western section of the Corridor could be enhanced through the addition of more amenities, particularly those leveraging Creve Coeur Lake Park. This could attract new homeowners and, in turn, draw additional

investment to the area once the housing market is thriving.

Additionally, while there is potential to bring more residential uses to the eastern side of the Dorsett Road Corridor as vacancy allows, it is important to consider

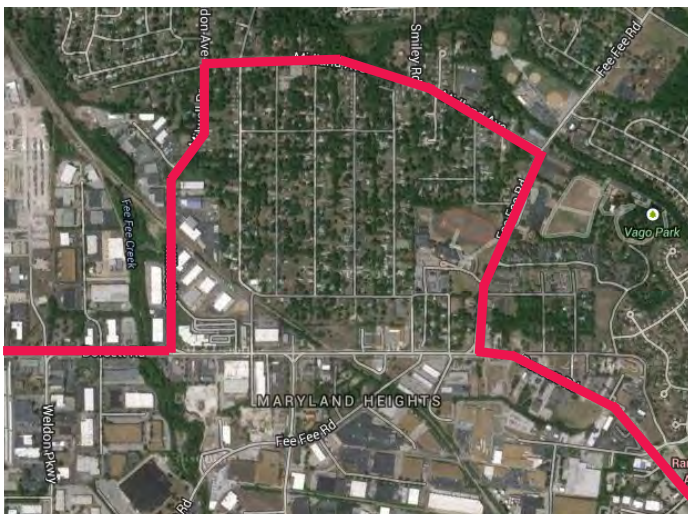
the significance of the industrial element in the City's commercial mix. The City may consider working to create and maintain an industrial center that can eventually be a separate core from its residential population.

Additional Recommendations from the Panel

The second TAP question posed by the City asked the panel to provide additional recommendations for the development of Dorsett Road over the next five years. The panel's recommendations fell into the following categories: identifying multi-use path alternatives; leveraging Fee Fee Creek as an amenity; landscaping recommendations; considering the addition of senior housing; forming a town center; branding the City; and addressing certain north-south connections throughout the Corridor.

Multi-Use Path Alternatives

The Great Streets Plan has envisioned a multi-use path traversing Maryland Heights via a ten to twelve-foot wide path running parallel to Dorsett Road. While this may provide a scenic and functional path in most sections of the Corridor, there are other portions of the Corridor that are less inviting to pedestrians and cyclists. At the same time, Maryland Heights enjoys an existing walking/biking path along Midland Avenue, running parallel to Dorsett. If the City were to connect a potential multi-use path on Dorsett with the existing Midland path (via a path connector along Millwell and Fee Fee roads), the options to bike, walk, and explore the area would be greatly increased.



Potential connection to Midland Avenue path

For the section of the multi-use path that is west of McKelvey Road, the panel strongly encouraged the City to consider directing resources to improve the path experience and strengthen the connection to Creve Coeur Lake Park.

Other improvements to this section of the Corridor, including the installation of bus stops and a secondary sidewalk, would have far less impact on the Corridor and should be addressed at a later date. With the proximity

of the park and its appeal as a recreational amenity for the City and larger region, the experience traveling to/from the park could be greatly enhanced, encouraging more City residents to walk and bike to the park via the path. The addition of furniture (benches and trash cans) periodically along the route and closer attention to striping or dividing east/west traffic will also greatly improve the user experience.

The panel believed that the improvements to the path west of McKelvey and the creation of the north/south connections to the path along Midland should be included in the recommended Phase One improvements. These improvements would provide the City with some early success in implementing the Great Streets Plan as well as provide identifiable progress early in the process.



Current path/sidewalk to Creve Coeur Lake Park



Sample path furniture

Fee Fee Creek

The Great Streets Plan included significant improvements to the Fee Fee Creek watershed and recommended its conversion into a greenway. The panel agreed with this approach and believes that the Creek could provide the City with an interesting natural amenity. By creating a park along the Creek approximately 100 yards to the north and 100 yards to the south of Dorsett Road, the natural beauty of the waterway is celebrated and those businesses along the watershed enjoy increased visibility and connection to visitors using the new park.

To enhance the connections along the Creek, the City may wish to consider one or more pre-fabricated bridges to span the Creek. Certainly along Dorsett Road, a bridge would be a natural and welcome addition for pedestrians and bicyclists, further separating them from vehicular traffic. Further north of Dorsett and along the Creek there may also be an opportunity to create connections between both sides of the Creek via a new pedestrian bridge.



Pre-fabricated pedestrian bridge



While contemplating the Plan's greenway recommendation, the panel identified potential for further connections via Fee Fee Creek. The panel identified the Creek's eventual connection with Creve Coeur Lake and began to consider the addition of a path along the full length of the Creek, from Dorsett Road to Creve Coeur Lake, which could provide residents and visitors with an intriguing alternative pathway to Creve Coeur Lake Park.

Improvements to the Fee Fee Creek area could serve to energize the Civic area identified in the Great Streets Plan and provide an appealing new image for the City as well as serve as a model for additional improvements to the Corridor.

Landscaping

With regard to the landscaping improvements noted in the Great Streets Plan, the panel had additional and alternative recommendations for the City's consideration. The Plan encourages symmetrical, repetitive plantings along the Corridor, yet while easy to implement, this landscaping approach can often lead to blocked views of commercial signage, which is critical to the success of area businesses. Varying the tree plantings, mixing varieties, and clumping will create greater visual interest to the landscaping and a lesser impact should a particular plant or tree type struggle to thrive.

Senior Housing

Throughout the TAP process, the panel sought to identify certain elements that may be currently missing in the Corridor and could provide additional services or amenities to the area. Once such element was a senior housing option. The panel believes that Maryland Heights could benefit from the addition of a senior housing development near the Dorsett Road corridor. In particular, the area surrounding the intersection of Dorsett and McKelvey roads might be particularly attractive to a senior housing development given the proximity of nearby amenities for potential residents, including a grocery store and pharmacy at the intersection. During the stakeholder interviews, the panel discovered that many current Maryland Heights residents, particularly those in the older sections of the City, would like to remain in Maryland Heights as they age. At this time, however, housing options in the City for seniors are narrow, prompting many to seek viable senior housing alternatives in neighboring cities. By adding a senior housing option along the Dorsett Road corridor, particularly near the Dorsett/McKelvey intersection, the City is providing its residents with a viable housing option that would allow them to stay in the City.

Town Center

Maryland Heights could benefit from a defined “town center” – a center of the City that is vibrant, inviting, and easily identifiable. To provide the City with this core function, the panel recommended that the intersection of Dorsett and McKelvey roads be treated as the Maryland Heights town center and all improvements in this area be directed with that vision in mind. To leverage this opportunity, the panel encouraged the City to consider the following courses of action:

- Incorporate the monument in the northeast corner of the intersection (at Walgreens) into the other improvements to the intersection and add benches to the monument, thus encouraging residents and visitors to stay in the area longer; and
- Pursue the addition of new retail uses in the area that would encourage patrons to slow down and linger in the town center. Potential uses might include a coffee shop, a cafe, or a bakery.

Branding

Although the Plan favored the addition of public art to the City’s streetscape, the panel believed that the City would be better served by investing in its own promotion. The panel was particularly intrigued by the interesting facts and unexpected figures one interviewee listed about the City of Maryland Heights. These pieces of information, relating to the large number of area employees, the volume of business conducted in the City, and much more paint a much more vibrant picture of the City than one experiences driving along Dorsett Road. The panel encouraged the City to consider leveraging that type of information in certain promotional activities. One example included the installation of banners on light poles, which would promote upcoming events or could be used to highlight certain “did you know” facts about Maryland Heights.

Progress Parkway Connections

Progress Parkway serves as a major north/south



Progress Parkway traveling north across Dorsett Road

connector for Dorsett Road. A busy vehicular intersection, the panel encouraged the City to review the existing

connections and consider improving the pedestrian experience. In particular, the panel identified an opportunity to better connect the businesses on the north side of Dorsett Road to the Corridor. From Dorsett Road, the connection north to Progress Parkway is somewhat confusing for drivers who are sent along a curving access road and imposing for pedestrians who are faced with a path along the roadside or a shortcut over the grassy berm.

Traveling south on Progress Parkway, the sidewalks taking pedestrians to and through the Edward Jones office park are inviting. South of the Edward Jones campus, however, there is no connection to other sidewalks and, in fact, the sidewalk disappears completely soon thereafter.



Sidewalks through Edward Jones campus

With a number of restaurants near the intersection of Progress Parkway and Dorsett Road, an improved pedestrian option might help to draw additional office and industrial tenants north to area restaurants and service businesses on foot.



Sidewalk 'connection' south of Edward Jones

Active Engagement

The panel also believed that the City should consider individually engaging with property owners at the Dorsett and McKelvey intersection. The City’s vision for this intersection, which could greatly improve the attraction and retention of businesses and residents, should be shared with property owners specifically to help all parties understand the potential outcomes and shared benefits. By sharing this information and working with property owners to invite and include their voices in the process, a solution can be achieved that may work to the benefit of all and shape the future for this key intersection.

Lingering Questions

In contemplating the Plan and the panel's alternative recommendations, two primary questions remained:

- Who will be responsible for maintaining the multi-use path once it is installed, including clearing/plowing the path in the winter and making ongoing repairs?

- What financing vehicle will be used to maintain all of the improvements contemplated in the Plan?

The City is strongly encouraged to consider answers to both questions prior to initiating any of the Plan's recommendations.

Development Strategies

The third and final TAP question asked the panel to identify potential development strategies that could provide the most effective assistance in implementing the Plan and the panel's additional recommendations.

Financial Plan

The panel identified a strong need for a comprehensive financial plan to provide all parties involved with a clear understanding of the City's financial strategy for financing the planned improvements. With the financial outlook in place, it should then become possible to determine the proper financing mechanisms, possibly including the formation of a Community Improvement District (CID) or the establishment of Tax Increment Financing (TIF) in certain sections of the City to support and finance continued improvements.

The panel encouraged the City to carefully evaluate and identify all potential concessions it may be willing to provide to developers or property owners to support or further the City's goals and Plan improvements.

Through the course of the stakeholder interviews, the panel also learned of some interest from the business owners and property owners in participating in a financing district, such as a CID or TIF, if there was the potential to see a return on their investment.

Incentives

For those business owners and property owners around the Dorsett/McKelvey intersection, the City may also want to consider providing certain incentives in exchange for participating in a taxing district and financing. For example, the City may provide businesses with the

opportunity to reduce parking requirements by a certain percentage and, in exchange, provide the business owner with the opportunity to propose a use for the newly created space or outlot. There is also the potential for the City to provide incentive via the facilitation of certain utility adjustments on behalf of property owners as it relates to easements and rights-of-way.

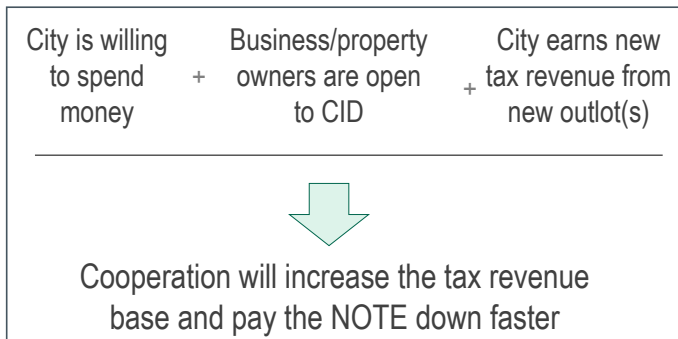


Current surface parking at Dorsett Road & McKelvey Road intersection

Additional Tax Revenue

The panel was also intrigued by the opportunities and benefits the City may enjoy via additional tax revenue. With certain property use adjustments, as noted above, additional new business uses may be possible, which have the potential of benefitting the community and the taxing district serving the City.

Additionally, if the City is willing to invest in the improvements and the business/property owners are willing to participate in a CID, and the City is able to generate new tax revenue from new developments on the additional outlots, this cooperation should result in an increased tax revenue base, thereby allowing the City to retire any associated debt at a more rapid pace.



There is also the potential for tax-neutral changes at the intersection of Dorsett and McKelvey that might benefit users:

- The City could increase the density of development around the intersection;
- The overlay district in the area could provide needed vision and direction for existing and potential new businesses;
- The City could offer a district plan to the businesses, soliciting land owner participation and offering participation incentives, perhaps providing the property owners with an opportunistic time to make contemplated improvements to property;
- These improvements are possibly revenue-neutral or, with the added tax revenue, could offset some of the improvements to the corridor; and finally
- These improvements would increase the quality of life for residents and enhance the experiences of visitors to the area.

Residential Experience & Real Estate Values

While not a part of the Great Streets Plan, the panel felt strongly that the City should address certain residential elements that may assist with retaining current City residents and may eventually attract new residential development to the area.

- Current residential building codes may need to be revisited to provide additional flexibility to residents seeking to improve or expand existing residential structures. By allowing current residents to make certain improvements instead of seeking larger housing options elsewhere, the City is encouraging residents to stay and continue to invest in the City.
- Affordable housing is in high demand nationally, in the St. Louis region, and in the Dorsett Road corridor. Apartments are near capacity and the increase in demand for affordable housing may assist the City in increasing its population base should it choose to explore expansion of its affordable housing options.
- The City may also choose to revisit its Comprehensive Plan. Given the predominance of industrial uses throughout certain sections of the City, and the fact that many of these industrial buildings may no longer fit the needs of current or new industrial users, there may be the potential to replace certain outdated industrial sections of the City with residential uses.

Finally, through a gain in population and an increase in the number of rooftops, the City should be better positioned to attract new businesses and drive additional commercial development.

Summary

The Dorsett Road Great Streets Plan is ambitious and full of interesting ideas and compelling research combined to create a complete and engaging street through this east-west corridor of Maryland Heights.

Through its independent review of the Plan and following the interviews with the stakeholders in Maryland Heights, the panel arrived at the following conclusions:

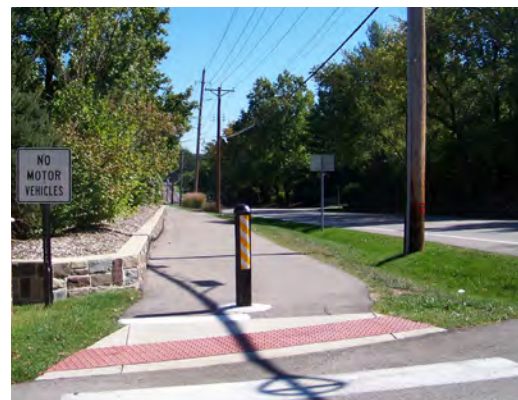
1. Ultimately, the Great Streets Plan can work for Dorsett Road, but the improvements must be phased. By directing initial resources to Phase One, centered around the Dorsett/McKelvey intersection, the City can focus on initial improvements, gain momentum, and then move east toward Lindbergh in later phases.
2. The lane configurations noted in the Plan will require close cooperation with the St. Louis County Highway Department. Should the City choose to consider the utilization of bus turnouts along Dorsett Road, the City may be able to present a more compelling case for narrowing certain sections of lanes as depicted in the Plan.
3. The City should work to encourage residential retention throughout the City. In particular, with regard to current residents seeking to make improvements to their homes, the City may wish to consider a more flexible approach to allow residents to improve their structures and remain in the City.
4. Fee Fee Creek could become an interesting amenity for the City. By creating a greenway or park along the Creek, north and south of Dorsett, the City will be leveraging this natural resource and creating an appealing destination and recreation element in the Corridor.
5. The City is encouraged to consider improvements to connections to Dorsett from the north and south, particularly pedestrian connections. These connections provide valuable traffic to the Corridor and should be made safer for those visiting the Corridor on foot from surrounding neighborhoods.
6. The long-term maintenance of the contemplated multi-use path is not currently addressed in the Plan. As this is quite a significant obligation, the City should seek to understand the financial scope and have a strategy



for the path's continued maintenance. A path that is poorly maintained and/or left to deteriorate will be less appealing than the absence of a path entirely.

7. With regard to financing the improvements contemplated in the Plan, the City should leverage existing and proposed financing opportunities and work with current businesses to create incentives for certain improvements to the Corridor.
8. Taking proactive steps to actively engage key businesses and stakeholders in the Corridor might serve the City well. Intimate, highly-focused meetings with these stakeholders, initiated by City officials, could propel the Plan forward and open doors to additional opportunities for both the City and property owners.
9. Finally, should the City assemble five or more acres in the area defined within Phase One, there would be demand for retail development.

In a quest to establish a sense of place in the Maryland Heights community, the City should strongly consider the improvements outlined in the Great Streets Plan and the panel's additional recommendations. Through the contemplated improvements, the City will enhance the community experience for current residents and businesses and perhaps provide the catalyst needed for area property owners to take a more active role and work with the City to help assemble developable land going forward.



Example of multi-use path in St. Louis County

Panel Professional Biographies

Kent Evans, Vice President, Brokerage, Intelica Commercial Real Estate. Kent began his career with Intelica as Vice President of Property Management and more recently became Vice President of Industrial and Office Brokerage for the commercial real estate firm. Kent has extensive experience in commercial real estate development, redevelopment, management, leasing, acquisitions, financing, and property management. He also has extensive experience utilizing TIF, TDD and CID bonds to enhance the financial structure of real estate projects. Prior to joining Intelica, Kent worked for the Greater Missouri Builders for 15 years first as the Manager of the Commercial Real Estate Division and then as Vice President of the Commercial Real Estate Division. Kent has a degree in Political Science and History from Webster University in St. Louis.

Natasha Das, The Koman Group. Natasha joined The Koman Group in 2013 as the Associate General Counsel and Investment Analyst upon receiving her Master's of Urban Planning and Real Estate Development from St. Louis University and her J.D. from The University of Kansas School of Law. Her contributions to The Koman Group include the preparation and coordination of acquisition, disposition, and leasing documentation, in addition to the analysis of new investments. Prior to joining The Koman Group, Natasha had roles with the St. Louis Housing Authority, the St. Louis Development Corporation, and various real estate consulting firms. Natasha continues to support the growth of St. Louis as she serves on Mayor Slay's Vanguard Cabinet, contributes her time to the Friends of Arch Grants Executive Board, and promotes community and urban development through her involvement as a Board Member of ULI Young Leaders Division and InvestSTL.

Joe Downs, Opus Development Company, LLC. Joe oversees all operations and development for the St. Louis office of Opus. He has 13 years of experience in multiple facets of the industry, including civil engineering, design-build project management, investment finance and real estate development. He has led projects across a variety of sectors, including industrial, retail, residential, and institutional. Joe holds a Bachelor of Science in civil engineering from Marquette University and a Master of Business Administration from the University of St. Thomas. He is a member of the St. Louis Chapter of SIOR and is a board member for Cardinal Ritter Senior Services.

Robert Epstein, Spencer Fane Britt & Browne LLP. As a Partner in the firm's Real Estate Practice, Rob assists clients in the areas of Real Estate Law, Corporate Law and Environmental Law. He has extensive experience representing commercial and residential real estate developers, multi-family developers, lenders and brokers. Rob represents companies and individuals in connection with property acquisition, leasing, exchange and disposition, rezoning, development, financing, and construction matters. He has experience in drafting and negotiating commercial loan documents, leases, residential and commercial sale contracts, easements, condominium documents, and subdivision indentures. Additionally, Rob represents clients regarding real estate development issues, multi-party development agreements, condemnation, tax increment financing, TDD's; CID's; sales tax rebates, HUD-insured mortgage financing, and bond financing matters. Rob earned his undergraduate degree from Boston University and graduated from the Washington University School of Law.

Steve Hunsicker, Space Architects. Steve has a passion for creating architecture that has taken him to several prominent firms here, in St. Louis, and driven him to start a firm which occupied his time for 12 years. Now with 24 years of experience with almost every project type, Steve has determined that SPACE is the PLACE where he can continue to look at things differently, discover, and learn how to offer our clients new and unique expressions of vision through architecture. Steve spends his off hours volunteering for not-for-profits, church groups, and has also been involved in many community-based organizations. The rest of his time he spends in the bleachers watching every sport his wife, Lindsey, signs his three sons up to play.

Maureen Pardo, RubinBrown. Maureen is a Partner in RubinBrown's Tax Consulting Services Group, focusing on clients in the real estate sector. Since joining RubinBrown in 2001, Maureen provides expertise in audit, business performance analysis, industry-specific benchmarking, internal accounting controls, low-income housing credits, real estate investment funds, historic rehabilitation, new markets tax credit, renewable energy programs, and tax compliance. Maureen earned a Bachelor of Science degree in Accounting from Truman State University and a Master of Business Administration from Saint Louis University. Maureen is a financial advisor for the Child Welfare Panel for the United Way Allocations Committee and is a speaker on accounting careers at Incarnate Word Academy.

