



NEXT STEPS 6

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STEPS FOR IMPLEMENTATION

St. Louis County, property owners, residents, and developers should work together to bring about the future of the Jamestown Mall property. The vision for the redevelopment of the property has been documented in the preceding chapters of this report through plans, illustrations and text.

Expectations for this project need to be placed in a realistic context. Depending upon market conditions, it will take time and financial resources to produce substantive change on this site. However, there are shorter term goals that can be accomplished in the interim.

It will take a coordinated effort between the public and private sectors in order to achieve the desired community results. St. Louis County should take an active role in continuing the efforts to redevelop Jamestown Mall into an economically sustainable development by clearing obstacles and setting the stage for future development efforts.

This chapter identifies necessary steps for transforming the site from its current regional format into the community vision and a built reality. Redevelopment of the property will not happen overnight but there are steps that can be taken now to set the stage for redevelopment. As the economy recovers it will become more economically viable for development to occur in this location. Some steps towards implementation will set the stage for redevelopment of the site which will enhance the retail and community environment throughout North County.

Steps that address marketing, policy and regulatory changes, and economic strategies are presented in the following pages. In addition, a timeline of short term (1-5 year range) mid term (6-15 year range), and long term (15 years and beyond) for these steps are outlined.

Some market conditions to remember while considering implementation include:

- Strip center retail is built for the short-term and decline as newer strip centers are developed.
- Older strip center retail centers decline as new ones are built resulting in an oversupply of retail space that then must survive on lower sales.
- When retail is oversupplied on a corridor, the retail market becomes diluted and the quality of services that can be offered on any individual site declines.
- Strip center retail relies solely on auto access.

For these reason, the program for the Jamestown Mall site places retail in a walkable format surrounded by housing that if constructed in the proposed ratios will be sufficient to support at least fifty percent of the needed sales to sustain retail businesses. The advantage for the site is that retail and service businesses will now be able to capture customers through both automobile access and an appropriate surrounding density.

The public sector will need to take a pro-active approach to help set the conditions for future development. Under current economic conditions the plan will not occur by itself. Some additional market concerns include:

- National economic downturn in both housing and retail markets.
- Housing prices have declined nationally to what they were in 2000s.
- Banks have become extremely risk-averse and are requiring considerably more stringent requirements on borrowers.
- It will take time before private investors sift through existing stressed real estate opportunities and have an appetite for new development.

While the economy recovers there are important things that the public sector can do to prepare for future development of the plan.

MARKETING

1. Promote North St. Louis County
2. Promote the Jamestown Mall Area Plan

POLICY & REGULATORY CHANGES

3. Adopt the Plan
4. Develop an Acquisition Strategy
 - 4A. Engage the Property Owners
 - 4B. Acquire the property
 - 4C. Clear the Land
 - 4D. Create a Public-Private Partnership
5. Revise the Zoning
 - 5A. MXD - Mixed Use Development
 - 5B. Form-Based Code

ECONOMIC STRATEGIES

6. Create a Detailed Strategy for Retail, Office & Residential Uses
7. Use Smart Phasing & Incremental Steps to Implement Detailed Plan

MARKETING

1. Promote North St. Louis County

The perception of the greater North County community by media and residents in other parts of the region do not meet the realities of the area. With a high degree of community input during the charrette process, the message is clear that North County residents are proud of their community.

North County offers a unique side to St. Louis with its history, location by the confluence, geologic formations and rural landscapes. It is important to celebrate North County's strong community and unique geological features and discover ways to promote its rural character in its public places.

Improving the perception of North County both regionally and nationally will benefit not only the Jamestown Mall property but all of North County. The County should continue to partner with North County Incorporated and other municipalities to promote North St. Louis County throughout the region.

Promotion of how the natural and community assets can be accessed by the greater community should be marketed such as the use of public parks, scenic drives, and historic buildings found throughout the area. This can include coordination of promotional events including an organized farmer's market, music festivals, restaurant promotions, art walks, charity races, or holiday events being held throughout the North County area.

The promotion of the high quality of life, working, and recreational opportunities in North County will help the perception of the area to meet with the reality and show North County as a place worthy of renewal and improvement. St. Louis County should also continue to promote North County with its public improvements and should play a key role in attracting private investment.



View of the Missouri River from Fort Bellefontaine in North St. Louis County.

2. Promote the Jamestown Mall Area Plan

Continuing to spread the word about this plan for the rejuvenation of the Jamestown Mall property and gaining public support for the plan is important for implementation. The commitment and leadership to the plan by St. Louis County is crucial for the organization and implementation of the initial steps for them to be successful. A variety of media should continue to be used: website updates, infor-

mational flyers, and press releases should continue to be posted to keep the public aware of the development progress. Promotion of the plan and successful initial steps will allow the plan to take on a life of its own and continue to work for the property for years to come.

POLICY & REGULATORY CHANGES

3. Adopt the Plan

Submit the Jamestown Mall Area Plan to St. Louis County for adoption.

The area plan for Jamestown Mall provides a conceptual plan and an economic development strategy for the site and the basis for a public-private partnership that is critical to the site's redevelopment.

The scenarios and outcomes described by the plan were created through consensus and filtered by economic realities for the site.

The Jamestown Mall Area Plan should be adopted by St. Louis County to give it official standing. Adopting the plan sends an important message to property owners, residents, investors and developers that the elected officials and the community support the Jamestown Mall Area Plan. Specifically, the Jamestown Mall Area Plan should be adopted by the Planning Commission and County Council and included in the County's General Plan for North County.

4. Develop an Acquisition Strategy

The Jamestown Mall Area Plan was designed to be implemented in a way that respects the property lines of existing properties to facilitate the individual initiative of any one owner or developer. An ideal approach would be the acquisition and development of multiple properties under a single master developer. The County should take a leadership role in assembling the land for development while remaining flexible and viewing this project as a long term investment in the future of the community.

4A. Engage the property owners

St. Louis County should continue to engage and initiate pre-development talks with the property owners.

By engaging the owners, the County will be able to determine their willingness to participate in the area plan if they want to develop their own parcels in accordance to the plan, or to allow the acquisition of the property by others. The County can facilitate development by encouraging participation in the area plan or by giving incentives for the property owners to develop within the confines of the area plan. Property owners may choose to donate the land to the County in exchange for an ownership interest or tax credits, or sell the land outright.

Once the County has been able to determine the property owners' long term goals for their property, the County will be able to decide the best way to proceed.

4B. Acquire the Property

To reduce development risk and attract a developer it would be ideal if the underperforming, underutilized properties are assembled under single ownership. Due to the slow economy and lack of interest in the property by the private sector the first steps of assembling the land will likely need to be a public effort.

There are redevelopment tools in place to help with the acquisition of the property. Common tools include the establishment of a 353 Redevelopment Corporation, or the utilization of acquisition tools under RSMO Chapter 99. If necessary, as a last resort, eminent domain should be used to acquire non conforming deteriorating property.

The public sector can begin to acquire the site and seek a private development partner to develop the land through a Request for Proposal process.

4C. Clear the land

As parcels are acquired the structures on them should be demolished. By assuming the costs of demolition, the value of the land is improved since it removes a logistical, legal and financial burden.

The public sector should focus on removing potential development risks. The site is more attractive as a blank slate than with the mall structures remaining. The demolition of existing structures reduces time and risk (environmental risk and/or initial site preparation) making it more appealing to developers. Bringing the site back to neutral will help set the table for a developer to come in and do something new with the site in the future.

As mentioned in the introduction to this section, the removal of the mall structures solves a few problems with the site in the interim between acquisition and redevelopment. It removes the physical blight of aging, underutilized, and empty buildings, reduces the overall amount of regional retail space available in the North County area, and will help prevent crime by eliminating an unsupervised area for people to congregate or vandalize.

4D. Create a Public-Private Partnership

Development of the property should be accomplished through the private sector. To have the most control over future development, St. Louis County should seek a partner for a public-private partnership to redevelop the Jamestown Mall property. This may be done by partnering with existing property owners, or by identifying a developer through a request for proposals.

The important factor is finding the right partner(s) who are willing, experienced, and financially capable of developing the site in accordance with the community's vision laid out in the Jamestown Mall Area Plan. Perspective developer's would submit proposals for development adjusting the area plan to market conditions, funding availability, and development preferences. Ideally a developer with a proven track record in developing mixed-use, walkable communities would be selected.

A selected developer would be obligated to develop the site in accordance with their proposal submitted in response to the County's RFP. The County should work closely with the developer as they produce a site plan, such that it is deemed to be in keeping with the vision presented in the Jamestown Mall Area Plan. The partnership will be in the form of a formal redevelopment agreement and will identify incentives to aid development in accordance with the plan.

However, the County may find it necessary to initially act as master developer through a land development organization. This development organization may act as a public-private partnership to acquire the property, re-plat the site, install utility and street improvements and/or sell lots to individual builders resources permitting.

5. Revise the Zoning

The concepts introduced in the Plan cannot be implemented under the existing zoning district and land development regulations for the site.

Jamestown Mall is currently zoned C-8 Planned Commercial which does not permit individual residential uses, has large building setbacks from right-of-ways, and encourages parking between buildings and streets. It is important in the implementation of the Jamestown Mall Area Plan that the County revise the zoning for the site to be more specific in its outcomes and in keeping with the intent of creating a village center for the North County community.

The County has two options for how to change the zoning for the property to be in keeping with the plan: rezone the property to MXD – Mixed Use Development, or two, create a site-specific form based code. The important aspects that need to be rethought in either case is the relationship between buildings and the street, the location and amount of required parking, and the size and make-up of streets.

5A. *MXD – Mixed Use Development District*

Due to the long timeline for the area plan, it is recommended that at a minimum the property be rezoned to MXD – Mixed Use Development District in order to allow the uses and structure of development described throughout the Jamestown Mall Area Plan.

The creation of a MXD zoning district for Jamestown Mall would allow greater flexibility from the existing zoning regulations while specifically tailoring regulations for the village development patterns.

MXD zoning permits a mix of residential, office and commercial uses on a site. When creating the MXD zone for a specific site there is flexibility to designate desired uses, height limitations, setbacks, lot sizes, off-street parking and loading requirements.

However, limitations on the minimum amount of each land use may not allow for the maximum flexibility needed for economic vitality and large parking requirements are required even though spaces could be shared between uses.

If possible a reduction in the minimum parking requirements for office and commercial uses should be reviewed for compatibility with the creation of a walkable village center.

If these standards can be revised within the MXD zoning, it is recommended that this be the course of action taken. Utilizing the MXD zoning allows the County to rezone the property within their current zoning code, standards and review processes while permitting and encouraging the desired outcome for the site.

5C. *Form-Based Code*

Creating a Form-Based Code specifically for the Jamestown Mall property would ensure the greatest degree of certainty for future development to be in a form consistent with the community's vision as presented in the Jamestown Mall Area Plan.

A Form-Based Code is a land development regulatory tool that places primary emphasis on the physical form of the built environment with the end goal of producing a specific community character.

The MXD zoning would place strict controls on land use and some development aspects through abstract regulatory statistics, which can result in very different physical environments. The base principle of form based coding is that design is more important than use.

Simple and clear graphic prescriptions for building height, how a building is placed on its site, and building elements (such as location and configuration of porches, windows, doors, etc.) are used to control development. Land use is not ignored, but regulated using broad parameters that can better respond to market conditions while also restricting the locations of certain undesirable combinations of uses.

A Form-Based Code would allow development of property in congruence with standards set forth in the code without the need for lengthy zoning approvals processes. The Form Based Code would streamline the process of approving projects because the investment in public process and consensus building for the future of the site would already been approved.

Revising Parking Standards

When planning for the future development of the Jamestown Mall property, it is important to provide an adequate supply of parking to accommodate future growth and development. However, this mixed-use village will be a unique center of activity where parking is merely one of many important considerations.

On-street, parallel parking is the most pedestrian-friendly form of parking. It provides direct access to the adjacent commercial establishments and provides a traffic calming effect on village streets.

Parking lots need to be located away from the sidewalk, so that the valuable street edge can be recaptured for occupiable building frontage or green space. Where possible, parking lots should be lined with buildings or otherwise screened from public view so that parking does not become a prominent feature of the street scene.

Off-street parking requirements should be relaxed from the existing standard in order to achieve a more pedestrian-oriented character and to acknowledge the shared parking benefits of a mixed-use environment.

Large parking requirements for office and commercial portions of the mixed-use village center could make parking areas and blocks too large to create the comfortable pedestrian environment desired.

The benefit of the mixed-use environment can be capitalized upon by creating a shared parking plan and reduction strategies. By arranging shared parking in mid-block locations and allowing on-street parking to count toward overall parking requirements the parking can be distributed throughout the site.

Shared parking is an efficient method for handling parking in mixed-use centers. Businesses may be able to use certain parking spaces during the day while these same spaces are then used by residents at night. Shared parking works in a mixed-use, park-once, pedestrian-friendly environment, all of which are key elements in the Jamestown Mall Area Plan. By utilizing shared parking reductions the overall number of required parking spaces can be reduced.

Some useful shared parking ratios that can be used as guidance for the County can be found in the Ur-

ban Land Institute (ULI) shared parking standards, as well as in the SmartCode. The ULI shared parking calculations are defined through a matrix created for a defined study area, usually a pedestrian shed (typically 1,320 feet or a 5-minute walk). The SmartCode calculates shared parking reductions through a shared parking “factor,” based on the particular mix of uses. Please note that the SmartCode parking ratios and factors must be calibrated to meet the particular needs of each community.

The required dimensions and configurations for parking stalls should also be examined. The Zoning Ordinance establishes a minimum width for parallel parking stalls at 9 feet. This may be appropriate if the gutter width would occur entirely within the 9 feet. If the gutter pan cannot be included in this dimension, the minimum width should be reduced to 7 or 8 feet. The required drive lane adjacent to parallel parking is on a one-way street is 15 feet. This dimension is quite large and should be reduced to 12 feet. The 12 foot dimension still allows for fire trucks, commercial vehicles, and snow plows to be able to pass parked vehicles.



URBAN LAND INSTITUTE SHARED PARKING REDUCTIONS (EXAMPLE MATRIX)

STUDY AREA	Residential	Residential	Office	Office	Retail	Retail	Restaurant	Restaurant	Total	Total
	M-F	Sa-Su	M-F	Sa-Su	M-F	Sa-Su	M-F	Sa-Su	M-F	Sa-Su
Spaces required (according to existing zoning regulations)										
	230.00	230.00	219.00	219.00	604.00	604.00	100.00	100.00	1,153	1,153
Spaces used throughout the day (determined by ULI standard calculation)										
6:00 AM	230.00	230.00	6.57						236.57	230.00
7:00 AM	200.10	218.50	43.80	43.80	48.32	18.12	2.00	2.00	294.22	282.42
8:00 AM	181.70	202.40	137.97	131.40	108.72	60.40	5.00	3.00	433.39	397.20
9:00 AM	167.90	186.30	203.67	175.20	253.68	181.20	10.00	6.00	635.25	548.70
10:00 AM	156.40	170.20	219.00	175.20	410.72	271.80	20.00	8.00	806.12	625.20
11:00 AM	135.70	163.30	219.00	219.00	525.48	440.92	30.00	10.00	910.18	833.22
12:00 PM	138.00	163.30	197.10	219.00	585.88	513.40	50.00	30.00	970.98	925.70
1:00 PM	135.70	161.00	197.10	175.20	604.00	573.80	70.00	45.00	1006.80	955.00
2:00 PM	138.00	163.30	212.43	131.40	585.88	604.00	60.00	45.00	996.31	943.70
3:00 PM	140.30	167.90	203.67	87.60	573.80	604.00	60.00	45.00	977.77	904.50
4:00 PM	151.80	172.50	168.63	87.60	525.48	543.60	50.00	45.00	895.91	848.70
5:00 PM	177.10	186.30	102.93	43.80	477.16	453.00	70.00	60.00	827.19	743.10
6:00 PM	195.50	195.50	50.37	43.80	495.28	392.60	90.00	90.00	831.15	721.90
7:00 PM	216.20	200.10	15.33	43.80	537.56	362.40	100.00	95.00	869.09	701.30
8:00 PM	220.80	211.60	15.33	43.80	525.48	332.20	100.00	100.00	861.61	687.60
9:00 PM	225.40	218.50	6.57		368.44	241.60	100.00	100.00	700.41	560.10
10:00 PM	227.70	220.80	6.57		193.28	229.52	90.00	95.00	517.55	545.32
11:00 PM	230.00	225.40			78.52	78.52	70.00	85.00	378.52	388.92
12:00 AM	230.00	230.00					50.00	70.00	280.00	300.00
Parking Reduction (Number of Spaces)										
									146.2	
Parking Reduction (Percentage)										
									12.6%	

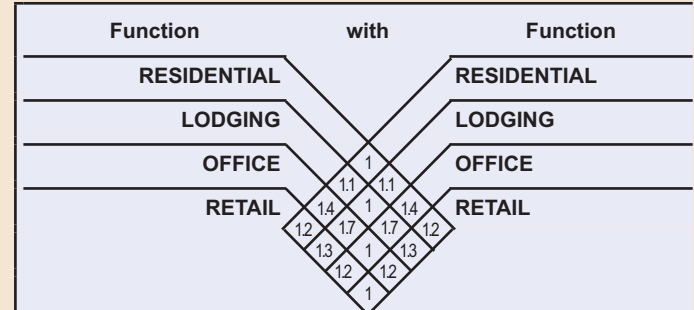
Typical example of parking calculations for a mixed-use walkable community, calculated with the Urban Land Institute's shared parking reduction matrix. Calculations are tailored to the particular mix of uses and intensity of development for each study area.

SMARTCODE SHARED PARKING REDUCTIONS (UNCALIBRATED)

Required Parking

	T2 T3	T4	T5 T6
RESIDENTIAL	2.0 / dwelling	1.5 / dwelling	1.0 / dwelling
LODGING	1.0 / bedroom	1.0 / bedroom	1.0 / bedroom
OFFICE	3.0 / 1000 sq. ft.	3.0 / 1000 sq. ft.	2.0 / 1000 sq. ft.
RETAIL	4.0 / 1000 sq. ft.	4.0 / 1000 sq. ft.	3.0 / 1000 sq. ft.

Shared Parking Factor



Standard Parking Ratios and Shared Parking Factors for SmartCode development.

Note that Ratios and Factors must be calibrated for local conditions.

Components of a form based code may include a site-specific regulating plan that lays out the street network, build-to lines, and transects; building form standards, streetscape standards, street sections, parking requirements and landscape guidelines.

For more information about form-based codes, refer to the Form-Based Code Institute website at <http://www.formbasedcodes.org/>

The creation of a Form-Based Code or MXD district in this location will require further community input discussions and formal public hearings beyond those conducted as a part of the Jamestown Mall Area Plan approval process.

During the charrette, meetings were held with the appropriate approval agencies concerning the creation of a compact community. When more detailed, specific regulations are drafted, additional meetings are advised including: the Fire Marshall and their department's needs for emergency access, County Highways and Traffic Department regarding the permissibility of more walkable streets, and additional County Departments including, at minimum, the County Planning, Parks and Public Works Departments.

Sample Form-Based Code: Sarasota County, FL - Planned Mixed-Use Infill (PMI) District Code

Sarasota County's Planned Mixed Use Infill (PMI) District was created to encourage sustainable, mixed-use neighborhoods for the County's aging commercial corridors.

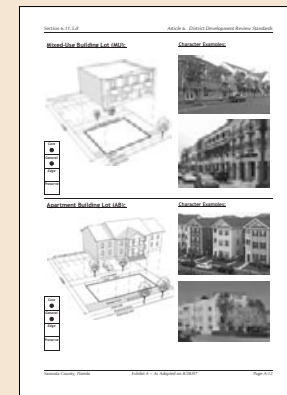
Proposals for mixed-use development could be eligible for rezoning to PMI if they incorporate the principles of traditional neighborhood design, including: a highly interconnected street network, dispersing traffic and providing convenient routes for pedestrians and bicyclists; high-quality public spaces, with all building façades having windows and doors facing tree-lined

streets, plazas, squares, or neighborhood parks; compact development, creating a walkable urban environment and conserving land and energy; diversity not homogeneity, with a variety of building and street types, open spaces, and land uses; and resilient and sustainable neighborhoods, adaptable over time to improved public transit and to changing economic conditions.

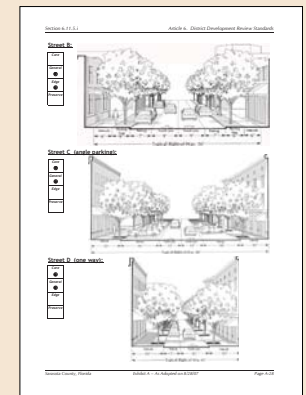
The new district provides form-based regulations that codify the above goals.



A sample illustrative plan and regulating plan are included as part of the PMI Code to instruct future applicants how to apply the PMI District Zone to their property.



Urban standards such as building orientation, height, and setbacks, are organized by lot type, shown above.



Thoroughfare standards are included to regulate the construction and reconstruction of streets.

ECONOMIC STRATEGIES

6. Create a Detailed Strategy for Retail, Office & Residential Uses

The retail strategy for the Jamestown Mall Area Plan relies upon the conversion of the mall from a large single use model surrounded by fields of parking into a village center serving local retail needs. A regional mall relies on capturing small percentages of spending from large volumes of pass-by traffic. The village model provides economic utility and an enticing, entertaining environment that can be supported in large measure by the residential development on site. The Jamestown Mall Area Plan shows options for development with varying amounts of retail, office, and residential components.

In reconfiguring the Jamestown Mall site for uses that better serve the adjacent neighborhoods, there is an opportunity to provide the community with a town center. The extensive size of the site, in one scenario, accommodates 1,400 new households in addition to the 200,000 square feet of retail, and 80,000 square feet of offices.

Analysis identifies a potential market for senior living in small lot houses and townhomes in addition to assisted living facilities, which could potentially account for 600 of the new households. The importance of this residential base and employment uses cannot be under-emphasized in their ability to make the retail component more attractive to investors and successful as a business location.

At the lower range, the site could support at least 700 new units which would significantly contribute to the viability of local-serving retail by providing customers with this as their most convenient shopping location. Providing a concentration of middle-income households is attractive to retailers and is the best chance the site has at insuring the success of attracting services like a grocery store and restaurants.

In order to compete with the newer retail formats emerging closer to large concentrations of consumers, the plan creates a walkable destination with shared parking, new housing and work places. Walkable destinations are attractive to the residents and others in the wider area. Shoppers tend to spend more time at a walkable destination with a mix of uses than they do at purely retail shopping areas, increasing their potential time to be customers for businesses. Creating this environment with its diverse housing opportunities will also encourage the location of new employment.

Housing:

The Area Plan shows housing of a variety of types and sizes throughout the Jamestown Mall property. The addition of housing on this property is essential to support new businesses at the village center.

One of the important features of the Plan is its care in ensuring that any new development adjacent to existing neighborhoods is consistent with the quality, character and scale of the neighborhoods.

A range of housing sizes, formats and prices should be available to provide a balanced community with young professionals, families, retirees, and seniors. Based on comparable price ranges and the design for this community, the product mix at the Jamestown Mall site is likely to include a range of apartments averaging 800 square feet that could rent for around \$700 a month or sell for an average of \$135,000, 1,400 square foot rowhouses priced around \$198,000, and a range of single-family houses up to 2,400 square feet that would be priced around \$355,000 or higher. This price range should be affordable to households in the \$30,000 to \$90,000 range and above, which is where growth trends are projected.

The County can assist the creation of appropriate housing shown in the plan in two ways. One is to assure that housing is compatible with existing neighborhoods but also follows the plan guidelines so that it acts as a transition in places where that is necessary. Another is to assist appropriate development with a strategy for allocating infrastructure funding to enable the production of housing to support future employment and retail uses.

A final element in the strategy for housing is to provide a mix and range of units. Traditional neighborhoods, even in villages, include a range of housing from estate homes, small homes, cottages, duplexes, rowhouse and apartments. Providing this mix allows young couples to buy a cottage in a community that they can then move up into a larger home as their family grows and their housing needs change. As they age and their children leave the home, the neighborhood can also offer a more compact place to live. Further, the provision of senior housing close to services means that as people age, the same couple can continue to live in their neighborhood, among their friends and relatives, instead of moving to a new location and starting over.

Accomplishing the goal of creating a complete neighborhood for all ages is not the way housing is typically done today. In order to help enable this type of neighborhood low-income housing tax credits and senior housing programs are available. Many people feel that the use of these credits and programs indicate a desire to put “projects” into neighborhoods. On the contrary, given current housing costs, it means providing residences for young public employees such as fire fighters and police recruits, young teachers, small business-owners, and other members of the community.

7. Use Smart Phasing & Incremental Steps to Implement Detailed Plan

Malls may be completed and opened on a single day, but a village center is built over time. The Jamestown Mall Area Plan is based on the mix of uses in a village environment and serving local community needs to create a synergy that will make the retail, office, and residential uses successful. By focusing new development on underutilized highly visible portions of the site and creating a successful first project, early phases can be used as catalysts for future phases.

By using smart phasing strategies, operating portions of the site can remain in operation unimpeded while underutilized portions of the site can be rethought and reconfigured. The portions of the site with the most visibility are the northeast portion of the site and the properties along Lindbergh Boulevard. Ideally, one of these parcels should be targeted for the first phase of redevelopment so people can see that something new and different is occurring at the Jamestown Mall property while existing businesses can remain in operation unimpeded.

FUNDING MECHANISMS

There are multiple funding mechanisms available to developers at the Federal, State and local level. The following are a list of resources and agencies that can assist in land development.

Federal Programs

- Section 42 Low income Housing Tax Credits
- HUD Section 202 Elderly Housing

State Level Development Agencies

- Missouri Department of Economic Development
<http://www.ded.mo.gov/>
- Missouri Housing Development Commission
<http://www.mhdc.com/>
- Missouri Development Finance Board
<http://www.mdfb.org/>

State Programs

- Tax Abatement
RSMO Chapter 99 or Chapter 353
- Tax Increment Financing
RSMO Chapter 99.800
- Community Improvement Districts
RSMO 67.1401
- Transportation Development Districts
RSMO Chapter 28
- Neighborhood Assistance Program Tax Credits
- Neighborhood Improvement Districts

Local Level Development Agencies

- St. Louis County Economic Council (SLCEC) and the Land Clearance for Redevelopment Authority of the County of St. Louis (LCRA)
<http://www.slcec.com/>
- St. Louis County Department of Planning – Office of Community Development
<http://www.stlouisco.com/YourGovernment/CountyDepartments/Planning>
- East-West Gateway Council of Governments – St. Louis, Missouri
<http://www.ewgateway.org/>

IMPLEMENTATION TIMELINE

The following is an estimated timeline for implementation. It has been broken into short term (1-5 year range) mid term (6-15 year range), and long term (15 years and beyond) goals.

