

This REVISED DRAFT DOCUMENT takes into consideration  
all comments received by December 20, 2013



Evening on Delmar Loop

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## 0 | Executive Summary

## What makes a sustainable community?

Sustainable communities are cities and towns that prosper because their citizens work together to produce a high quality of life that they strive to constantly improve. Sustainable communities flourish because their residents build a mutually-supportive, dynamic balance between social well-being, economic opportunity, and environmental quality.



Skinker Delmar Intersection rendering

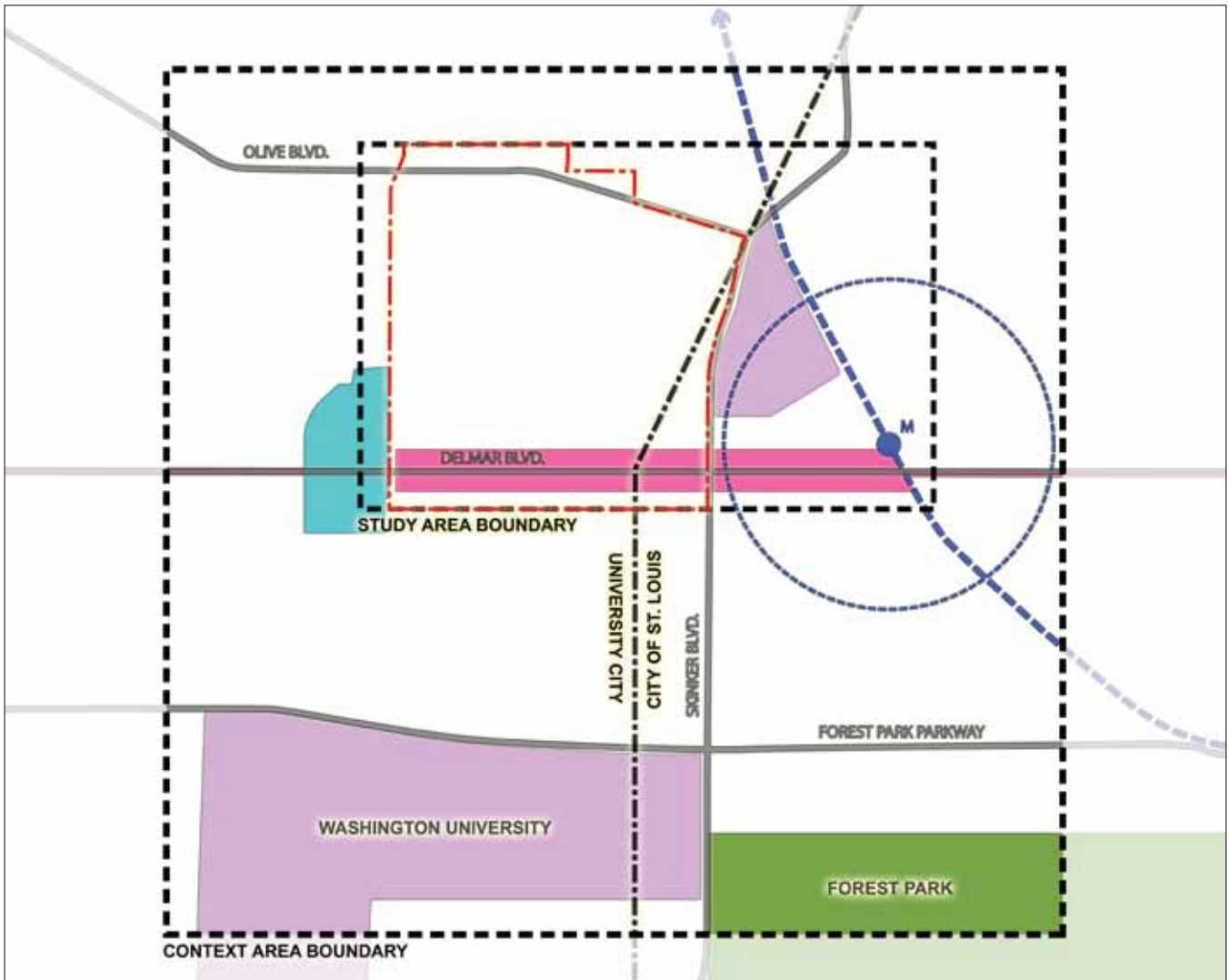
The historic and cultural heart of University City, Parkview Gardens is unique and remarkably located in the in the St. Louis metropolitan area (See Figure 1.1). With neighbors that include the University City Civic Complex, Washington University in St. Louis, and Forest Park, Parkview Gardens is surrounded by vibrant shopping, entertainment, and recreational amenities and embedded in the heart of the St. Louis area's cultural arts district. The neighborhood is also fully-served by public transit that provides access to nationally-recognized commercial districts, employment centers, and research institutions. Parkview Gardens is a classic mixed-use neighborhood unlike any other in the St. Louis region. These characteristics provide an incredible foundation for the creation of a sustainable community.

The Parkview Gardens Neighborhood Sustainable Development Plan builds upon this foundation to establish Parkview Gardens as the region's first fully-walkable, transit-served, and truly car-optional community. The Plan capitalizes on existing and ongoing public transportation opportunities and initiatives; identified development potential; local, state, and federal partnerships and investments; and a broad base of community support, input, and consensus to address each facet of sustainability—economic empowerment, environmental stewardship, and the development of social equity. This triple-bottom-line approach ensures that the sustainable future of Parkview Gardens is achieved through both public and private investments; that the direction of this vision continues to be driven by neighborhood residents and stakeholders; and that the benefits of this plan are shared by the entire Parkview Gardens community.

### Project Inception

The City of University City (the City), in partnership with Washington University in St. Louis, Regional Housing and Community Development Alliance (RHCD), St. Louis Regional Arts Commission, Arcturis, Parkview Gardens Association, Gateway Foundation, Great Rivers Greenway District, and Trailnet, applied for a combination of U.S. Department of Housing and Urban Development (HUD) Sustainable Community Challenge Planning Grant/ U.S. Department of Transportation (DOT) Transportation Investment Generating Economic Recovery (TIGER) II Planning Grant. The creation of a Neighborhood Sustainable Development Plan for Parkview Gardens is closely aligned with the goals of the HUD-DOT Partnership for Sustainable Communities Livability Principles. On October 20, 2010, University City was pleased to hear of its selection as one of the **14 communities** in the nation for receipt of the joint planning grant award.

Figure 1.1: Context Map



- University City Civic Complex
- Forest Park
- Washington University
- MetroLink
- Delmar Loop
- City of St. Louis/University City Boundary
- Study Area

## Sustainability: The Triple-Bottom-Line Approach

The term “sustainability” often conjures images of green roofs, renewable energy, bicycles, electric cars, and anything that is considered “green.” This narrow definition of sustainability focuses almost solely on products, actions, and initiatives that conserve and protect the natural environment. While environmental “sustainability” (i.e. meeting the needs of the present without compromising the ability of future generations to meet their needs) is one aspect of sustainability as a whole, a focus on the environmental aspects of sustainability only will not ultimately produce a sustainable result.



Triple-Bottom-Line Sustainability is based around the concept of the “3 E’s:” *Environment, Equity, and Economics* (alternately, the “3 P’s:” *People, Place, and Prosperity*) as interrelated in their ultimate success or failure. Being a good steward of the environment by leaving it in a better condition than you found it is certainly a key goal of sustainability and sustainability planning. It is demonstrated, however, that an individual’s concern for environmental stewardship increases as his or her prosperity increases. This can be expressed in the adage that a starving man would much rather eat an endangered animal than protect it. Likewise, an increase of social equity—broadly defined as individual empowerment and stakeholderhood in a community—increases an individual’s desire and motivation to improve that community, since he or she is effectively improving his or her personal investment in that place.

The triple-bottom-line approach acknowledges that the three pillars of sustainability—environmental stewardship, improved social equity, and increased economic development—are equal in their impact on allowing current generations to meet their needs while protecting the ability of future generations to do the same. Furthermore, it recognizes and capitalizes on the fact that the three pillars of sustainability can be leveraged against one another to increase the positive outcomes of each beyond what would be possible if each pillar were addressed separately. This is due to the fact that most sustainability initiatives—regardless of their specific focus—which occur in the sphere of cities require some degree of investment of city funds. If one of the effects of the initiatives is to increase property value or stimulate economic activity, the tax base may increase enough to fully offset the cost of the initiative or beyond. In addition, an increase in property value improves the investment of individual residents, makes the community more desirable, and may lead to an increase in other investments, both public and private. This has the effect of increasing social equity by improving each individual residents’ “investment” in their community and its “return.”

This type of success can be illustrated with the development of public transit. Through increased efficiency, mass transit lowers the per-capita carbon emissions per user when compared to transportation by car. This has a



**Economy**

- Market development
- Local business support
- Job opportunities
- Affordable housing

**Economy in Parkview Gardens**

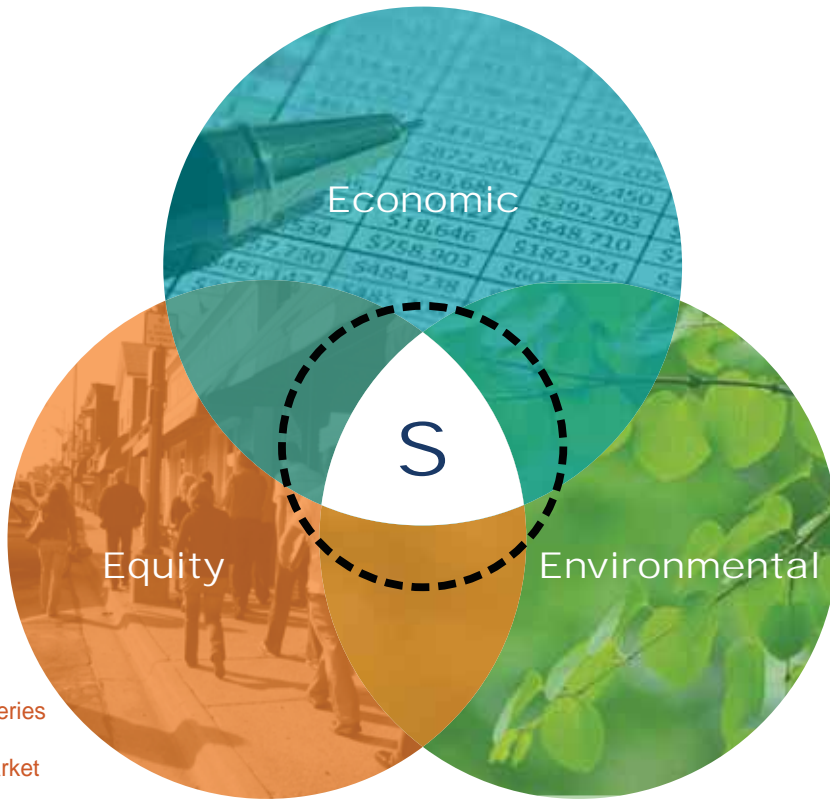
- Olive Boulevard
- North Skinker Corridor
- Jobs/Housing Balance
- East Loop
- Delmar Loop
- Cunningham Business Park
- WUSTL North Campus
- Smart Community Infrastructure

**Equity**

- Educational opportunities
- Neighborhood vitality
- Social & cultural diversity
- Self-governance
- Active living
- Health & safety
- Food system

**Public Life in Parkview Gardens**

- University Civic Complex
- The Pageant
- Community Garden
- Washington University
- St. Louis Walk of Fame
- University City Sculpture Series
- COCA
- University City Farmers Market
- Regional Arts Commission



**Environment**

- Stormwater
- Water Conservation
- Air Quality
- Renewable energy
- GHG reduction
- Green infrastructure
- Placemaking/character
- Parks & open space
- Green buildings
- Tree Canopy
- Native species
- Biodiversity
- Planning
- Land use
- Waste minimization
- Mobility
- Transportation

**Environment in Parkview Gardens**

- MetroLink
- Loop Trolley
- Centennial Greenway
- River De Peres
- Metcalf Park
- Ackert Park

Existing and future triple-bottom-line assets in Parkview Gardens

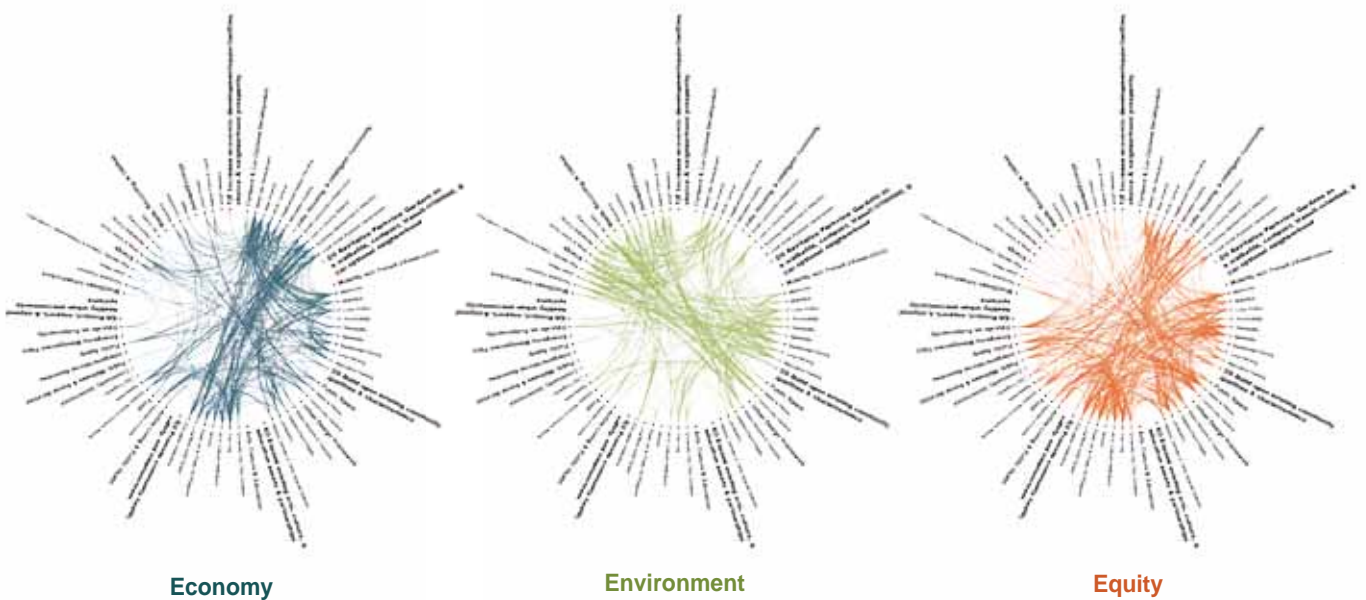


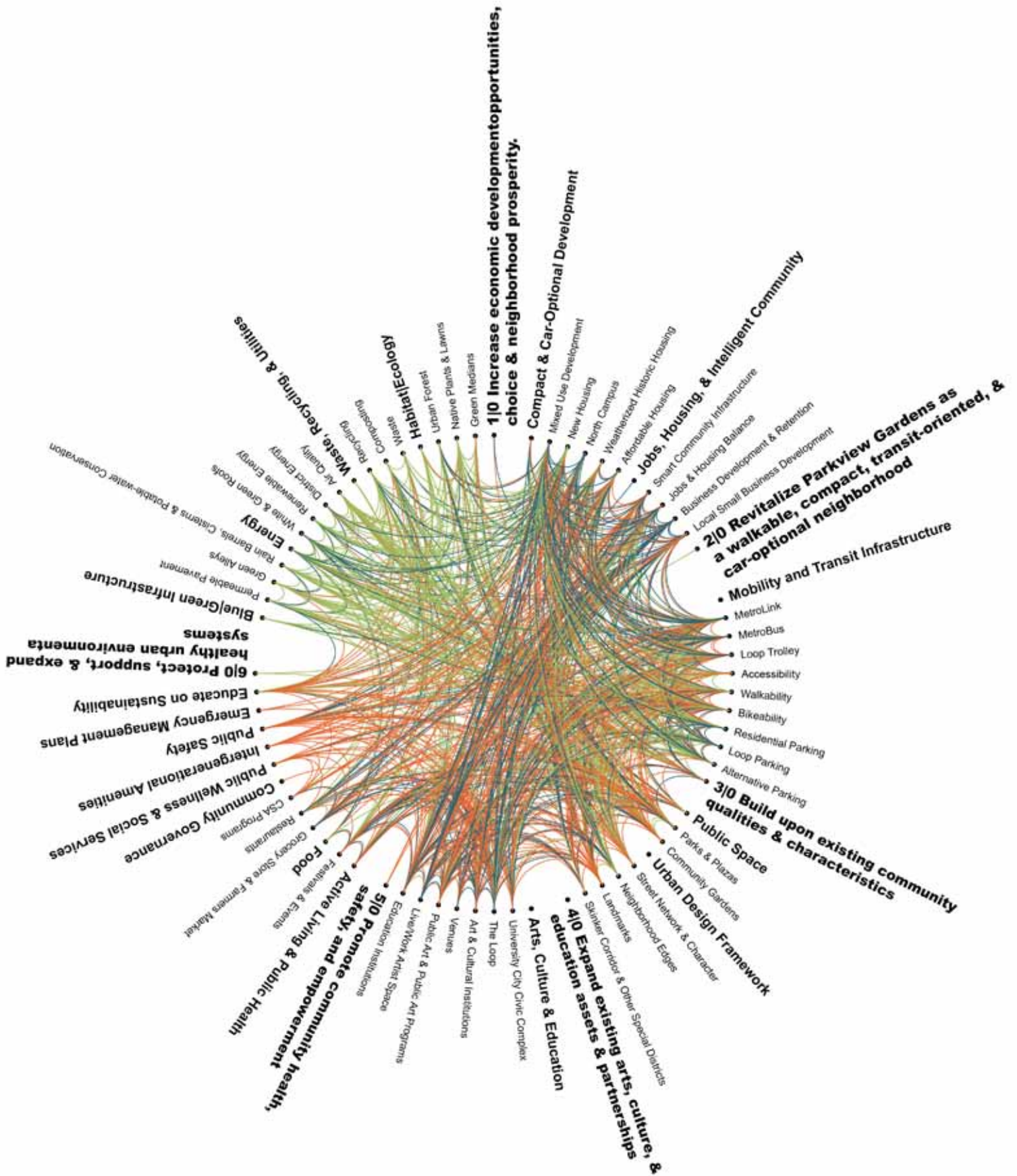
Rendering at Delmar and Enright

measurable impact on environmental sustainability. Proximity and access to public transit can also raise property values, which provides a positive economic impact to both the city (through an increased tax base) and individuals (through an increase in their real estate value.) Regular use of public transit also reduces annual transportation costs to households, which increases individual real wealth. This increase in wealth can have a positive effect on both individual economic impact as well as an increase in social equity, because it enhances individual empowerment within a community.

The key to triple-bottom-line sustainability, therefore, lies in the multi-faceted interrelationship of projects and initiatives, and not in discreet projects and initiatives alone. This interrelationship is described by renowned sustainable-design experts SERA Architects as a “civic ecology” and is key to creating a holistically-sustainable communities. They state: “Nurturing this web of relationships and flows affords communities the means to enhance their local wealth (environmental, economic, and cultural), resilience, and competitiveness, and to take control of designing and managing their future.”

The spider diagram at right expresses the complex web of interrelated connections that exist in the plan. Together, the principles and goals of sustainability and sound development are supported and mutually-leveraged by the relationships between these components. These relationships are supported by successful implementation of capital improvement projects (streetscape and park development, transportation and accessibility improvements, and new walkable, compact development) and ongoing policy, programming, and partnership initiatives. By addressing the environment, equity, and economics, the relationships between these implementation initiatives complete the civic ecology of the Parkview Gardens neighborhood.







## Objective of the Plan

The *Parkview Gardens Neighborhood Sustainable Development Plan* seeks to build a sustainable community that is rooted in the unique history, diversity, and character of the Delmar Loop and Parkview Gardens neighborhood. The Plan integrates transportation, housing, public space, and cultural arts in a comprehensive, community-driven vision for the future of the Parkview Gardens.



This Sustainable Development Plan is meant to ensure that housing, parks, public space, infrastructure improvements, amenities, and economic development complement and capitalize on existing and ongoing public transportation initiatives. This will serve to create social capital, increase environmental performance, and improve quality of life and equal access to employment opportunities for both neighborhood resident and employee populations. Projects, programs, and policies build upon the unique artistic, social, and economic diversity of Parkview Gardens and support the continued development and advancement of its genuine, place-making qualities. This plan is expected to be implemented over a 15- to 25-year time frame in a manner that does not require or suggest the use of eminent domain.

## Plan Organization

The Plan is a visionary document that expresses the aspirations of Parkview Gardens. The community's vision and goals were formed and vetted through a series of public meetings and presentations, presented in full in Appendix B. The Plan addresses the future development of Parkview Gardens through the lenses of equity, environmental, and economic sustainability. The Plan organization is:

- **Envisioning a Sustainable Future:** Outlines the community's aspirations for the future
- **Sustainability Principles:** Seven principles to fulfill the Vision through a triple-bottom line approach to sustainable neighborhood development
- **Neighborhood Infrastructures:** One or more category per Sustainability Principle that describes in detail the physical elements of the Plan, relevant analysis, recommendations, and synergies between the components.
- **Sustainability Initiatives:** Multiple action items for achieving each sustainability principle.
- **Sustainability Action Plan:** Outlines steps of implementation, multiple strategies, targets, and benchmarks for each Sustainability Initiative.
- **Implementation Plan:** Short-term, early action items under the jurisdiction of University City. These key recommendations should be pursued by University City and accomplished in a 5-7 year timeframe.

These deliverables fulfill both the recommended implementation items of the Parkview Gardens Parks and Open Space Plan and the goals of the HUD-DOT Partnership for Sustainable Communities Livability Principles.



# Work Plan

## 0.0 PRE PLANNING

October 20, 2010: Award of HUD/DOT Sustainable Communities Grant

Spring 2011: Washington University Sustainable Communities Course - Parkview Gardens

Spring 2011: WUSTL Public Art / Public Space Course - Ackert Walkway

February 4-6, 2011: WUSTL Public Life/Public Space Workshop - Ackert Walkway and the Delmar Loop

## 1.0 SITE INVESTIGATION

Analysis at Two (2) Scales - Context and Study Area

Parkview Gardens Park Site Surveys - Metcalfe and Ackert Parks

May-July, 2011: Stakeholder Interviews

## 2.0 GUIDING LIVABILITY PRINCIPLES

Draft Vision, Goals, and Sustainability/Livability Principles

**June 8, 2011: PPP/Public Workshop 01**

## 3.0 ENVISIONING A SUSTAINABLE FUTURE

Parkview Gardens Neighborhood Sustainable Development Plan Options

Preliminary Economic Development Assessment

Parkview Gardens Parks Schematic Design

**August 30, 2011: PPP/ Public Workshop 02**

## 4.0 DRAFT SUSTAINABLE DEVELOPMENT PLAN

Preferred Option Sustainable Development Plan

Refinement of Economic Development Assessment

Preliminary Integrated Funding Plan

Parkview Gardens Parks 30% Design Development

September 22, 2011: PPP Meeting 03

October 5, 2011: Plan Commission Presentation

October 12, 2011: Traffic Commission and Green Practices Commission Presentations

**November 9, 2011: PPP 04/Public Workshop 03**

December 10, 2011: Establishment of Parkview Gardens Project Gallery

December 14, 2011: PPP 05/Open House for Housing Studio Exhibition

January 25, 2012: Plan Commission Presentation

Draft Neighborhood Sustainable Development Plan

Refinement of Integrated Funding Plan

Parkview Gardens Parks 50% Design Development

**February 1, 2012: PPP 06/Public Workshop 04**

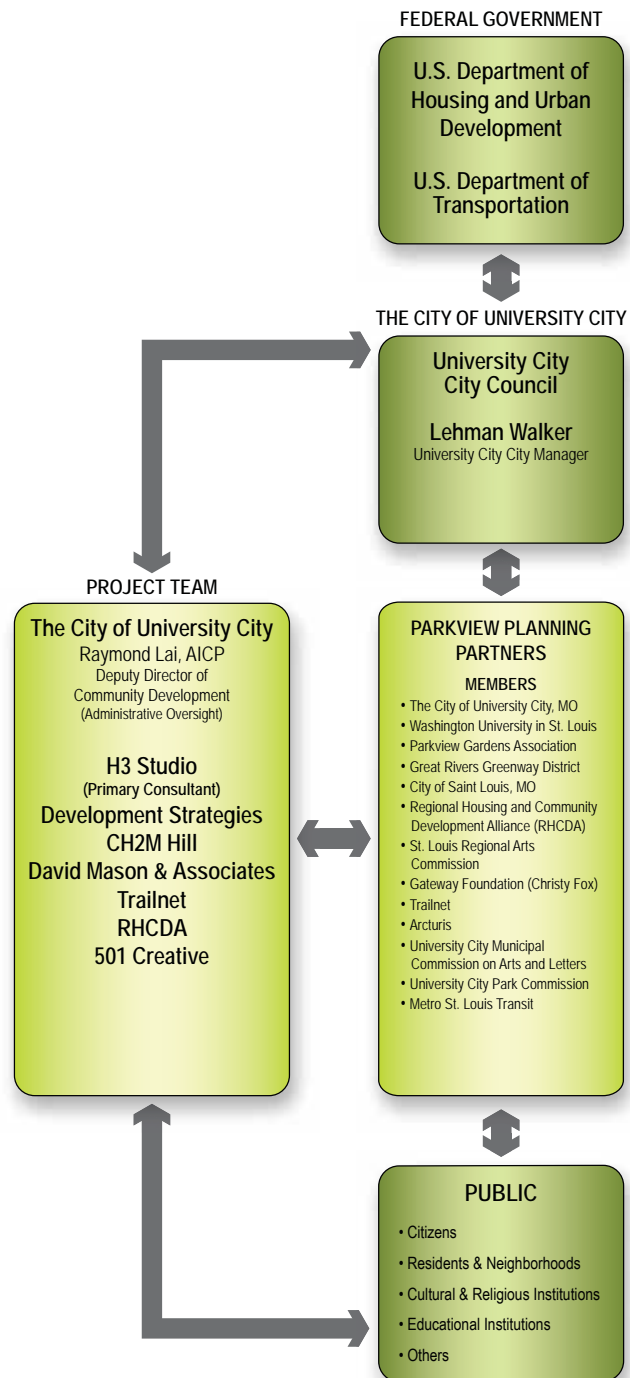
**February 13, 2012: City Council Work Session**

April 25, 2012: Plan Commission Presentation and Public Hearing

June 27, 2012: Plan Commission – Additional Public Comment Session

July 25, 2012: Plan Commission – Motion to Revise Plan

Figure 3.3: Flow Chart of the Planning Process



## Parkview Gardens Today

Defined by its sturdy brick apartments and graceful tree-lined streets, University City's Parkview Gardens is both the historic and cultural heart of University City and a unique and remarkably located neighborhood in the St. Louis metropolitan area. Including one of the nation's great commercial streets—the Delmar Loop—and University City's historic civic center, the Parkview Gardens neighborhood is bounded on two sides by a vibrant shopping, entertainment, and cultural arts district. Parkview Gardens is also located within walking distance of MetroLink and two major parks, Heman Park and the regionally-significant Forest Park. Fully connected via public transit to nationally-recognized commercial districts, business centers, research institutions, and parks, Parkview Gardens is unlike any other neighborhood in St. Louis.



Delmar Loop

University City has shown a remarkable capacity to plan for its future in an environmentally-, socially-, and economically-sustainable way. Recent and ongoing infrastructure and public space improvement and planning initiatives including: the Parkview Gardens Parks and Open Space Plan (of which this Plan fulfills early-action implementation items); the formation of a Green Practices Commission and creation of a city-wide Sustainability Strategic Plan; the Mayor's Task Force of Walk and Bike-ability and Bicycle and Pedestrian Master Plan (with which this Plan is closely coordinated); the Delmar Loop Retail Study (with which this Plan is closely coordinated); the Loop Trolley; Great Rivers Greenway District's Centennial Greenway; and pending Complete Streets legislation all demonstrate the commitment of University City and its stakeholders to the creation of great places and sustainable neighborhoods rooted in the authentic history of the University City community.

These improvements in infrastructure and public space are supported by new private investment in Parkview Gardens. Current projects include the ongoing Kingsland Walk residential development at the corner of Kingsland Avenue and Vernon Avenue and commitment of \$100 million in new construction and renovation by Washington University to upgrade its student housing. This record of success demonstrates that not only does University City have the energy and desire to plan for its future, but it also possesses the capacity to see its plans realized.

## Issues & Challenges

- There is a shortage of direct/convenient vehicular and pedestrian entrances into the Parkview Gardens neighborhood
- Parkview Gardens' blocks are very long and intersection density is low, inhibiting walk-ability
- There is a lack of high-quality grocery stores and other neighborhood services in Parkview Gardens
- Pedestrian and street infrastructure in Parkview Gardens is old and deteriorating
- Vernon Avenue is a high-speed, high volume vehicular cut-through that physically and psychologically divides the neighborhood
- There is no universally-accessible pathway across Ackert Walkway from the east to the west half of the neighborhood
- Housing in Parkview Gardens is affordable, but low rents limit necessary capital improvements needed to make housing marketable and competitive
- No direct vehicular, pedestrian, or bicycle paths exist connecting Parkview Gardens to MetroLink
- Parcels near Olive Boulevard, Vernon Avenue, and Kingsland Avenue will likely not be redeveloped by market forces alone
- Many properties in Parkview Gardens are non-compliant with current University City Zoning Regulations
- The Parkview Gardens neighborhood straddles two jurisdictions—City of University City and the City of Saint Louis
- High-crime, low-income neighborhoods to the North and Northwest of Parkview Gardens have a negative impact on perceptions of neighborhood safety

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## Assets & Opportunities

- Parkview Gardens is directly adjacent to the Delmar Loop, Washington University, and other regionally- and nationally-significant commercial, employment, and educational centers
- Parkview Gardens has a diverse and vibrant residential population
- Parkview Gardens is extremely well-served by bus transit and adjacent to MetroLink
- Parkview Gardens is adjacent to the planned Loop Trolley
- Parkview Gardens possesses high latent value that can be unlocked through strategic investment
- Parkview Gardens is extremely well/centrally-located in the St. Louis metro region
- Parkview Gardens has a strong existing foundation of arts and culture through adjacent institutions, programs, and events
- Parkview Gardens has a unique historic character that is not duplicated in other St. Louis metro region neighborhoods
- Parkview Gardens has a strong residential market potential over the next 15- to 25-years
- Parkview Gardens is bisected and accessible by the regional Great Rivers Greenway District's Centennial Greenway
- There is a demonstrated commitment of long term support and participation with Parkview Gardens by Washington University, Parkview Gardens Association, and other significant regional partners and stakeholders

## Creating the Plan

This Plan is the product of a public planning process that engaged residents, business and property owners, elected officials, city staff, and other stakeholders of the Parkview Gardens community since March, 2011. The planning effort is spearheaded by the Parkview Planning Partners, a collaborative group that forms the key advisory group for the Plan.



The Parkview Planning Partners (PPP) worked collaboratively with the planning consultants to create the Neighborhood Sustainable Development Plan and are responsible for much of the Plan's development and implementation. The PPP serves as a representative cross-section of community stakeholders. The Project Team met with the Parkview Planning Partners Advisory Committee regularly throughout the planning process to collect feedback and receive official approval on the work completed to date.

In parallel with the regular meetings with the Parkview Planning Partners, the planning consultants and Client also conducted four separate Public Workshops with neighborhood residents and the public-at-large. The purpose of these Workshops was to present the study results during the planning process to date and collect input and feedback from the attendees.



The Public Workshops were held toward the end of each project Phase for the purposing of reviewing the work of that Phase. The Public Workshops were held in the University City Library Auditorium and were advertised to the community through the city website, project website, signs, media announcements, flyers, mass mailings, existing publications, Facebook page updates, email blasts through Constant Contact, and individual community outreach of Advisory Committee members to special interest groups.

Additionally, city staff and the planning consultants identified 26 Stakeholders to be interviewed as part of the planning process. Stakeholders included residents; business and property owners; City staff and elected officials; merchants; institutions; non-governmental organizations; and other interested parties. These Stakeholders were organized into eleven small focus groups and invited to speak with the Project Team in one-on-one, confidential work sessions. These Stakeholder Interviews were critical in shaping the Project Team's understanding of the Parkview Gardens neighborhood.

This comprehensive, community-based public engagement process established a broad base of public feedback and consensus-building for the Plan, and has been critical in ensuring that the Plan fulfills the community's vision for the future of Parkview Gardens. A detailed overview of the planning process is provided on the facing page.



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## Phase 1.0: **Site Investigation**

- Neighborhood Development Plan Area Analysis
- Vehicular Access & Traffic Study *(See Appendix A)*
- Parking Inventory & Study *(See Appendix A)*
- Walkability and Bikeability Audit (by Parkview Planning Partner Trailnet) *(See Appendix A)*
- Market Study *(See Appendix A)*
- Parkview Gardens Parks Topographic Survey
- **Stakeholder Interviews**
- Outcome Measurement Baseline Report (by Parkview Planning Partner RHCDA) *(See Appendix A)*

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## Phase 2.0: **Guiding Livability Principles**

- Draft Vision, Goals & Sustainability Principles
- **Parkview Planning Partners Committee Meeting 01** *(See Appendix B)*
- **Public Workshop 01** *(See Appendix B)*
- Refinement of Vision, Goals & Sustainability Principles

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## Phase 3.0: **Envisioning a Sustainable Future**

- Three (3) Neighborhood Sustainable Development Plan Options *(See Appendix B)*
- Preliminary Economic Development Assessment *(See Appendix A)*
- Parkview Gardens Parks Schematic Design Plan
- Ackert Walkway Public Art & Public Space Design Charrette *(See Appendix C)*
- **Parkview Planning Partners Committee Meeting 02** *(See Appendix B)*
- **Public Workshop 02** *(See Appendix B)*
- **Ackert Walkway Public Art & Public Space Presentation & Public Meeting**
- Parkview Planning Partners Committee Review Session 01 *(See Appendix A)*

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## Phase 4.0: **Draft Sustainable Development Plan**

- One (1) Neighborhood Sustainable Development Plan Preferred Option *(See Appendix B)*
- Final Economic Development Assessment *(See Appendix A)*
- Preliminary Integrated Funding Plan *(See Appendix A)*
- Affordable Housing Design Studio Mid-Project Review *(See Appendix C)*
- Parkview Gardens Parks 30% Design Development *(See Appendix A)*
- **Plan Commission Presentation 01** *(See Appendix B)*
- **Parkview Planning Partners Committee Meeting 03** *(See Appendix B)*
- **Public Workshop 03** *(See Appendix B)*
- Parkview Planning Partners Committee Review Session 02 *(See Appendix A)*
- Draft Neighborhood Sustainable Development Plan

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## Phase 5.0: **Parkview Gardens Sustainable Development Plan**

- Vehicular Access, Traffic & Parking Design
- Final Integrated Funding Plan
- Parkview Gardens Parks 50% Design Development & Opinion of Probable Cost *(See Appendix A)*
- **Park Commission Presentation 01** *(See Appendix B)*
- **Plan Commission Presentation 02** *(See Appendix B)*
- City Council Study Session *(See Appendix B)*
- **Parkview Planning Partners Committee Meeting 04** *(See Appendix B)*
- **Public Workshop 04** *(See Appendix B)*
- Final Neighborhood Sustainable Development Plan
- **Final Public Presentation & Hearing** *(See Appendix B)*

## Envisioning a Sustainable Future

Parkview Gardens will become the region's premier transit-oriented, healthy and smart neighborhood by strengthening and building upon its diverse community and vibrant public life; affordable housing and locally owned businesses; historic mixed-use neighborhood plan and architecture; unique asset of parks, greenways and tree-lined walkable streets; the arts, culture, civic and entertainment amenities of the Loop and Civic Center; the nearby MetroLink Station and proposed Loop Trolley; and the adjacency to Washington University in St. Louis in order to create a net-positive triple-bottom-line sustainability impact on the neighborhood's economic, social and environmental systems.



As a first-ring former streetcar suburb of St. Louis located near significant regional amenities, the Parkview Gardens neighborhood (including the Delmar Loop) has historically been one of the most socially and culturally diverse communities in the St. Louis region. Parkview Gardens has retained its historic framework and diverse assets and culture. If nurtured and sustained, Parkview Gardens will reemerge as a more vibrant and self-sufficient, mixed-use urban community. Building upon these authentic assets, the Elements of the Plan (described on the following page) aim to interconnect the economic, social, and environmental qualities through infrastructure, physical characteristics, and development. This will provide the necessary framework for achieving neighborhood sustainability. These Elements are supported by a collective of programs, policies and partnerships.

To begin to achieve this vision, Parkview Gardens must strengthen its walkable and accessible qualities through transit and enhancements throughout the public realm to create a healthier, more livable neighborhood. Embracing the current street life and culture, numerous arts, education, and cultural institutions and venues are abundant in and around Parkview Gardens. Their participation in future growth and development will be instrumental in ensuring equal access to high-quality education and cultural amenities. This, coupled with investment in smart community infrastructure and increased partnerships and participation with institutions, will maintain and grow Parkview Gardens as a regional and national center for innovation in education, media, research, and creative practice. These relationships facilitate the integration of mixed-use development throughout the existing Delmar Loop and creates new corridors for innovative jobs, new housing types, and expanded retail options.

# Parkview Gardens Sustainability Principles

The Plan is organized and guided by seven Sustainability Principles. These principles fulfill the Vision of the Plan, as well as the six HUD/DOT Livability Principles that this Plan is mandated to address. These seven Sustainability Principles comprehensively address the economic development, social equity, and healthy neighborhood environment of Parkview Gardens, ensuring a triple-bottom-line approach to decision-making and planning for the future. The seven Sustainability Principles are supported by the *Neighborhood Infrastructures* and *Sustainability Initiatives*, as described in the following pages.

**1|0 Increase economic development opportunities, choice & neighborhood prosperity** by growing a diverse job market, promoting innovation and creative industries with easy access to educational opportunities and high-tech smart infrastructure, expanding housing and transportation choices, and creating equitable access to neighborhood resources such as libraries, schools, and parks.

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### ***Neighborhood Infrastructures***

Jobs, Housing & Smart Community

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**2|0 Revitalize Parkview Gardens as a walkable, compact, transit-oriented, and car-optional neighborhood** by increasing the transportation options and creating an active pedestrian network to reduce household transportation cost, reduce environmental impact of personal mobility, increase access to neighborhood amenities and transit, build community identity, and promote public health.

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### ***Neighborhood Infrastructures***

Mobility & Transit Infrastructure

Compact & Car-Optional Development

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**3|0 Build upon existing community qualities and characteristics** to bolster community identity, ownership, and inclusiveness by leveraging public amenities such as the historic architecture, proposed parks and greenways, and signature arts, culture, and retail establishments.

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### ***Neighborhood Infrastructures***

Public Space

Urban Design Framework

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**4|0 Expand existing arts, culture, and education assets and partnerships** by increasing collaboration among the neighborhood participants, attracting new creative and educational enterprises, and establishing the neighborhood as a unique arts and culture district.

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### ***Neighborhood Infrastructures***

Arts, Culture & Education

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**5|0 Promote community health, safety, and empowerment** by expanding housing and transportation choices for people of all ages, incomes, races, and ethnicities and creating equitable access to neighborhood resources such as libraries, schools, and parks.

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### ***Neighborhood Infrastructures***

Food

Waste, Recycling & Utilities

Active Living, Public Health & Safety

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**6|0 Protect, support, and expand healthy urban environmental systems** by developing policies and projects, and buildings programs and networks that promote recycling, energy-use reduction, water cleanliness and conservation, waste management, and habitat preservation.

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### ***Neighborhood Infrastructures***

Blue | Green Infrastructure

Habitat & Ecology

Energy

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**7|0 Organize for implementation success, civic engagement and community leadership** by coordinating implementation between University City and the City of St. Louis with non-profit management, form-based regulations, sustainability impact assessment, and on-going community collaboration.



# The Neighborhood Sustainable Development Plan







## Neighborhood Infrastructures: Creating the Civic Ecology of Parkview Gardens

The *Neighborhood Infrastructures* and *Sustainability Initiatives* define the physical fabric and operations of the Parkview Gardens neighborhood. Together, they form Parkview Gardens’ civic ecology. Pioneered by sustainable-design experts SERA Architects, the civic ecology is a “web-like pattern of relations between humans, their ecosystem, and the economy” that comprises the “human-natural ecosystem” embedded in all urban environments. Harnessing this civic ecology is key to realizing holistic neighborhood sustainability.



Community gardening

New development must be balanced with increased awareness, sensitivity, and innovation in neighborhood environmental sustainability. Innovation must also occur in neighborhood systems to replace inefficient open-loop systems with efficient closed-loop cycles. At the neighborhood-scale, these cycles include energy, water, habitat, and ecology. Innovations must leverage one another to increase the intensity of sustainable outcomes. These outcomes will provide residents, businesses, and visitors with a vested interest in the future of Parkview Gardens. Individual stakeholderhood is key to realizing this future as residents have envisioned—a high quality, walkable, transit-oriented, livable, and healthy neighborhood with a lively and active community that celebrates diversity, innovation, arts, and commerce for the region.

The Parkview Gardens Neighborhood Sustainable Development Plan is comprised of both physical neighborhood improvement projects—new development, parks, streetscapes, transit and accessibility enhancements, and high-performance green infrastructure—as well as a range of operational policies, programs, and partnerships. These programming, policy, and partnership recommendations are outlined in the *Sustainability Initiatives* presented on the preceding pages and detailed in the Sustainability Action Plan. The “software” of the Neighborhood Sustainable Development Plan, these items are activities that engage and empower residents, businesses, stakeholders, and visitors to support a safe, vibrant and diverse community that is invested in the collective future and advancement of Parkview Gardens.



Delmar Loop

Physical improvements to the Parkview Gardens neighborhood—capital improvement projects—shape the physical character and urban fabric of Parkview Gardens. These improvements comprise the *Neighborhood Infrastructures* that are presented in detail on the following pages. The “hardware” of Parkview Gardens’ continued and future revitalization, the *Neighborhood Infrastructures* are physical projects that, in total, comprise the Neighborhood Sustainable Development Plan.

# Neighborhood Infrastructures

Active Living, Public Health & Safety →

Waste, Recycling & Utilities →

Food →

Energy →

Habitat & Ecology →

Blue | Green Infrastructure →

Arts, Culture & Education →

Job, Housing & Smart Community →

Urban Design Framework →

Compact & Car-Optional Development →

Public Space →



Mobility & Transit Infrastructure →

Existing Conditions →





# Sustainability Initiatives

	<b>Vision for Parkview Gardens</b> Parkview Gardens will become University City's premier Transit-Orientated Sustainable Neighborhood by building upon its rich history, unique assets of buildings and parks, the arts, culture and entertainment corridor of The Loop, and its adjacency to University City's Civic Center, Washington University North Campus, and adjacent business parks and neighborhoods.																																	
	ECONOMIC						ENVIRONMENTAL												EQUITY					TOTAL IMPACT SCORE										
	MARKET / REAL ESTATE DEV	JOB OPPORTUNITIES & SKILLS	LOCAL BUSINESS DEV SUPPORT	AFFORDABLE HOUSING	ARTS & CULTURE	SOCIAL CAPITAL	TECHNOLOGY AND INNOVATION	STORMWATER	WATER CONSERVATION	AIR QUALITY	RENEWABLE ENERGY	ENERGY USE REDUCTION	GHG REDUCTION	PLACE MAKING / CHARACTER	PARKS & OPEN SPACE	GREEN BUILDINGS	TREE CANOPY	NATIVE SPECIES / BIODIVERSITY	PLANNING	LAND USE	WASTE MINIMIZATION	MOBILITY	TRANSPORTATION	EDUCATIONAL OPPORTUNITY	SOCIAL & CULTURAL DIVERSITY	NEIGHBORHOOD VITALITY	COMMUNITY EMPOWERMENT	SELF GOVERNANCE	ACTIVE LIVING	HEALTH & SAFETY	FOOD ACCESS & NUTRITION	SOCIAL / HUMAN SERVICES	TOTAL IMPACT SCORE	
<b>Increase Economic Development Opportunities</b>	Key: ○ No Impact   ● Possible Impact   ● Definite Impact																																	
1.1 Achieve Full Mixed-Use Market Potential	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	14	
1.2 Provide a Variety and Diversity of House Types	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	9
1.3 Increase Access to Equitable, Affordable Housing	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	6.5	
1.4 Improve Neighborhood Jobs   Housing Balance	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	9	
1.5 Encourage the Continued Development of North Campus & Area East of Skinker Blvd.	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	10	
1.6 Create the Development of the Infrastructure & Programs for a Smart Community	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	14.5	
1.7 Research & Develop Target Market for Business Development and Retention	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	8.5	
1.8 Provide a Small Business Local Entrepreneurial Incentive & Support Program	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	10.5	
<b>Revitalize Parkview Gardens As A Walkable Compact Transit-Oriented and Car Optional Neighborhood</b>	Key: ○ No Impact   ● Possible Impact   ● Definite Impact																																	
2.1 Increase Street Connectivity & Neighborhood Accessibility	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	7.5	
2.2 Increase Transit Options & Accessibility with the Loop Trolley	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	10.5	
2.3 Increase Neighborhood Walkability & Pedestrian Comfort	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	13.5	
2.4 Increase Neighborhood Bikeability, Use, Education & Safety	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	13	
2.5 Reduce Code for Residential Parking	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	10.5	
2.6 <b>Surface Parking Lots; Develop a Loop Parking District</b>	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	10.5	
2.7 Promote Shared & Alternative Parking Strategies	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	11	
<b>Build Upon Existing Community Qualities and Characteristics</b>	Key: ○ No Impact   ● Possible Impact   ● Definite Impact																																	
3.1 Continue to Infill The LOOP with Mixed-Use Buildings & Amenities	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	13	
3.2 Create Human-Scaled High Quality & Vibrant Public Spaces	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	8.5	
3.3 Increase & Maintain Neighborhood ParkSpace and Use	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	15	
3.4 Expand Influence & Participation in Community Gardens	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	9	
3.5 Preserve Existing Historic Character of the Neighborhood	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	8.5	
3.6 New Buildings to be Urban and Contextual in Scale, Material & Detail	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	6	
3.7 Maintain & Improve Existing Tree Lined Pedestrian-Scaled Streets	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	11	
3.8 Increase Number of & Participation in Public Events, Festivals, etc.	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	10.5	
<b>Expand Existing Arts, Culture, &amp; Education Assets and Partnerships</b>	Key: ○ No Impact   ● Possible Impact   ● Definite Impact																																	
4.1 Create a 1% for Public Art program for the LOOP and Neighborhood	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	5.5	
4.2 Support the development and occupation of Live / Work Artist Spaces	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	10.5	
4.3 Develop Program to Cultivate Local Artist(s) and Business Partnerships	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	8.5	
4.4 Support the Development of Additional Venues for Arts, Culture and Education	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	10.5	
4.5 Encourage Sustainability Education/Partnerships within existing A, C & E	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	8	
4.6 Create a Arts, Cultural and Design Master Plan that is inclusive of all the Arts	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	8.5	
4.7 Use Arts, Culture & Design to Build Community Sense of Place and Identity	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	9	





## Implementing the Plan

The Plan is an ambitious vision encompassing 162 acres and tens of millions of dollars in private redevelopment value; public capital investment projects; public-private partnerships; and programming, operations, policy, and management requirements. The Implementation Plan outlines key actions by University City, the City of Saint Louis, and their partners and stakeholders to orchestrate development, capital expenditures, and policy decisions in a coordinated way to maximize the value of each investment and overcome pre-existing difficulties.



Delmar Loop outdoor dining

The Implementation Plan addresses these challenges with recommendations for new regulatory, jurisdictional, management mechanisms, and budget and funding mechanisms to simplify the development process, coordinate redevelopment efforts, and enable new, high-quality, walkable, and transit-supporting development that contributes positively to the historic character and sustainability of the Parkview Gardens neighborhood. **It should be understood that all of the recommendations in the Plan are non-binding and are subject to additional review and approval by City Council and its appropriate public and private partners prior to implementation.**

### **Form-Based Code and Sustainability Metrics Program**

The Form-Based Code and Sustainability Metrics Program would codify the Neighborhood Sustainable Development Plan legally into University City's and the City of Saint Louis' municipal ordinances. The Neighborhood Sustainable Development Plan does not include a Form-Based Code and Sustainability Metrics Program, but these are recommended as an implementation tool. It is important to note that the Form-Based Code and other regulations would only apply to new development on vacant sites or redevelopment of sites in which existing buildings are demolished.

### **District Redevelopment Entities**

Following the basic implementation recommendations of the Delmar Loop Retail Study—a retail capacity and development study for the Loop Trolley route, the Plan recommends that the three SBDs be replaced with three new Community Improvement Districts (CIDs) with coterminous boundaries should be established to maximize revenue generation. A non-profit corporate entity should be established to manage the three CIDs and execute the necessary functions in the CID area.

### **Project & Program Phasing**

Project & Program Phasing identifies and prioritizes public capital improvement projects, establishes required legislation and partnerships, and targets private development in strategic ways to maximize incremental financing and investment leverage potential. Project & Program Phasing should apply to the City of University City, the City of Saint Louis, and their partners and stakeholders. It is divided into four (4) key Phases. This phasing strategy is a recommendation and does not prohibit existing or future development projects from occurring outside of specified phases.

## Phase 1 (0-5 Years)

### Projects

- Kingsland Walk residential & mixed-use development
- Washington University Off-Campus Housing
- Enright Avenue enhancements and Parkview Gardens Bikeway
- Eastgate South Park
- Enright Avenue extension



## Phase 2 (6-10 Years)

### Projects

- Olive/Vernon/Kingsland residential development
- Realign of Vernon Avenue between Leland Avenue and Westgate Avenue
- Metcalfe Park
- Ackert Walkway and Ackert Park
- North Skinker Boulevard & Delmar Boulevard corner development
- Streetscape and public space enhancements and green infrastructure



## Phase 3 (10+ Years)

### Projects

- Eastgate North Park
- North Skinker Boulevard mixed-use/office corridor
- North Skinker Boulevard & Olive Boulevard corner
- Streetscape and public space enhancements and green infrastructure



## Ongoing

### Projects

- Building Renovation
- Vacant-lot infill development
- Neighborhood build-out
- Streetscape and public space enhancements and green infrastructure





## Integrated Funding Plan

The Integrated Funding Plan identifies potential sources of funding that can be utilized to implement the Parkview Gardens Sustainability Plan set forth by H3 Studio. Because some funding sources are more restricted than others, this plan aligns many with specific uses, and identifies areas in which additional gap financing will be needed.



Realization of the Parkview Gardens plan and greater economic prosperity in University City will require a concerted public/private partnership—an alliance of the city on the public side, as well as the area’s key private stakeholders and civic interests. In certain instances, future taxes generated by real estate investments might be used to finance current costs of facilitating those improvements. The following list is not intended to be exhaustive, but includes many economic development tools that could aid in catalyzing targeted new investment that will help realize the vision for an improved Parkview Gardens neighborhood.

Cities have available a variety of fiscal tools to induce private investment. These generally fall under the following five categories:

1. Bond financing based on anticipated future revenue
2. Tax reductions
3. Supplemental taxes
4. Grants
5. Capital Improvements

### 1. Anticipated Future Revenue

In certain instances, future taxes generated by real estate investments can be used to finance current costs of facilitating those improvements. This mechanism is referred to generically as tax increment financing (TIF). The capture of taxes resulting from increased assessed value (the increment) is used to pay debt service on bonds issued to fund selected costs of development.

Tax increment financing is enabled in Missouri by Chapter 99 of the Revised Statutes. It requires the legislated finding of conditions as a blighted area, a conservation area (i.e., not yet blighted but headed that way without public intervention), or economic development area. The maximum allowable TIF period is 23 years, although shorter periods are often approved. The level of subsidy can equal 100% of all incremental new property taxes (payments in lieu of taxes, or PILOTS) and up to 50% of incremental new sales taxes (economic activity taxes or EATS).

A starting point in determining the efficacy of a TIF strategy is to determine what level of taxable investment is likely to be attracted to Parkview Gardens and what value, or increment, can be created for the larger TIF district.

## **2. Tax Reductions**

Personal and real property tax reductions, or abatements, are common economic development incentives, particularly where significant new real estate investment occurs or new jobs are created. In most instances, the abatements act to reduce operating costs of investment in real estate (office, industrial, retail, or rental apartment buildings) for a designated period of time. In the instance of the Parkview Gardens plan, a strategy of leveraging public improvements to catalyze private investment is being utilized; therefore, tax increment financing is a more useful tool because it provides a revenue stream for financing public improvements.

## **3. Supplemental Taxes**

This section focuses on improvement districts which are sometimes also referred to as special tax districts. In general, an improvement district generates a steady source of revenue to finance services and project costs that are considered “special” to landowners, residents, and businesses within a designated geographic area. Therefore, a separate tax is levied only on those properties, within defined boundaries, that will benefit from these expenditures. We discuss two common forms of improvement districts.

### **3.1. Business Improvement District (BID)**

Commonly known as a Business Improvement District, BIDs in Missouri are often associated with its legal mechanism, Community Improvement District (or CID). A BID typically involves a special property tax that supports an array of needed supplemental programs and services. These often include marketing, maintenance, security, and limited capital improvements, including streetscape enhancements. It is important to note that the imposition of such supplemental taxes or fees does not have to be limited to businesses and commercial properties but can also come from residents and residential properties. Sometimes, tax-exempt properties volunteer to pay the same “taxes” because they, too, benefit from the services and improvements.

### **3.2. Special Assessment District (SAD)**

This form of improvement district is typically used to defray the cost of public improvements among properties that receive a direct benefit. Common SADs involve the extension of infrastructure such as sanitary and storm sewers, and are typically levied on property owners over a fixed period such as 10 years. In Missouri, a Transportation Development District (TDD) can be established and allows for a 1% sales tax dedicated to approved transportation development costs. (Technically, a TDD can assess property taxes as well, though it is rarely used in this way.) Enacting a TDD requires approval by voters.

#### **4. Grants**

While far less available than in the past, there remain opportunities to obtain grants and soft loans from a wide variety of both public and private sources. Private corporate and charitable foundations, as well as institutions do target their support to different aspects of urban investment and revitalization such as economic development, environment enhancement, historic preservation, and open space and parks. Most government grants are ones resulting from legislators' capacity to target appropriations to special community needs and high profile projects of wide public benefit. Federal TIGER grants, for example, could be explored for Parkview Gardens, but there could be many others.

#### **5. Capital Improvements**

Cities often create a capital improvements plan (CIP), which is usually short-term in nature, that allocates money from sources including general funds, street and road funds, and parks and recreation funds. As University City prepares its next CIP, it will likely allocate funds to Parkview Gardens for park and road improvements. These funds can be augmented with the other sources of potential revenue noted above to make public improvements.

#### **Sources of Funding**

A number of funding sources could be utilized for the proposed improvements to Parkview Gardens. Some are more restricted in their uses than others, which helps set priorities for how they are applied.

Potential sources of funding for public improvements in Parkview Gardens are varied, but those evaluated for this study generally can be classified under a handful of categories:

- Payments in Lieu of Taxes (PILOTS)
- Special Assessments
- Economic Activity Taxes (EATS)

These sources of funding may not provide all the needed revenue to finance the public improvements identified, but could be supplemented by several additional sources, including:

- Parking Revenues: Existing and potential new revenues from parking can reduce the amount of direct public spending needed to maintain, improve, supplement, and operate public parking facilities.
- Capital Improvements: University City has put together a preliminary Capital Improvements Plan (CIP), which allocates some amount of money to public improvements in Parkview Gardens.
- Grants: University City recently submitted an application for TIGER IV funding and could apply for other federal and state grants in the future.

In addition, there is a Transportation Development District (TDD)—a type of special assessment—already in place along Delmar that imposes an added retail sales tax. While revenues from this assessment cannot be applied to many projects in Parkview Gardens, they could be applied to some projects if they are just outside the district, but nevertheless serve the district.



## Geography

Because some funding sources will relate more to the commercial district along Delmar (using sales tax revenue, for example), it is also important to identify where revenues are generated. Some sources can be applied to Parkview Gardens, some cannot, and some can only under certain circumstances. For the purpose of allocating funding, the Parkview Gardens Neighborhood is divided into the following geographical areas.

- A. Parkview Gardens
- B. Skinker Corridor

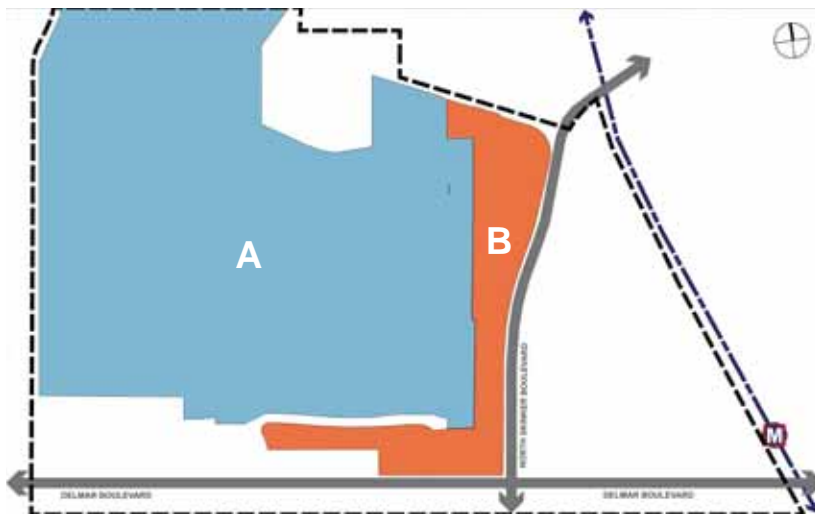


Figure 7.11: Area Identification

## Capital Project Costs: What's Included

Capital project costs were calculated in two phases; phase one is considered the "Base Level" and includes all the capital projects key to fulfilling the goals of the Plan, including: Road Extensions; Metcalfe Park (Phase 1); Ackert Park; and Enright Bike Path. "Base Level" capital improvements are included in the analysis of Alternative One, as described in detail below.

Phase two capital projects are considered the "Full Vision" and include all capital projects included in the Plan, including: Road Enhancements; Road Extensions; Metcalfe Park (Full Build-out); Ackert Park and Walkway; the Enright Bike Path; Eastgate South Park; and Eastgate North Park. It does not include ongoing or deferred maintenance. "Full Vision" capital improvements are included in the analysis of Alternative Two, as described in detail on the next page.

### **Methodology and Evaluation of Alternatives**

The various economic development programs identified on previous pages were modeled, using discounted cash flow analysis, to determine the present value of cash proceeds that could be used to finance public improvements. Two alternatives were considered, each with its own phasing projections. The first alternative includes development that was supported as part of Development Strategies' residential market study for the Parkview Gardens Sustainability Plan. The second alternative includes assumptions regarding development of an office district along the Skinker corridor, as well as more aggressive assumptions for residential development in some areas. Following is a partial list of assumptions made as part of this study:

- A baseline assessed value was determined from St. Louis City and St. Louis County records for Parkview. This baseline excludes tax-exempt properties, such as those owned by Washington University. Potential increases in the assessed value are targets for TIF.
- For tax increment financing, most property taxes—city, county, school, etc.—were assumed to be captured.
- St. Louis County and St. Louis City taxes were considered separately, then combined as part of an overall revenue pool.
- All development is phased and discounted to arrive at present values.
- For mixed-use projects, each component was evaluated separately. Baseline assessed values were assigned relative to the proportion of total building square footage that each component contributes to the project.
- This study assumes that a large proportion of existing properties in the heart of Parkview Gardens will be rehabilitated/renovated, leading to higher rents, sale prices, and assessed values. Washington University properties are not included in this analysis, though the return of some properties to the tax rolls would contribute further to the TIF pool.
- A Transportation Development District and Community Improvement District sales tax were evaluated as part of this study, but only for a few selected properties that extend into Parkview Gardens from the Loop. Evaluating all potential revenue sources for the Delmar Loop is beyond the scope of this study.
- Office development along the Skinker Corridor was not evaluated as part of Development Strategies' market study, so assumptions have been made. It is assumed that half of the office development will be institutional (and thus tax exempt, with the exception of earnings taxes), and half will not be tax-exempt.

- Property taxes were not assumed to be captureable as part of a CID district (it would require a 50% majority of residents to vote for a self-imposed tax), retail sales taxes and earnings taxes (in the case of properties within the City of St. Louis) are included.
- It is assumed that parking garages needed to facilitate institutional office will be self-funded, whereas parking garages needed to serve market-rate office development will need public support.
- Office development along the Skinker Corridor is assumed to need three parking spaces per 1,000 square feet of gross leasable area (GLA)—one less than the conventional norm—due to the nearby Delmar MetroLink station.
- Monthly parking revenues are assumed to be \$50 per space. No study has been conducted to determine the reasonableness of this as a parking rate, or the depth of demand, particularly for a public parking garage.
- For University City’s Capital Improvement Plan (CIP), an annual contribution of \$340,000 for Parkview Gardens was assumed over 23 years.
- Capital improvements (such as road replacements, resurfacing, etc.), as well as funds from the capital improvements plan, have been removed from this analysis. This analysis focuses only on the sources and uses of funds for parks, road enhancements and extensions deemed critical by the Parkview Gardens Plan, and parking garages serving Delmar Loop and the Skinker Corridor.
- A roughly 900 to 1,000 space parking garage is assumed for Delmar Loop and the Skinker Corridor in alternative one; an 1,800 to 2,000 space garage continues to be assumed for alternative two.

Sources include money from payments in lieu of taxes (PILOTS), special assessments, and economic activity taxes (EATS), as well as revenues from parking facilities serving the Delmar Loop and Skinker Corridor. Totals under sources represent cash proceeds from the sale of government bonds to finance improvements, and assume a debt coverage ratio of 1.30.

In both alternatives one and two, all sources generated in Area A stay (or are “used”) in Area A, all sources in Area B stay in Area B, and so on. In each case, the sources are insufficient to fund all necessary improvements, so alternative funding sources are needed. These sources could include federal grants, money from fundraising, and money from public/private/institutional partnerships.

A summary of Sources of funding, Uses of funding (capital costs), and Financing Gap for each Alternatives One and Two are provided on the following pages.



**Alternative One**

As indicated in the diagrams to the left, Alternative One results in the following, categorized by area:

- A. Parkview Gardens
  - Sources (Funding): \$8.3M
  - Uses (Capital Costs): \$8.2M
  - Financing Gap: None**
- B. Skinker Corridor
  - Sources (Funding): \$8.5M
  - Uses (Capital Costs): \$17.0M
  - Financing Gap: \$8.5M**

In Alternative One, all “Base Level” capital improvement projects located in Area A (the neighborhood) can be fully-funded with identified revenue sources. The parking garage in Area C shows a Financing Gap of \$8.5 Million.

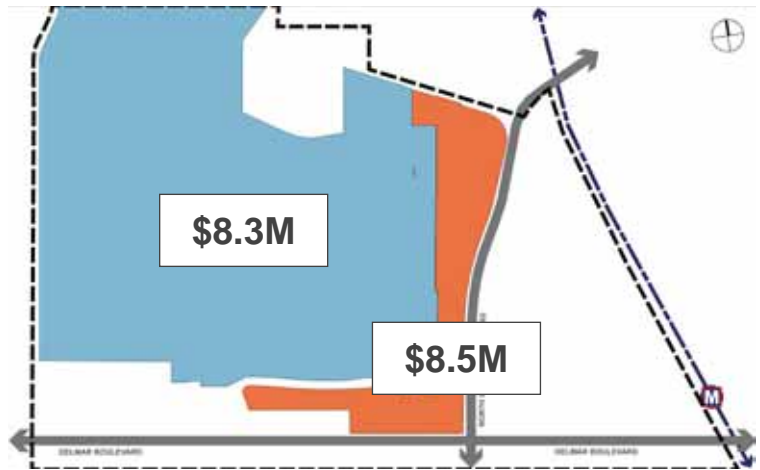


Figure 7.12: Alternative One – Sources

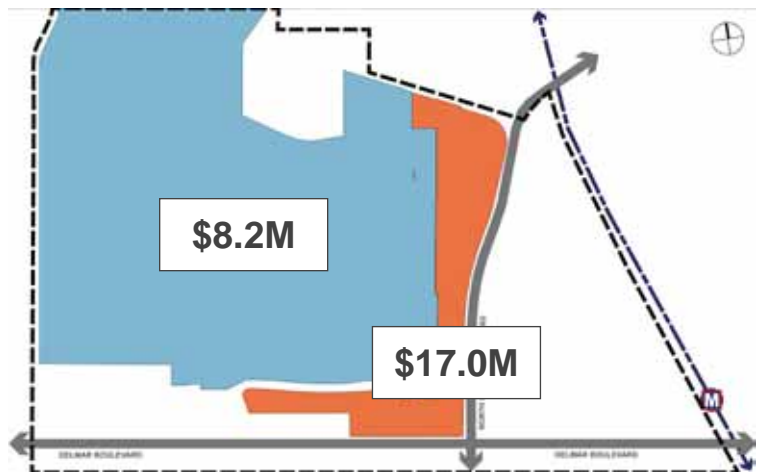


Figure 7.13: Alternative One – Uses

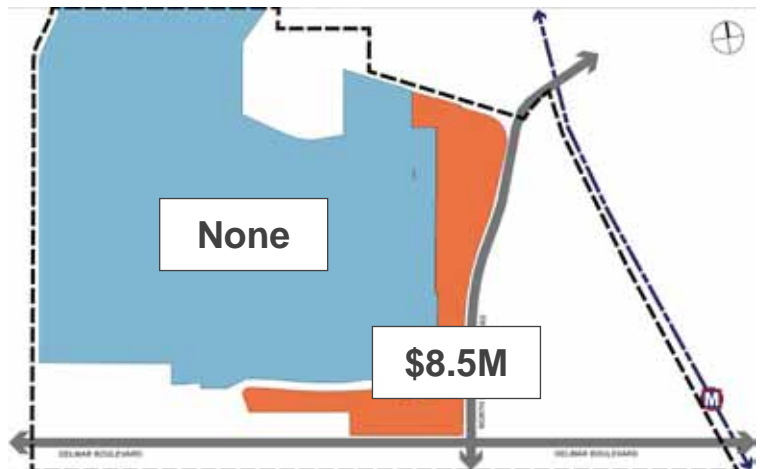


Figure 7.14: Alternative One – Financing Gaps

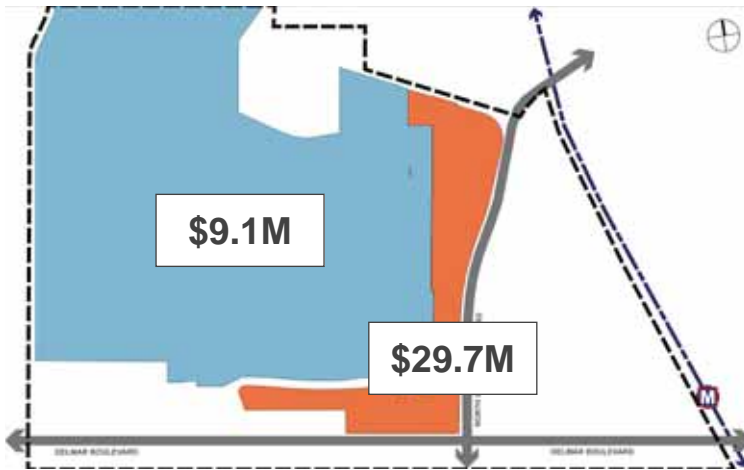


Figure 7.15: Alternative Two – Sources

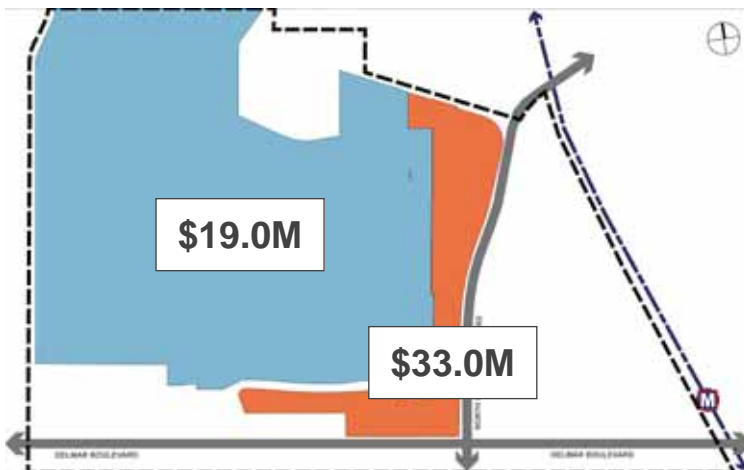


Figure 7.16: Alternative Two – Uses

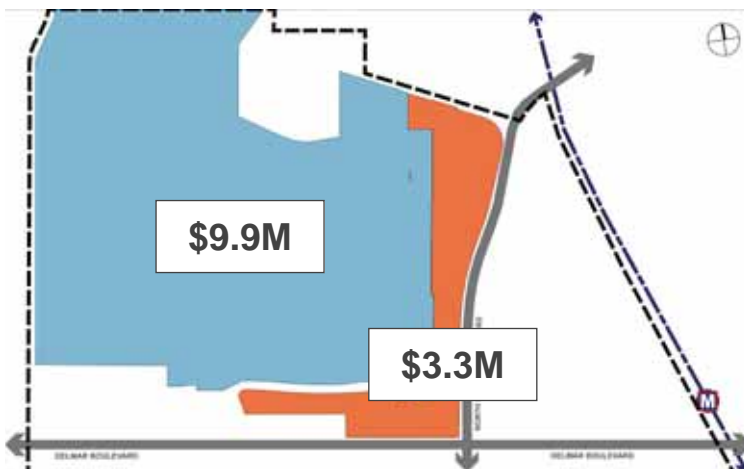


Figure 7.17: Alternative Two – Financing Gaps

### Alternative Two

As indicated in the diagrams to the left, Alternative Two results in the following, categorized by area:

A. Parkview Gardens  
 Sources (Funding): \$9.1M  
 Uses (Capital Costs): \$19.0M  
**Financing Gap: \$9.9M**

B. Skinker Corridor  
 Sources (Funding): \$29.7M  
 Uses (Capital Costs): \$33.0M  
**Financing Gap: \$3.3M**

In Alternative Two, financing gaps are present. The Plan recommends that these financing gaps be closed through pursuit of various funding sources, including:

- Increased Capital Improvement Plan (CIP) budgeting
- Federal, State, and local grants
- Public/private partnerships
- Implementation partnerships
- Operations & maintenance agreements and partnerships
- Fund raising

