8

SIGNAGE AND WAYFINDING

Signage and Wayfinding

Major arterial systems and retail corridors, in particular, must provide effective signage and wayfinding systems for motorists and visitors in order to encourage commerce and highlight community destinations and key features. The Manchester Road Great Streets project carefully examined the current conditions for signage and wayfinding along and near the corridor, as outlined in the Appendix. The master plan provides a number of recommendations for the five communities to implement in the future.

Key Recommendations for Signage and Wayfinding

- Plans for the Manchester Road corridor should implement new community wayfinding signs in the near term (the next few years) in accordance with the regional wayfinding plan for the St. Louis region. The images below represent the community wayfinding sign option preferred by participants at public meetings for the Manchester Road master plan.

  St. Louis Regional Wayfinding System: The community wayfinding signs shown are based on the Regional Wayfinding (installation in-progress). Since the sign design was distinctly "downtown" in appearance, the Manchester Road signage design was customized with color, the town logo(s) and was value engineered to ensure signs were affordable for each jurisdiction.

  Note: Although MoDOT has conceptually approved the design and implementation of a Community Wayfinding system for Manchester Road, each city will assume all liability and maintenance for the signage. The cities will need to coordinate with MoDOT in determining final locations for signs along the corridor.

Proposed Color Palette:

C-1: PMS 7463 C (3M "Shadow Blue" opaque film)

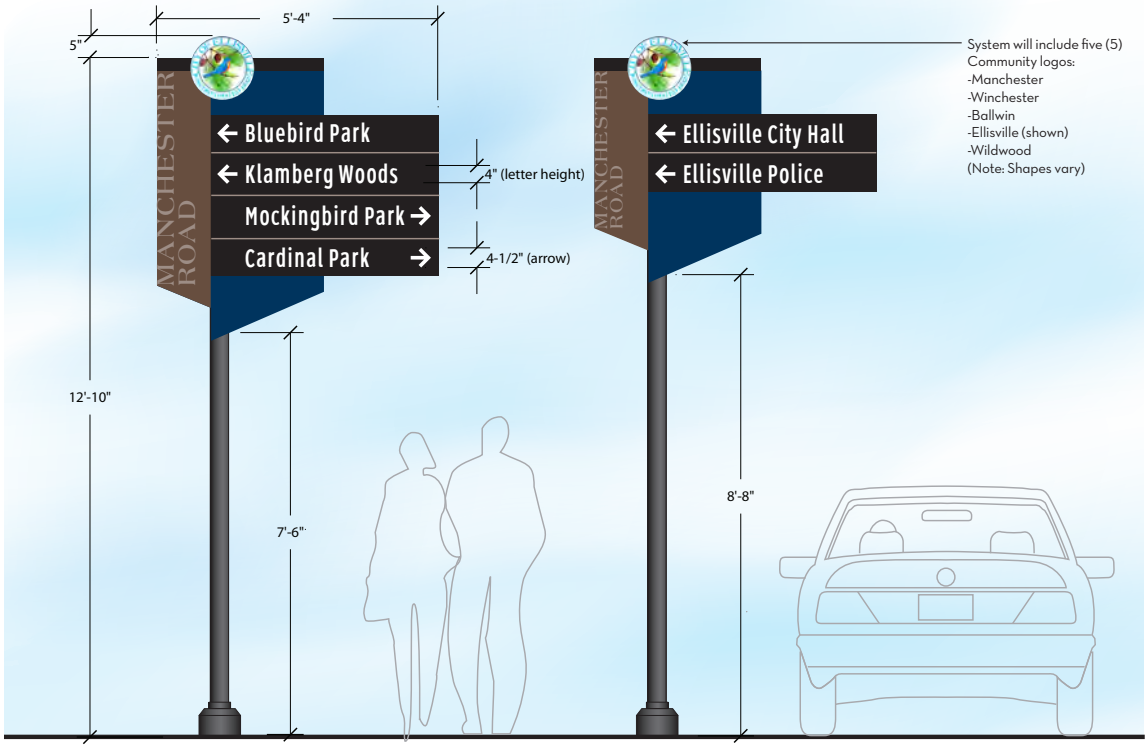
C-2: PMS 411 C (3M "Putty" opaque film

C-3: PMS 409 C (3M "Sandstone" opaque film)

C-4 PMS Black C (3M "Black" translucent film)

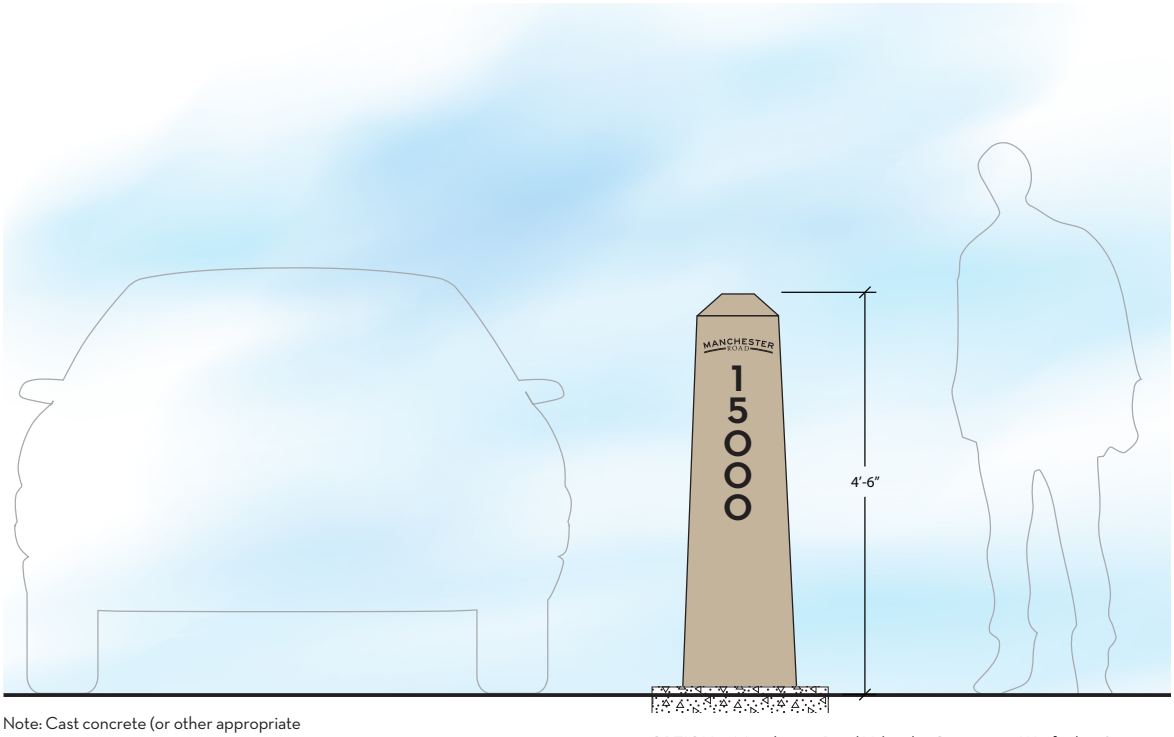
C-5 White (3M Scotchlite Diamond Grade Reflective film)

C-6 Black Paint (post/base) Matthews Paint Company "Jet Black" MP 30132



Layout 1: Up to four messages

Layout 2: Up to two messages



Note: Cast concrete (or other appropriate and durable material). Numerals are painted metal pin-mounted in a permanent manner.

Locations to be determined in field.

OPTION 2: Manchester Road Vehicular Community Wayfinding System Address Marker

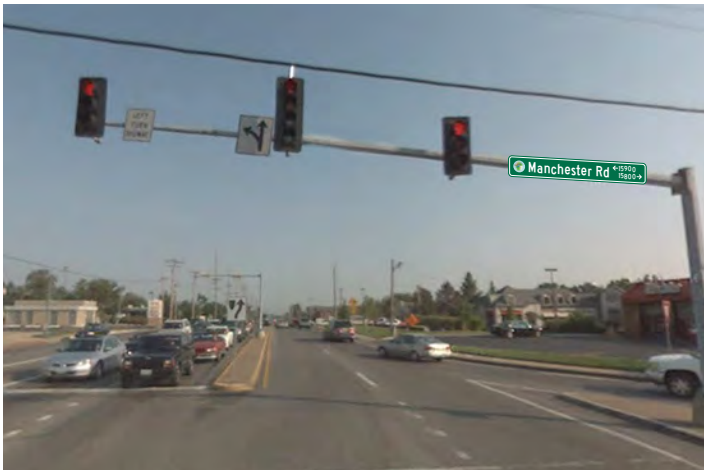
- The communities should work to improve the ability of businesses to attract customers and ease navigation.
- The communities should work with MoDOT to add freestanding address range markers to block corners to help motorists in locating addresses along the Manchester Road corridor These address markers should be designed to include a “breakaway” mechanism in the event of vehicles colliding with markers. The foldout maps of the Sign Locations Plan depict the recommended locations for address range marker signs and for the locations of community wayfinding signs along the corridor.

- The communities should work with MoDOT to replace existing street identification signs with new, larger signs (6” cap height minimum for the street name) and add address range numbering to these signs.
- A structural analysis should be completed to ensure the existing mast arch is able to handle the increased weight and wind load of the larger sign(s).
- Using the Wildwood image-based guide as an example of signage required in future town centers, the other communities should augment their existing codes to include such regulations (with the exception of Winchester, an area that does not anticipate the creation of town centers going forward). Furthermore, the communities should use image-based examples for their sign codes (as Wildwood has done).

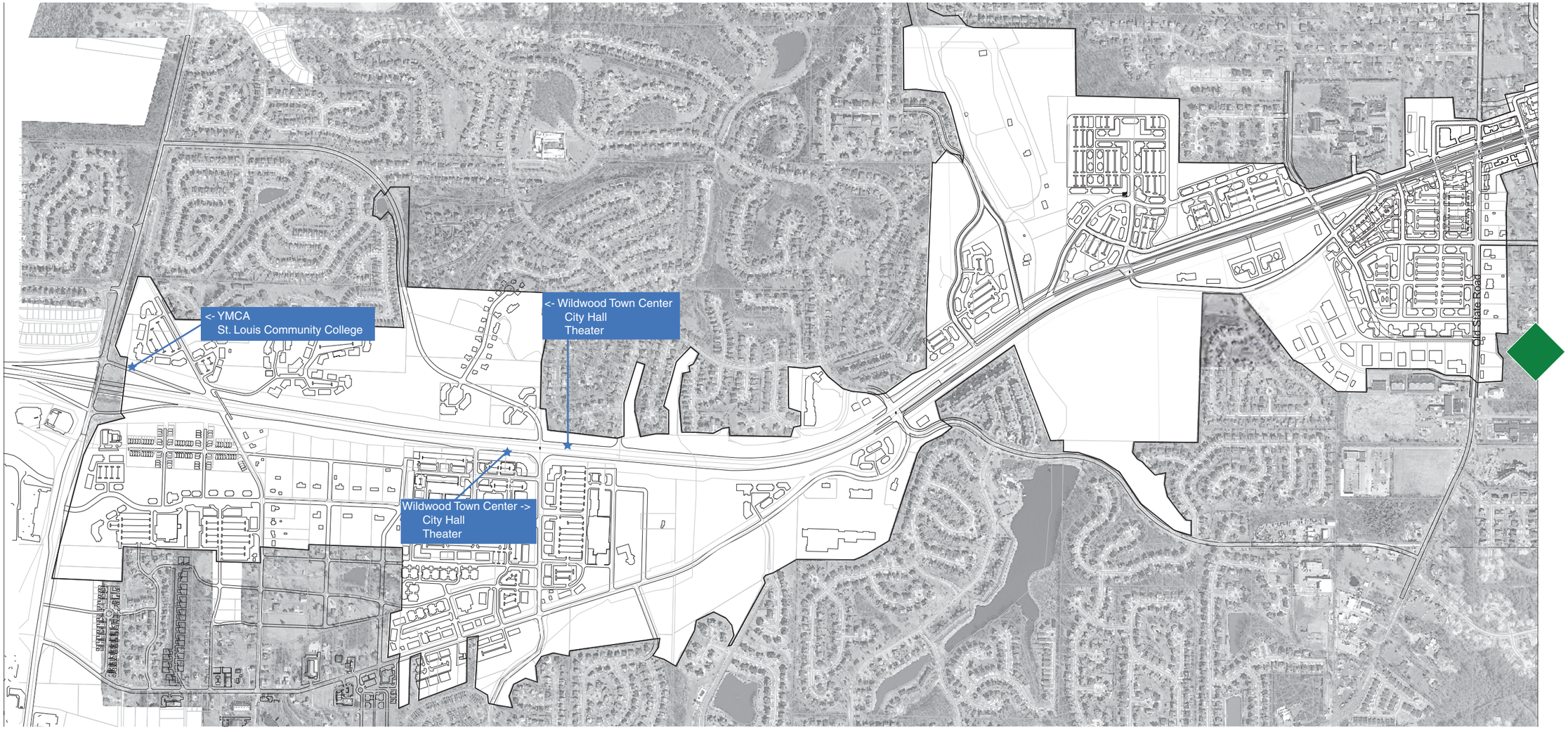
Street I.D. with Address Marker

Manchester Road Vehicular Community Wayfinding System
Street Identification with Address Marker

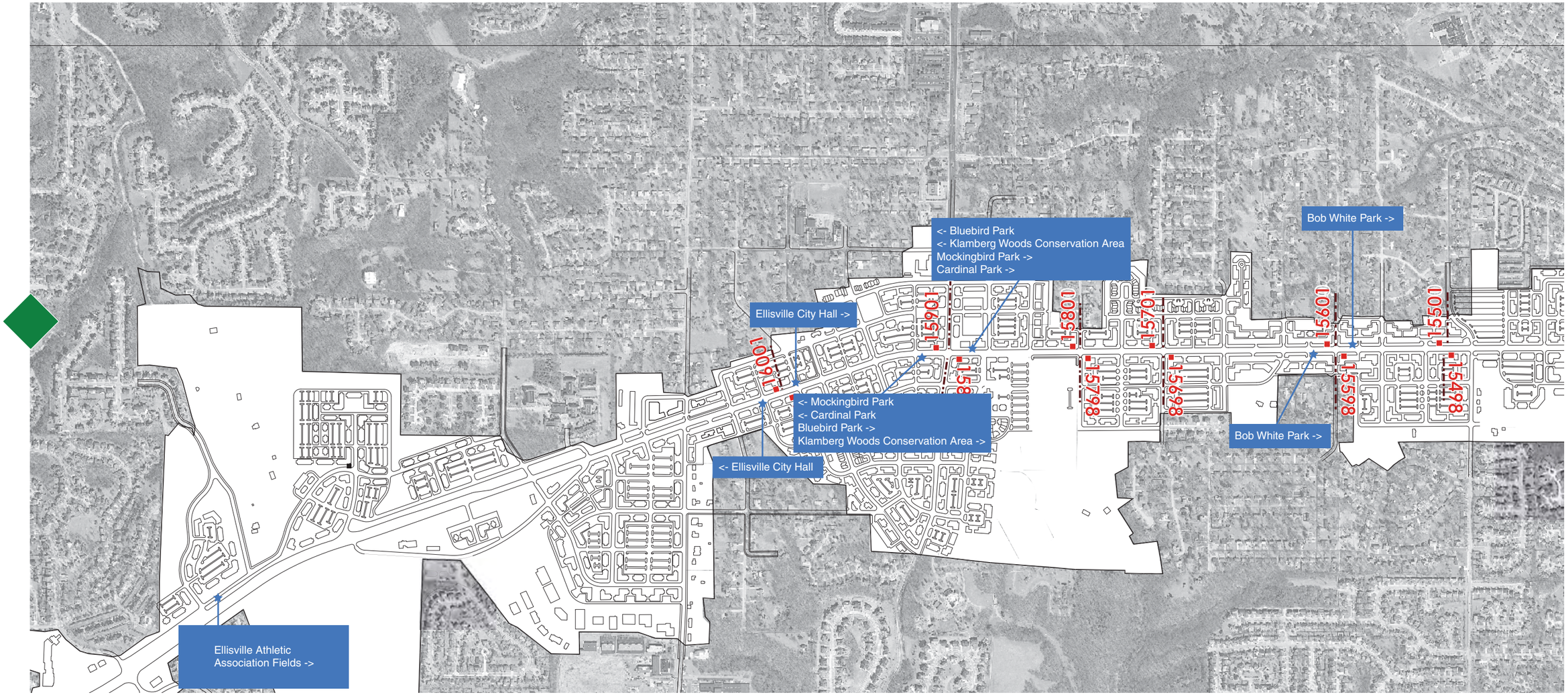
Per MODOT, new signs to be 1’-0” from vertical pole.



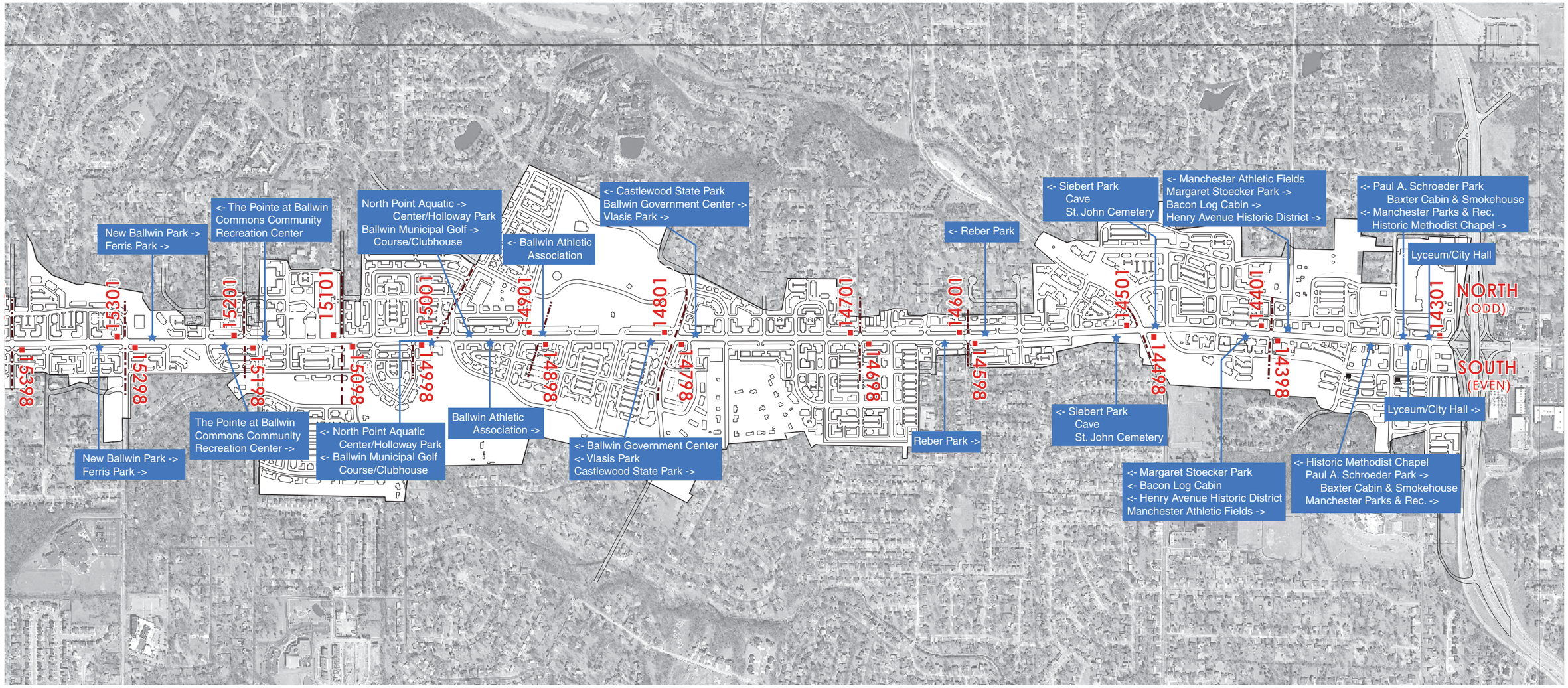
Sign Location Plan - Western Segment



Sign Location Plan - Center Segment



Sign Location Plan - Eastern Segment



9

STORMWATER

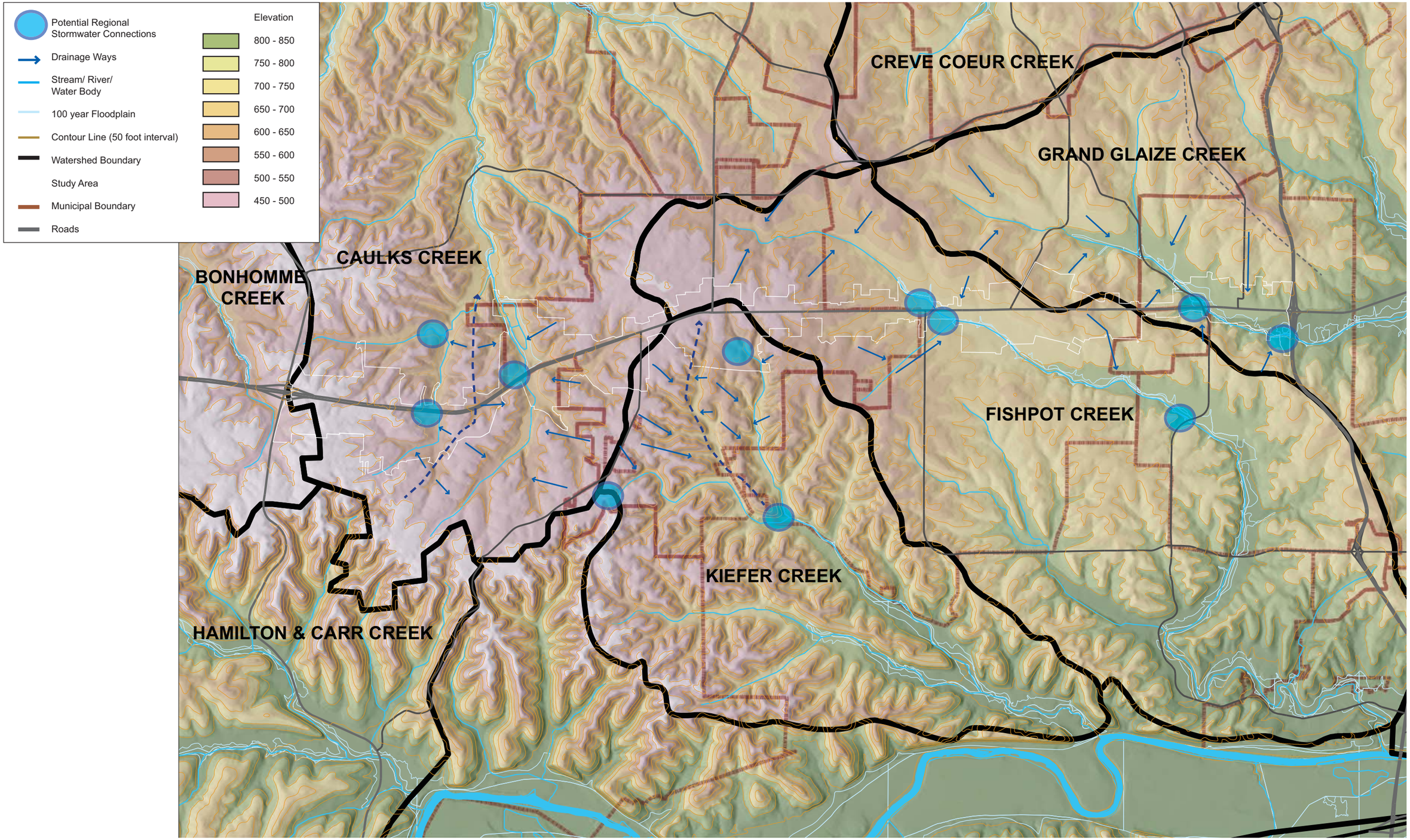
Stormwater

Discussions with officials at the St. Louis Metropolitan District (MSD) and with local civil engineers at the beginning of the project indicated that planning for stormwater related entitlements complicates efforts to develop property along the corridor, and throughout the metropolitan area, at the current time. A few years ago MSD instituted model stormwater planning regulations. However, local property owners and engineers indicate that the process of administering and complying with the new regulations remains unclear and highly cumbersome. Gaining approval for stormwater plans for a given parcel may involve over six months of negotiation and paperwork with MSD and associated entities. Importantly, the current regulations require every property owner to analyze and provide for stormwater solutions on a parcel by parcel basis. This requires a significant expenditure of effort and cost for analysis studies and compliance for every individual parcel. Parcel by parcel systems are inefficient and cumbersome for all parties involved, and do not appear to solve the overarching stormwater issues facing the St. Louis area.

Key Recommendations for Stormwater

- The five cities along the corridor should collectively present an alternative strategy to MSD to solve for stormwater in the area. Under this potential arrangement, property owners located within a given sub-regional drainage basin, such as the Grand Glaize basin, would contribute funding to a collective pool to provide for regional drainage facilities. These larger drainage facilities, located along or near the creek, would provide additional open space amenities to the community and relieve the burden on individual property owners to solve for stormwater runoff on their own parcels through smaller and more inefficient detention or retention facilities. By simply contributing funding to a regionally administered stormwater system, the administrative and bureaucratic burden currently impeding development would decrease as well. The figure on the following page depicts the boundaries of the primary drainage basins within the study area and denotes potential locations for sub-regional detention facilities along and near Manchester Road to serve these sub-basins.
- The communities should explore installing a series of vegetated swales within undeveloped portions of right of way areas along Manchester Road, and along side streets and intersecting north-south roadways, to increase the percentage of runoff that disperses into the ground rather than enter local creeks. In particular, the western portion of the study area includes significant open space within the right of way suitable for the installation of vegetated swale systems.
- The communities should look for opportunities to install rain gardens at key locations along the corridor. A rain garden is defined as a planted depression that allows rainwater runoff from impervious urban areas to be absorbed into the ground. Studies have shown that effective rain gardens can reduce the amount of stormwater and pollution reaching creeks by as much as 30 percent. Rain gardens should incorporate native plantings because these varieties typically do not require fertilizer and are more hardy and adaptable to the local conditions. Examples of plants to include in rain gardens to absorb the greatest amount of runoff include wildflowers, rushes, ferns, shrubs and small or miniature trees.
- The communities should reduce parking requirements and increase requirements for open and civic spaces in order to increase the overall coverage of pervious surfaces along the corridor.
- The communities should require at least a portion of the paved surfaces along the Manchester Road corridor to use porous pavement technologies to reduce runoff to adjacent streams.

Watershed Map



10

LIGHTING

Lighting

Retail-oriented corridors such as Manchester Road require effective lighting in order to enhance safety for pedestrians, bicyclists, and motorists. Communities around the country have also used lighting design and placement in order to help to create a specific image or look for particular corridors. The existing lighting infrastructure along Manchester Road does not serve these goals and has resulted from uncoordinated planning for lighting over many years. The following highlights some of the key lighting issues along Manchester Road.

Visibility:

- Motorists and pedestrians along Manchester Road experience excessive glare because most of the luminaries that light individual parcels along the street do not include shields.
- The use of lower color temperate lights (yellow lights) derived from high pressure sodium sources decreases visibility for drivers.

Aesthetics:

- In general, the communities along the corridor and MoDOT have applied inconsistent design practices over the years, creating confusion and decreasing aesthetic quality along Manchester Road.
- The presence of overhead utility power lines, and associated requirements for utility clearances, limits the ability of the cities to place street lights using ideal spacings for a corridor of this type. Therefore, street light placement along Manchester Road is currently irregular and contributes to a lower quality aesthetic appearance.

Impacts to Adjacent Properties:

- A few luminaries for pedestrians are in place along select sections of Manchester Road, but these facilities have not provided sufficient lighting for pedestrians and shoppers along the corridor.
- The existing overhead lighting at most car dealerships along Manchester Road uses too much light. In addition, many of the lights from car dealerships are directed toward motorists along the street, thus creating potential safety hazards for motorists.

Design:

- In general, lighting design along Manchester Road does not meet best practices used around the country.
- Many sections of Manchester Road are only lit from one side, and many areas along the road do not have any lights. In general, the corridor features many areas that are either lit too brightly (from car dealerships) or are too dark (and do not feature any lights).

The following goals guided the formation of lighting recommendations for the Manchester Road corridor:

- Create a sense of timelessness using appropriate lighting equipment and layout
- Use good quality, current and future technologies when selecting lighting equipment
- Provide a safe, secure nighttime environment and establish visual identity
- Minimize glare and light pollution
- Aid vehicular and pedestrian circulation with a quality lighted environment
- Complement the character of particular segments along the corridor
- Avoid visual clutter
- Provide a comfortable, well defined environment by night and day

- Provide only the minimum amount of street light in less intensely developed areas
- Provide continuous lighting in town center areas
- Provide pedestrian lighting along pedestrian corridors

Key Recommendations for Lighting

- Successful lighting design will employ layers of light. Lighting should provide uniform lighting on the street for vehicular traffic and strong vertical light at crosswalks and intersections for pedestrian detection. Additional pedestrian lighting assemblies, combined with signage, monuments, and markers, should help to provide sufficient lighting for pedestrians and bicyclists.
- MoDOT does not typically provide continuous lighting along state routes such as Manchester Road, and instead normally leaves this responsibility to local communities. The Manchester Road Great Streets Master Plan recommends that the five communities work together with MoDOT to coordinate lighting strategies and to reach agreements across jurisdictions and organizations concerning design standards for lighting.
- Lighting systems along Manchester Road should minimize impacts on adjacent or nearby properties, wildlife, and the night sky and therefore minimize light pollution.
- Luminaire aesthetics should complement the character of particular districts along the corridor. Luminaires within each town, for example, can reflect the style of the particular town. The Appendix contains technical specifications for recommended luminaire types for the Manchester Road corridor.
- The placement of equipment along any street in the corridor area should provide the lighting necessary for safe vehicular navigation and pedestrian circulation. The lighting equipment must also provide information and visual cues as to the nature of the road and upcoming hazards. The lighting system can provide for effective layout and placement in the following ways:
    - Emphasize the intersection by increasing the quantity of luminaires and/or different pole placement. For example, the cities may use median-mounted poles along the road between intersections and use corner-mounted poles at the intersections.
    - Utilize medians for equipment placement, thus providing uncluttered views to businesses and storefronts.
    - Provide a visually organized, hierarchical and easily understandable lighting system.
    - Integrate the lighting equipment with the surrounding landscape.
    - Reduce clutter by combining functions, such as lighting poles used for signage and banners
    - Transition from one district or transect along the corridor to another by reducing lighting layers in the transition zones.
- The communities should use lighting controls to reduce energy use during peak demand periods and to adapt the lighting system to environmental conditions such as snow. The Appendix contains detailed technical specifications for lighting systems along the Manchester Road corridor.

11

PUBLIC ART

Public Art

In addition to expressing a desire to improve the economic health and transportation performance of the corridor, participants in stakeholder meetings and public meetings expressed a desire to improve the visual appearance of the corridor. Public art can help to build the identity for each of the five communities along the corridor without blocking views from Manchester Road to particular shopping areas or buildings or impeding pedestrian activity along sidewalks and trails that line the corridor.

The Manchester Road Great Streets Master Plan recommends that the five communities work collaboratively with MoDOT to develop standards and strategies for public art along Manchester Road, including potentially within the right of way.

Based upon feedback from the public meetings and from stakeholder discussions, the consultant team determined the following overall goals for Manchester Road related to public art:

- Public art should strengthen the collective identity of the district, and of the individual communities, by inviting artists to create artworks for inclusion along the corridor that reflect the social, cultural, and spatial aspects of the area.
- Reinforce the Manchester Road district as a cultural destination in West County for dining, shopping, living, entertaining, and conducting business.
- Enhance and support efforts to “green” Manchester Road by commissioning artworks that reveal environmental aspects of the streetscape and of the communities.
- Create partnerships with local schools, arts organizations, and other entities in order to present high quality artworks and engage with artists.

Key Recommendations for Public Art

Permanent, Integrated Artwork - The communities should integrate works of art into the design of Manchester Road and other streets, including Main Streets and back streets, thereby helping to define the aesthetic quality of different parts of the Manchester Road corridor. Integrating planning for public art with redevelopment plans and initiatives to complete streetscape improvements will enhance the overall quality of design of the public spaces along the corridor and avoid the creation of a cluttered streetscape.

Green Street Public Art - The communities should consider enlisting an environmental artist to highlight the environmental features of the streetscape and the environmental assets along the corridor, including areas of woodland and picturesque creeks and streams. Design for town centers and other areas should integrate elements of public art with the design of rain gardens, detention facilities, and other sustainable stormwater strategies.

Permanent Sculptures - The communities should consider the installation of permanent public art sculptures at key locations along the corridor in the future, including town center areas, civic gathering places, and other nodes of community activity. These permanent sculptures may speak to the history of individual communities or reflect the vision for a particular town center. For example, the Manchester town center district may include public art emphasizing the history of the Manchester area stretching back to the 1800s.

Temporary Public Art Installations - In partnership with local arts and cultural organizations, the communities should pursue the regular display of temporary public art installations along the Manchester Road corridor. Temporary art projects or displays can reflect the dynamic nature of the corridor and in-

troduce new, exciting concepts to residents and visitors to the corridor area. Temporary displays should meet the following goals:

- Create artworks that raise the collective profile of Manchester Road as viewed by residents and outsiders.
- Build relationships with local galleries and cultural institutions by creating opportunities for the display of work in high traffic locations.
- Attract visitors to Manchester Road.

Public Fountain: An example of existing public art at Wildwood Town Center

Examples of Prototypes of Public Art for Manchester Road Corridor

12

LANDSCAPE PLAN

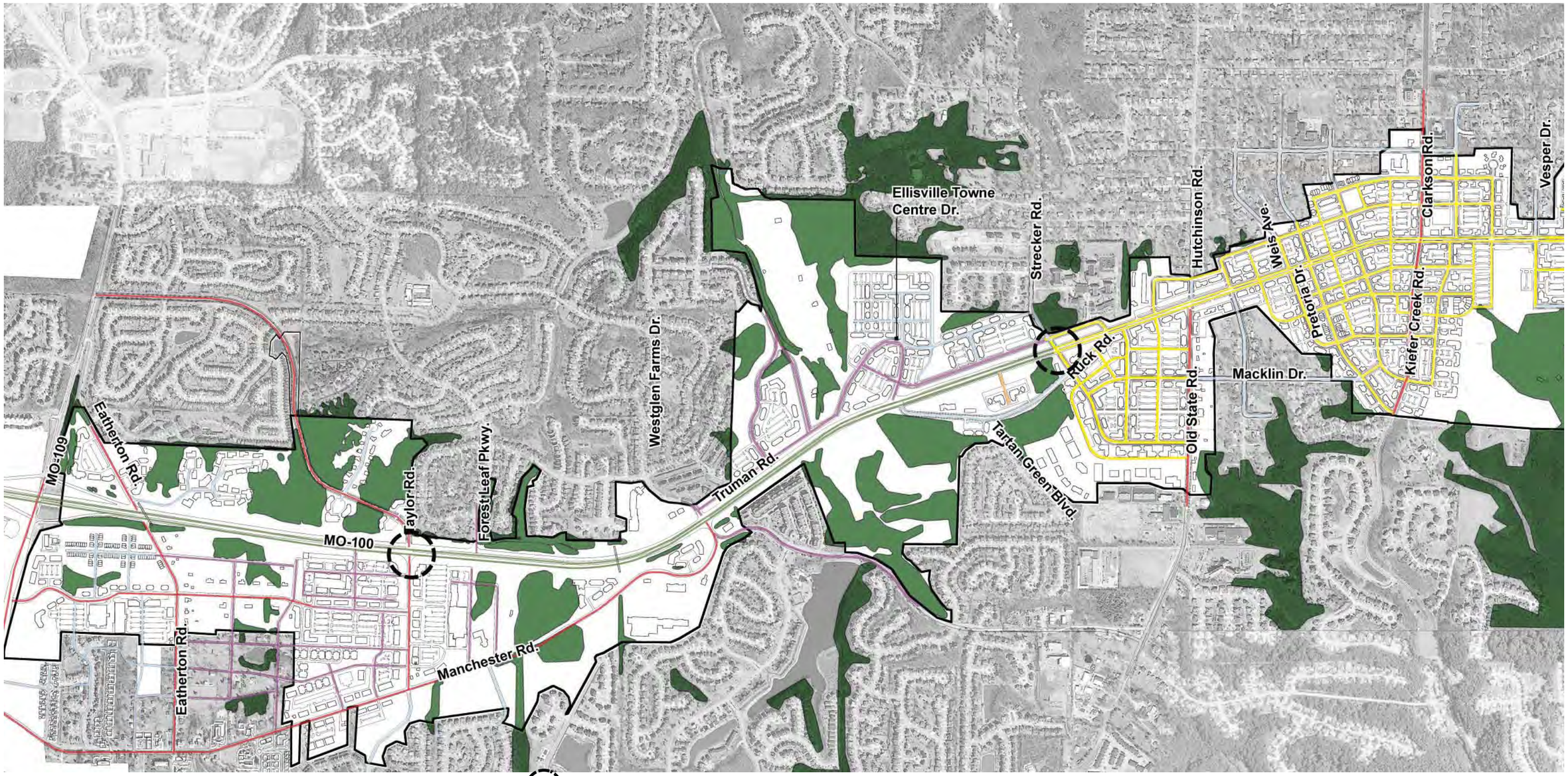
Landscape Plan

The Manchester Road Great Streets Master Plan does not provide specific, detailed design for landscape and streetscape treatments within the study area, but does provide recommendations for general patterns of plantings and trees along various streets throughout the corridor. Careful planting of trees and other vegetation can help enhance the livability and attractiveness of the corridor for residents and visitors and may help enhance the viability of businesses along Manchester Road and various side streets. For example, planting trees that allow drivers to see buildings and signage from the road, even after trees mature, is essential to protecting the retail viability of the corridor. Other types of trees are more appropriate for town center areas or for various side streets. Given Manchester Road's status as a state highway, MoDOT has jurisdiction over plantings and landscape features within the right of way. The Manchester Road Great Streets Master Plan encourages the five communities to work with MoDOT officials to coordinate landscaping strategies and standards for Manchester Road going forward.

The diagram on the fold-out page contains recommendations for various tree and landscape types for the recommended streets within the Manchester Road study area. The Manchester Road Form Based Code document contains visual representations and additional information concerning the recommended landscapes and the various street types for the corridor.

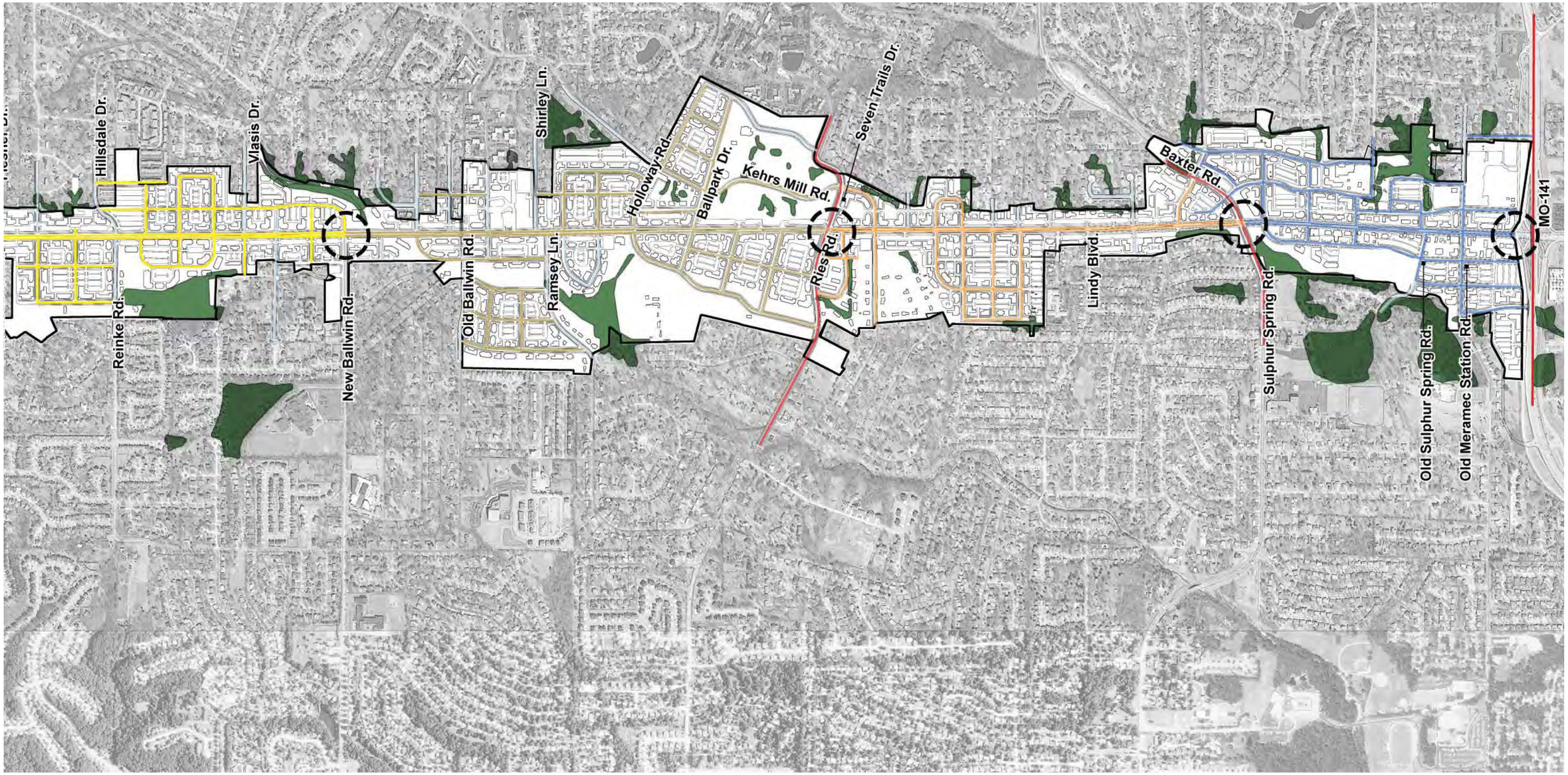
Furthermore, the master plan recommends that development along the corridor, in town center areas and other districts, include a variety of civic and public spaces to enhance livability and sense of place. A series of parks, greens, squares, plazas, and playgrounds integrated into the town centers and other key development nodes along Manchester Road will help to add character over time. The Manchester Road Form Based Code document contains additional information and images concerning civic spaces along the corridor.

Landscape Concept Plan - Western Segment



- Wildwood Planting
- Ellisville Planting
- Ballwin Planting
- Winchester Planting
- Manchester Planting
- Gateway Planting
- Residential Entry
- Parkway
- Arterial

Landscape Concept Plan - Eastern Segment



Wildwood Planting
Ellisville Planting
Ballwin Planting
Winchester Planting
Manchester Planting

Gateway Planting
Residential Entry
Parkway
Arterial

13

IMPLEMENTATION

Implementation

The success of the five communities in creating meaningful improvements to the Manchester Road corridor will depend on their ability to implement the recommendations outlined in the Manchester Road Great Streets Master Plan. Civic leaders must work with other government partners as well as the private sector to execute public improvements and to encourage private development that matches the vision articulated by the community during the master plan effort. Successfully integrating the Manchester Road Great Streets Master Plan will involve a number of challenges, but dedication to the long term goals of the effort will produce a series of communities and a corridor that will set an example for suburban areas not only in St. Louis, but around the country. The communities should proceed in earnest with the following implementation steps to maintain momentum and move forward with initial phases of improvements and developments along Manchester Road.

Comprehensive Plan Updates - The five communities should begin the implementation of the master plan within the next several months by including the recommendations of this plan in their particular Comprehensive Plans. These plans articulate the long range land use visions for particular communities, and including the updates from the master plan effort will, for the first time, attach the recommendations of this master plan to official community planning documents. The conversion of a good deal of the acreage along Manchester Road from a single-use (general commercial) to a mixed-use orientation should, based upon discussion and interactions the consultant team conducted during the project with the private and public sector, meet with agreement from the community. This change presents property owners with additional options for their land (including residential and office uses, as well as retail) and therefore should increase the value proposition for individuals along the corridor. The comprehensive plan updates should also include text and graphics that depict the locations of future park and open space connections, future civic spaces, and future street locations (including north-south streets as well as side streets running parallel to Manchester Road).

Form Based Code - The adoption of a unified Form Based Code (FBC) for the corridor will outline the relationship between particular buildings and adjacent streets and open space areas for various districts or transects along the corridor. FBCs do not specify particular land uses for various buildings, but instead articulate how setbacks, architectural standards, and site plan layouts should create a sense of place for various types of districts. Over time, land uses (such as retail or residential) may change, but the form of buildings and streets should remain the same.

Master Redevelopment District Formation - The five communities of Wildwood, Ellisville, Ballwin, Winchester, and Manchester built an unusual collaboration for the St. Louis area in organizing and applying for funding through East West Gateway's Great Streets Initiative to conduct master planning for the Manchester Road corridor. Throughout the planning effort, the five mayors and other elected officials from the communities expressed a desire to maintain the coalition behind the Manchester Road effort going forward, as redevelopment and revitalization efforts begin over the next few years. The communities should establish a redevelopment district for the Manchester Road corridor. The district would transcend changes in the political and economic environment in the five communities and help to ensure that the overarching goals and vision of the master plan reach fruition in the coming decades.

Redevelopment districts commonly go beyond mere marketing and promotion of a given district as an area for economic development and more actively coordinate redevelopment efforts. Redevelopment authorities around the country help to secure public funding for infrastructure, negotiate and work with developers to formulate redevelopment concepts and plans, and often assist developers or public/private partnerships in gaining entitlements for individual projects. A successful redevelopment authority along Manchester Road would represent one of the first redevelopment districts of its kind in a suburban area.

While the five communities along Manchester Road will determine the exact roles and responsibilities of a redevelopment authority or district for the corridor, the consultant team recommends that elected leaders from the area consider the following factors in organizing and establishing a redevelopment entity. These factors highlight issues that the five communities should discuss and resolve as they formally create the structure for a redevelopment district.

- The district could have the power to issue bonds, collect sales tax revenues, enter into contracts with private and public entities for design and construction of improvements, and acquire and assemble land for redevelopment.
- The district or authority could have the power to prepare a district-wide drainage plan, work with MoDOT to establish design standards for the corridor, and to fund and construct drainage facilities which may serve more than one community at a time.
- The district could have the power to regulate and charge for parking and to build parking structures at select locations along the corridor in order to encourage shopping.
- The communities could delegate at least a portion of the "planning and zoning" powers for the corridor to the redevelopment authority. These powers could pertain to developing and enforcing standards for signage, landscaping, parking, zoning, drainage and grading, lighting, and other standards. In turn, the redevelopment district could form its own planning commission or Design Review Board (DRB) that would administer the planning and zoning powers. The district could oversee the implementation and application of a Form Based Code for the Manchester Road corridor. The consultant team assumes that the planning directors and existing city staff will continue to administer the existing zoning and development codes throughout the rest of the five communities (outside of the corridor study area).
- The communities may wish to establish the bylaws of the redevelopment district so that the entity follows a master phasing plan approved by the board and the five communities.
- As an alternative, the communities could delegate this control to the redevelopment district and allow it to select projects and improvements for the corridor on an as-needed, case by case basis, as funding becomes available.
- Staffing for the Redevelopment District - In order to coordinate redevelopment activities and capital improvements within the corridor, the consultant team recommends that the communities join together to hire an executive director for the redevelopment district. This individual would have primary responsibility for implementing the district redevelopment plan, and the district could hire additional staff on an as-needed basis. The Executive Director for the district should have a balanced background working with both the public and private sector and should have experience in formulating development agreements, coordinating capital improvements, negotiating incentives for new businesses, and marketing and promoting a redevelopment area.
- Ongoing Funding - The redevelopment district may obtain ongoing funding from a variety of sources to provide for operations and improvements along Manchester Road, including:
    - A sales tax (of a predetermined percentage) charged on all retail sales conducted within the district; or
    - A master tax increment fund; or
    - The net increase in property tax receipts generated from the district (resulting from redevelopment) may fund the district; or
    - Parking and other user fees
    - The Missouri Downtown Economic Stimulus Act (MODESA)
    - Federal road corridor enhancement grants
    - Additional funding or grant sources including MoDOT sources of corridor funding

Funding needs for the Manchester Road district should correlate to the needs for land acquisition for new redevelopment projects and for related redevelopment costs, such as capital improvements along the corridor. Participation of the redevelopment authority in land transactions with the private sector will largely drive the need for outside funding. The communities should establish an investment return threshold that the redevelopment district should attain within a specified period following inception (five years or ten years, for example).

Initial Cost Estimate - Based upon the final illustrative plan for the corridor, recommendations for transportation and utility improvements within the study area, and assumptions for unit costs developed through discussions with local officials and experience with other projects around the St. Louis region, the consultant team outlined an initial cost estimate for the public improvements necessary over the next 30 years to bring the revitalization plan to fruition.

Using an assumption of 20 percent contingency, the consultant team determined that public improvements, including funds for signage and wayfinding, lighting, landscaping, utilities and drainage, grading, and improvements to existing and future roadways, totaled roughly $100 million in 2010 dollars.

Based upon assumptions made by the consultant team regarding the timing of new development and the timing for associated public improvements and revenues resulting from new or revitalized development along the corridor, the consultant team determined that the “break even” point for new public improvements was in the $115 to $120 million range. Public improvement costs totaling less than this amount would provide positive returns on investment for the communities, and cost estimates exceeding $150 million would result in a negative net present value (NPV) for the overall master plan revitalization strategy.

Funding for public improvements would result from contributions from each of the five communities, MoDOT, and St. Louis County, as well as contributions from utility companies and potential cost sharing or payment in kind from local agencies such as MSD or Trailnet. The five communities would need to work together to determine the appropriate contributions from various parties up and down the corridor, and will work to identify critical phase 1 improvements that require short-term funding.

Business Association – The five communities and the local business community should work to establish a business association for the Manchester Road corridor. Business associations around the country typically work to develop the brand image, advertising campaigns, and promotions for a given shopping district. They also may work with local governments to coordinate maintenance. Business associations resemble merchants’ associations in that they help a given district speak as a collective voice and therefore more clearly articulate its viewpoints and secure support from the larger community. In terms of promotions, a business association along Manchester Road could help coordinate festivals, farmers’ markets, and other regular events to bring more people into the district. It would help the business community along Manchester Road speak collectively concerning the redevelopment and ongoing operation of the corridor over the next few decades.

Fiscal Impact Analysis - In order to determine the impact that the proposed development program for the Manchester Road corridor will have on the budgets and fiscal standing of the five communities over the next thirty years, the consultant team conducted a formal Fiscal Impact Analysis for each community, and for the corridor as a whole. In order to determine the fiscal benefit resulting from the implementation of the Manchester Road Great Streets plan, the consultant team compared the fiscal position of each city under an “intervention” scenario, and under a “non-intervention” scenario.

The “non-intervention” scenario assumes that the corridor study area will not attract any new market-driven development. The ten year forecast for the corridor suggests that without intervention new

developments along the corridor would require some level of development subsidy (such as tax increment financing, write-downs, etc.). Recent developments along the corridor have either involved retail tenant replacement (in which one tenant moves from an existing location to another), or subsidized development. From research and discussions with local real estate experts, the consultant team concluded that the market alone will not support new projects to fruition without some form of public assistance.

The “intervention” scenario assumes that the projected development program for the Manchester

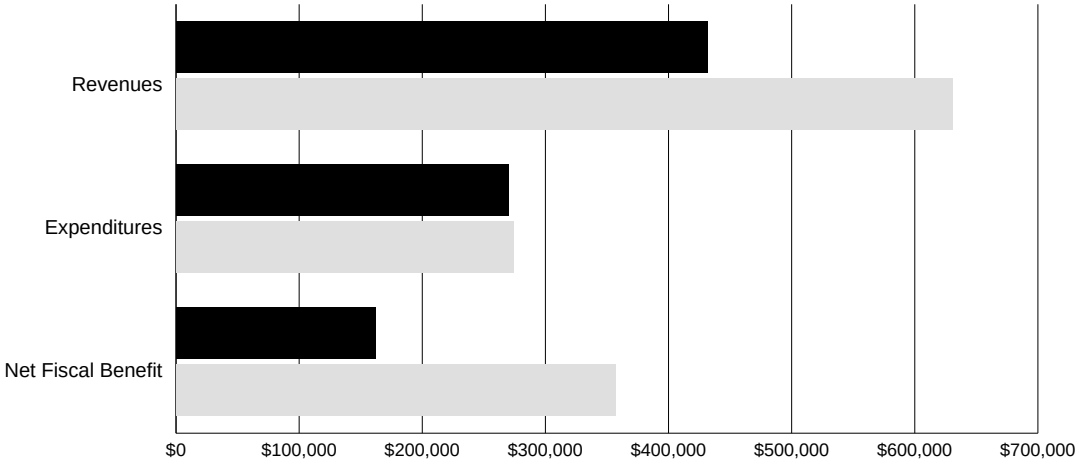


Figure 26: *Fiscal Impact*

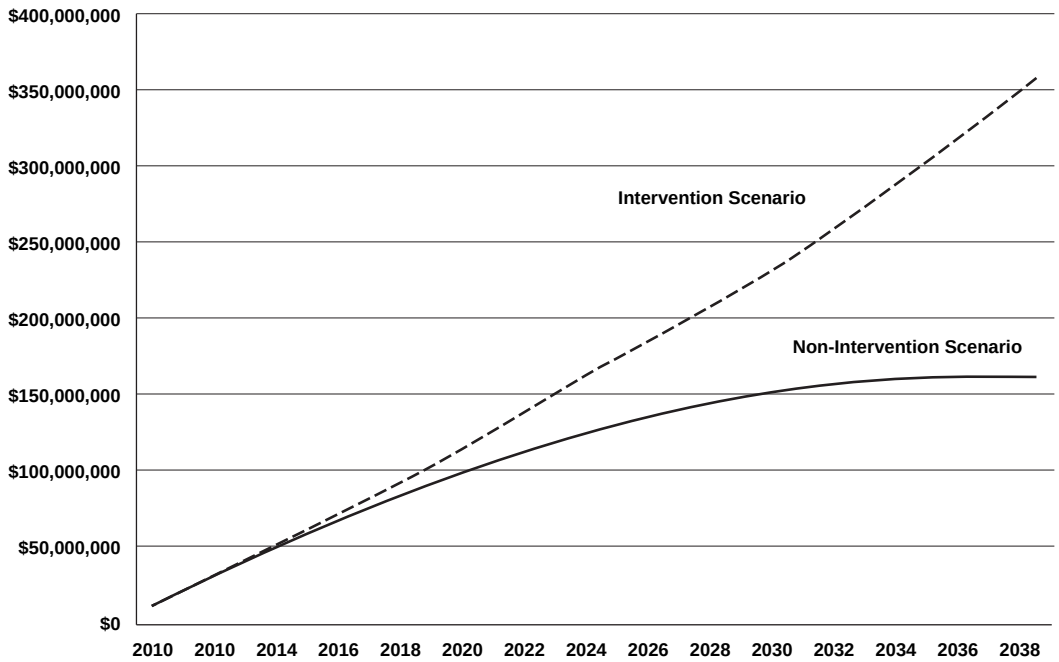


Figure 27: *Intervention vs. Non-Intervention Scenarios (Annual Net Fiscal Impact)*

Road corridor will proceed in phases. The timing of development ties to the conclusions of the market study with respect to the supportable pace of absorption. The consultant team assumed that new development will not spread evenly across the five cities, but instead will begin at locations along the corridor deemed more favorable for investment and likely to stimulate subsequent rounds of investment along the corridor. Importantly, the overall fiscal impact analysis assumes that, under the intervention scenario, the five communities will continue to coordinate and effectively implement the

recommendations of the master plan for each development, and not allow new development to occur haphazardly, on a piecemeal basis.

Summary of Findings from the Fiscal Impact Model:

- The current pattern of development and its anticipated performance in the market, absent intervention, will result in fiscal distress for the five municipalities
- Revenues from the Manchester Road study area comprise a significant portion of the fiscal base for several of the cities.
- Fiscal impact modeling suggests that the annual fiscal benefit to the five communities, in aggregate, will decline from roughly $10 million annually today to less than $100,000 in 2039 without market-driven changes to existing land uses. This level of decline could pose significant budget challenges to the five communities in coming years.
- The projected development program for the Manchester Road corridor could significantly strengthen the long-term fiscal health of the Manchester Road corridor.
- Over 30 years, the anticipated development program will generate $195 million more in fiscal benefit to the five communities compared to the “non-intervention” scenario.
- The assessed real estate value of properties in the study area, assuming the intervention scenario, will increase by $185 million in real dollars by 2039, an 87 percent increase over today’s aggregate value.

Potential Implementation Schedule (Summary) - While the revitalization of the entire Manchester Road corridor will progress over the next two to three decades, civic leaders and residents from the five communities expressed a desire during the master planning process for continued planning and initial phases of improvements to the corridor to proceed as quickly as possible. The process of moving from the current master planning effort to construction of public improvements and initial stages of redevelopment by the private sector will involve several steps. In order for significant redevelopment projects to launch by the year 2013, for example, the cities will need to work carefully over the next two years on preliminary planning steps and initial infrastructure improvements.

The consultant team anticipates that the five communities will consider the recommendations of the master plan as part of the comprehensive plan updates and changes to existing city codes and regulations by early to mid 2011. Civic leaders will likely consider the idea of forming a redevelopment entity during the first half of 2011. The Missouri General Assembly could pass enabling legislation for such an entity during the Spring 2011 session.

Following the adoption of master plan elements in each city and the potential organization of a redevelopment authority, the five cities would likely spend the rest of 2011 completing final design and engineering necessary for initial streetscape and related public improvements along the corridor. At the same time, improvements to signage and lighting could move forward in order to produce tangible improvements to the corridor in the near term and improve the visual appearance of Manchester Road. By 2012, the redevelopment entity and private sector investors could conduct planning and entitlement activities for initial redevelopment projects. By 2013, residents may witness the beginning of the first major redevelopment projects created using the Manchester Road Great Streets Master Plan as a guide. By the middle of the decade, MoDOT will conduct an overlay paving project for the corridor that will also include improvements to pedestrian access points, including sidewalk ramps, to comply with requirements of the Americans with Disabilities Act (ADA). The cities should coordinate this project with other initiatives and improvements identified by the master plan. Missouri American Water should coordinate its ongoing efforts to replace older water mains along the corridor with the reconstruction and revitalization efforts of the cities and MoDOT along Manchester Road. Conducting all necessary

infrastructure improvements in a given section of Manchester Road at the same time would create efficiencies and reduce construction issues for motorists and local businesses. Importantly, many of the implementation steps may move in parallel fashion, and the table below represents merely an estimate of the exact phasing of redevelopment.

Next Steps:

The five communities should use their own discretion in moving forward with the next steps in the planning and execution of the Manchester Road Great Streets Master Plan. However, the consultant team suggests that the cities move forward with next steps of action in the following order.

Figure 28: *Manchester Rd Corridor Implementation Schedule*

	2010		2011		2012		2013		2014	
Finish Master Plan										
Adopt Guiding Principles										
Legislative Action (provide authority for corridor-wide organization)										
Amendments to Comprehensive Plans										
Adoption / Integration of Master Plan Elements into City Codes										
Adoption of Form Based Code										
Rezoning of Corridor Study Area										
Schematic Design / Construction Documents for Phase 1 Improvements										
Signage / Wayfinding Improvements										
Signalization Enhancements (Painting / Aesthetics)										
Initial Streetscape / Aesthetic Improvements										
Organize Development Authority										
Organize BIDs / CIDs										
Water Main Replacement (Ongoing, Missouri American Water)										
Assemblage of Land for Redevelopment										
Project Planning for Specific Development Sites										
Approach Developers to form Public / Private Partnerships										
Site Plan Entitlements										
Begin Phase 1 Redevelopment										
MoDOT Signal Optimization Study										
Overlay Paving Project and ADA Improvements (MoDOT)										

1) Signing of a Memorandum of Understanding between the municipalities agreeing to the general principles articulated in this master plan.
2) Adoption of master plan recommendations into comprehensive plans for each community.
3) Establishment of a Master Redevelopment District to coordinate the ongoing planning and revitalization effort.
4) Adoption of a Form Based Code for the corridor, and adoption of updated development codes (for parking, signage, zoning, etc.) for the corridor based upon the goals and strategies articulated in the Manchester Road Great Streets Master Plan.
5) Identification of first and second phase public improvements along the corridor.