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IMPLEMENTATION

The success of the City of Maryland Heights in creating meaningful improvements and improved economic performance along the Dorsett Road corridor will depend on the ability of the city, working with the private sector, in implementing the recommendations outlined in this master plan document. Civic leaders within the community must work with various 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 Dorsett Road Great Streets planning effort. The City of Maryland Heights, along with other parties, should proceed with the following steps to initiate and continue improvements to the Dorsett Road corridor over the short term, as well as the long term.

Comprehensive Plan Updates

The City of Maryland Heights should begin the implementation of the Dorsett Road plan within the next several months by including the key recommendations in the overall Comprehensive Plan of the city. These plans articulate the long range land use vision for the community, and including the updates from the Dorsett Road effort will, for the first time, attach the recommendations of this master plan to official community planning documents. The conversion of the areas along Dorsett Road from single-use zoning (in most cases, commercial or industrial) to a mixed-use orientation should, based upon discussion and interactions the project 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 and property owners along the corridor. The comprehensive plan update should also include text and graphics that depict the locations of future park and open space connections and future civic spaces.

Collaborating Efforts to Create Unified Development

To continue to push the vision of the Dorsett Road Great Streets Plan forward and coordinate development efforts between the community, property owners, and the city, ongoing implementation and economic development of the Dorsett Road corridor would significantly benefit from the formation of a business association. This group would include Dorsett Road merchants and property owners, as well as interested parties located within the Weldon Progress corridor stretching from Dorsett Road south to Westport Plaza. Business associations around the country typically work to develop the brand image, advertising campaigns and promotions for a given retail or commercial district. They also work with local governments to coordinate maintenance, to attract new businesses, to help oversee or monitor public improvement projects, and to provide overall leadership for a given district. Business associations help a given district speak as a collective voice and therefore more clearly articulate the viewpoints of members and secure support from the larger community. In terms of promotions, a business association along Dorsett Road could help coordinate events such as farmers markets or festivals to bring more people into the district. A business association would help the business community along Dorsett Road speak collectively concerning the revitalization and ongoing operation of the corridor over the next few decades.

The city may wish to encourage the creation of a business association that would include members from throughout the Weldon Progress Corridor, from Dorsett down to Westport Plaza, in particular, in order to help energize this key area within Maryland Heights. The entire Weldon Progress corridor area shares a similar business composition, in terms of having a mix of local and national employers, and working together, the association

could help position the area for additional development over time and help to leverage the connections between Westport and the Dorsett Road corridor.

Business owners, given the difference in context between areas to the west of I-270 and areas to the east toward Lindbergh Boulevard, may wish to organize into more than one business association. This strategy may make sense given the significant difference in business base and economic orientation between the east and west ends of the corridor. However, elected and appointed officials in Maryland Heights should work to create connections and common ground between different business associations along Dorsett Road in order to ensure that the overall corridor continues to evolve in a consistent manner in terms of branding, signage, and similar themes.

The City should work with property owners to help create a unified appearance and “feel” for different potential districts along the corridor as properties redevelop. City staff could use a Form Based Code to articulate the desired styles of development for different areas. The area around the Weldon Progress Corridor, for example, could gain more of a modern or contemporary look and feel over time, in keeping with recent development projects at the Edward Jones campus along I-270. In contrast, the area around McKelvey Road may take on more of a historical or lower key feel and look in order to emphasize the nature of this part of the corridor as more of a neighborhood destination.

Form Based Code

The adoption of a unified Form Based Code (FBC) for the corridor would outline the relationship between particular buildings and adjacent streets and open space areas for various districts 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 and residential) may change, but the form of buildings and streets should remain the same.

Initial Cost Estimate

Based upon the final illustrative plan (refer to page 87) 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 project team outlined an initial cost estimate for the public improvements necessary over the next 20 years to bring the corridor plan to fruition.

Using an assumption of 20 percent for contingency and a 15 percent allowance for design and permits, the project team determined that public improvements, including funds for the multi-use path, mid-block crosswalks, lighting, signage, trees, landscaping, and other elements illustrated in this plan, would total to \$12.8 million along the length of the corridor, from Lindbergh Boulevard to Marine Avenue.

The following outlines anticipated total costs by segment along Dorsett Road.

Segment (Limits)	Subtotal	Contingency	Design and	Total
			permits	
		20%	15%	
Section A (Marine Avenue to Marine Lane)	\$ 320,000	\$ 70,000	\$ 50,000	\$ 440,000
Section B (Marine Lane to Pheasant Run Drive)	\$ 830,000	\$ 170,000	\$ 130,000	\$ 1,130,000
Section C (Pheasant Run Drive to McKelvey Road)	\$ 1,080,000	\$ 220,000	\$ 170,000	\$ 1,470,000
Section D (McKelvey Road to I-270)	\$ 860,000	\$ 180,000	\$ 130,000	\$ 1,170,000
Section E (I-270 to Metro Boulevard)	\$ 1,060,000	\$ 220,000	\$ 160,000	\$ 1,440,000
Section F (Metro Boulevard to Schuetz Road)	\$ 1,220,000	\$ 250,000	\$ 190,000	\$ 1,660,000
Section G (Schuetz Road to Fee Fee Road North)	\$ 1,260,000	\$ 260,000	\$ 190,000	\$ 1,710,000
Section H (Fee Fee Road North to Pinehurst Place Drive)	\$ 1,510,000	\$ 310,000	\$ 230,000	\$ 2,050,000
Section I (Pinehurst Place Drive to Adie Road)	\$ 980,000	\$ 200,000	\$ 150,000	\$ 1,330,000
Section J (Adie Road to Lindbergh Boulevard)	\$ 520,000	\$ 110,000	\$ 80,000	\$ 710,000
Total	\$ 9,640,000	\$ 1,990,000	\$ 1,480,000	\$ 13,110,000

In addition, the following table illustrates the break out by major funding category for improvements to the length of Dorsett Road.

Permeable Paths (Multi-Use Path Along Corridor)	\$2,341,600
Curb Ramps	\$101,000
Curb and Gutter	\$859,620
Storm Sewer Adjustments	\$465,600
Bio-Swales	\$525,000
Water Quality Improvements	\$280,000
Utility Adjustments	\$1,850,000
Landscaping	\$184,019
Trees	\$78,200
Pedestrian Lights	\$1,830,000
Bus Stops	\$120,000
Mid-block Pedestrian Signals	\$210,000
Traffic Signals	\$720,000
Total --->	\$9,565,039

As articulated by St. Louis County during the course of the project, the City of Maryland Heights would have the responsibility for funding these additional public improvements and their maintenance over time. Additional sources of funding may include Great Rivers Greenway, Trailnet, or MSD. The City may be able to obtain funding from a variety of state or federal sources, depending on the nature of the recommended improvement in a particular segment along Dorsett.

Phasing

The Dorsett Road planning effort did not arrive at a fixed phasing plan for the corridor in terms of defined prioritization and phasing of improvements for particular segments along Dorsett Road over time. However, discussions with elected leaders and city officials revealed the following conclusions that will help to guide the completion of the Dorsett Road plan in phases over time, over the next two decades.

Enhanced crosswalks

The public indicated that providing for safer crossings along the corridor ranked as one of the top priorities for the overall planning effort. City staff noted that safety is a very real and immediate concern for people crossing Dorsett just to the west of 270, near the two apartment complexes in the area. As an initial and immediate improvement, the City should work with the county to upgrade existing crosswalks along the corridor and to install the mid-block crosswalks in conjunction with relocated Metro stops, as outlined in this plan. The city could also fairly quickly modify the crosswalk timings along the corridor to allow for additional crossing time at intersections along Dorsett.

Multi-use path

The city should work to complete the multi-use path as part of an initial phase of improvements along the length of the corridor. Furthermore, the city should implement the multi-use path all at once, rather than in segments over time. Completing only part of the multi-use trail would create unconnected segments or runs the risk of not completing (over the long haul) a full connection from the east at Lindbergh Boulevard all the way to Marine Avenue. Creating the community wide connections from neighborhoods and businesses in Maryland Heights to the Creve Coeur Park area is one of the main ideas behind the multi-use path, and therefore the city should work to ensure that the trail would be completed all at once and not in separate segments. The City of Maryland Heights would need to acquire very small areas of right-of-way along various stretches of the Dorsett Road corridor in order to fully complete the multi-use path at the desired width. In most cases this would involve acquiring one or two feet of additional right-of-way. The City may acquire this additional right of way (ROW) through easements or outright property purchases.

Since many of the existing uses along the corridor will remain for a number of years before undergoing redevelopment, the significant number of existing driveways along Dorsett Road will conflict with the efficient flow of pedestrian and bicycle traffic along the multi-use path in the near term. While the St. Louis County access management standards outline general spacing for driveways, experience from similar corridors around the country indicates that driveways on a 35 mile per hour road such as Dorsett Road should have driveways spaced 150 feet or more apart, in order to allow for safer passage of people walking or bicycling along the right-of-way. On many stretches of Dorsett Road, driveways are located within 50 feet or less apart, meaning that the ideal movement of bicyclists and pedestrians along the multi-use path would be interrupted, given current conditions. Over time, as properties redevelop along Dorsett Road, the city and county should work together to remove or consolidate many of the existing driveways along the corridor to provide a more ideal access management plan as it relates to people walking or bicycling along Dorsett Road in the future.

The recommendations outlined in the Dorsett plan would allow for the city to complete the entire length of the multi-use path without using eminent domain on any properties. There are some stretches of the corridor, however, in which the right of way is narrower, and using only the land available in the right of way would result in the creation of a narrower

path (less than 12 feet in width). In order to provide for the wider multi-use path in these sections, the city would need to acquire a few feet of additional right of way or easements from adjacent property owners.

Signage and Lighting

Beyond the multi-use path, the city could complete signage and lighting across the entire corridor at a lower cost relative to other improvements. In particular, signage upgrades would help benefit the overall corridor from the outset and help to establish an improved brand identity for the area, at a relatively low cost.

Completion of additional elements

The city should explore the completion of the remaining elements outlined for the Dorsett Road Great Streets plan (including street trees, plazas, and public art) in segments. The city may wish to determine prioritization for these additional elements based upon the degree to which redevelopment is occurring in a particular segment, with the thought that it would make sense to prioritize improvements adjacent to properties that are in the process of renovating or reconfiguration. This document does not articulate a preferred geography for improvements. However, improving segments closer to I-270 obviously would create the biggest change in the minds of people in the region concerning the “front door” to Maryland Heights along Dorsett Road. . For example, completing all of the improvements outlined in this master plan for the portion of the corridor from McKelvey to Metro would cost around \$2.5 million, an amount below the \$3 million the city initially has earmarked for Dorsett improvements.

Funding Sources

The City of Maryland Heights may pursue a variety of funding sources and strategies to bridge the gap between the \$3 million already earmarked for Dorsett Road improvements and the overall \$12 million price tag for all improvements along the length of the corridor. City leaders and city staff should examine these potential tools and determine the viability of each in helping to provide additional funds for Dorsett Road improvements in the future.

In addition to the funding categories identified below, the City of Maryland Heights may explore a variety of funding sources at the federal or state level in order to provide resources to complete various improvements along Dorsett Road over time. The Transportation Improvement Program (TIP) provides a variety of funding for streetscape and transportation projects through the resources of East West Gateway Council of Governments. The CMAQ and recently created Transportation Alternatives Program (TAP) is another likely source of funding for corridor improvements. The potential to secure funding through these resources is dependant on a variety of factors, including the pool of available money, and the funding formulas used to rank applications made by local jurisdictions. In addition, the federal TIGER program has provided for a variety of streetscape and transportation improvements in the St Louis area and represents another potential source of funding for Dorsett Road improvements.

Transportation Development District (TDD)

A transportation development district (TDD) provides another tool that the public and private sectors in Missouri may use, either separately or in conjunction with other economic development tools, to support economic growth in local communities. State statutes provide a great deal of flexibility with regard to TDD formation and execution, and therefore

local communities across the state have pursued TDDs as a popular economic development tool over the last twenty-plus years.

The state's TDD Act, enacted in 1990, allows for the formation of local transportation development districts (or "TDDs") to fund, promote, plan, design, construct, improve, maintain, and operate one or more transportation projects within the district's boundaries. Eligible projects may include bridges, streets, highways, interchanges, intersections, signage, signalization, parking lots, bus stops, stations, garages, terminals, hangars, shelters, rest areas, docks, wharves, lake or river ports, airports, railroads, light rail, or other mass transit and any similar or related improvements or infrastructure. A District may be formed through a petition of local residents, the consent of all property owners in the designated area, or by a local governing body or transit agency. Before the construction or funding of any projects within the TDD, the District must submit project information and budgets to the Missouri Highways and Transportation Commission for approval. In cases where the proposed improvements will not fall under the jurisdiction of the state Commission (MoDOT), the local jurisdiction must review and approve project information and budgets.

Similar to TIF, in the case of TDDs the property owner / developer pays nothing for the publicly financed improvements funded by the TDD, but is ultimately responsible to bondholders if the tax revenue generated by the improvements is insufficient to make the payments.

TDDs raise revenues within the boundaries of the district through the following types of mechanisms:

Bonds, notes, and other obligations: The TDD may issue obligations in order to raise money to finance transportation improvements in the district.

Sales Tax: A TDD may impose a district sales tax, in increments of one-eighth of one percent up to a maximum of one percent, on the receipts from all retail sales made in the district. Retailers in the district must prominently display the rate of the sales tax imposed or increased as a result of the TDD sales tax, in the cash register area.

Alternate Sales Tax: In cases where a TDD district encompasses an entire city or county, the relevant governing bodies (with voter approval) may impose an Alternate TDD Sales Tax on all retail sales made in the District. The Alternate TDD Sales Tax may be imposed at a rate of one-eighth of one percent, one-fourth of one percent, three-eighths of one percent, one-half of one percent, or one percent and must be uniform across the District.

Property Tax: Assuming approval by at least four-sevenths of the qualified voters in the TDD District, the TDD District may impose a property tax in the amount not to exceed the annual rate of ten cents on each one hundred dollars of assessed valuation.

Special Assessments: The TDD District may assess one or more special assessments for specially designated project improvements if approved by the majority of qualified voters or the owners of record of all of the real property located in the district who sign a special assessment petition.

Toll Roads: The TDD District may charge and collect tolls or fees for the use of a transportation project. In order to do this, the District may relocate an existing state

highway, subject to approval by the Commission, or an existing local public street or road, subject to approval by the local governmental body with jurisdiction over the road.

TDDs, in contrast to Tax Increment Financing, raise their own taxes and do not simply divert tax revenues from another political entity (such as a school district or local city or town). In addition, TDDs have emerged as a good complement to an existing or new TIF district, especially in cases where the TDD can pay for a portion of transportation improvements and thereby allow the TIF to fund other public improvements, such as utilities, streetscape, or other infrastructure. Given the political controversy that has surrounded the use of TIF in recent years, the TDD concept has a fairly bright future across Missouri in helping to promote and support local economic development efforts.

Community Improvement District (CID)

In contrast to Transportation Development Districts, that are only able to fund transportation-related improvements, a CID can finance a wide array of public improvements and services that can enhance the district. A CID can be established by a government entity or a non-profit and requires the approval of a petition signed by either the property owners that collectively own at least 50 percent of the assessed value in the proposed district, or a total of more than 50 per capita of all owners of real property within the proposed district. The petition must outline a five year plan that describes the purposes of the proposed district, the services it will provide, the improvements it will make and an estimate of the costs of the project. Once the petition is filed, the governing body of the particular municipality in question must hold a public hearing and approve the creation of the proposed district by ordinance. In contrast to a Neighborhood Improvement District, a CID is a separate legal entity, and operates distinct and apart from the municipality that creates the district.

The CID may finance improvements through the imposition of 1) special assessments for those improvements that specifically benefit the properties within the district, 2) property taxes, or 3) a sales tax up to a maximum of one percent. A CID may finance the costs of a project through the charging of fees, rents, and charges for district property or services, or grants, gifts, and donations. A CID may also issue bonds, notes, and other obligations in order to fund improvements.

A CID may finance the following types of improvements within its boundaries:

- Pedestrian or shopping malls and plazas
- Parks, lawns, trees, and any other landscape
- Convention centers, arenas, aquariums, aviaries and meeting facilities
- Sidewalks, streets, alleys, bridges, ramps, tunnels, overpasses and underpasses, traffic signs and signals, utilities, drainage, water, storm and sewer systems and other site improvements
- Streetscape, lighting, benches or other seating furniture, trash receptacles, marquees, awnings, canopies, walls and barriers
- Telephone and information booths, bus stop and other shelters, rest rooms and kiosks
- Music, news and child care facilities
- Lakes, dams and waterways
- Paintings, murals, display cases, sculptures and fountains
- Parking lots, garages or other facilities

A CID may also provide a variety of public services, including the following:

- With the municipality’s consent, prohibiting or restricting vehicular and pedestrian traffic and vendors on streets
- Operating or contracting for the provision of music, news, child-care or parking facilities, and buses, mini-buses or other modes of transportation
- Leasing space for sidewalk café tables and chairs
- Providing or contracting for the provision of security personnel, equipment or facilities for the protection of property and persons
- Promoting business activity, development and retention
- Providing or contracting for cleaning, maintenance and other services to public and private property and persons
- Promoting tourism, recreational or cultural activities or special events
- Providing refuse collection and disposal services
- Contracting for or conducting economic, planning, marketing or other studies

Neighborhood Improvement District (NID)

A Neighborhood Improvement District is a geographically bounded area within which certain public improvements are financed by a city through the issuance of notes or bonds, which are in turn repaid by levying assessments against the property within a NID. NIDs offer distinct advantages in executing economic development for a city and a particular District. Because the city in question issues general obligation bonds, the public improvements associated with the NID can be financed at lower interest rates. Second, a NID can be established and an assessment imposed without a city-wide election. Third, a city may group two or more NID projects together into one bond issue in order to further reduce financing and project costs. Finally, the NID Act in Missouri allows for a fairly broad range of public improvements to be financed without a requirement that the area be considered to be “blighted” in order to be included in a NID designation.

Eligible Improvements and Costs

Under the Missouri NID Act, eligible improvements and costs may include streets, lighting, parks and recreational facilities, sidewalks, utility service connections, sewer and storm water systems, flood control works, off-street parking structures, bridges, overpasses, tunnels, and “any other public facilities or improvements deemed necessary by the governing body of the city or county”. The NID Act also allows for certain incidental costs to be financed, such as land acquisition and engineering, legal, and financing fees and costs. The act also carries provisions for maintenance of the public improvements during the term of the bonds or notes pertaining to the improvements.

NIDs can be established by either 1) a petition of at least two-thirds of the owners of record of all of the real property located within the proposed NID district, or 2) by the City submitting a question to all qualified voters residing within the proposed NID at a general or special election called for the purpose of approving bonds associated with the NID.

NIDs carry some distinct advantages compared to TIF in Missouri. Whereas TIF is financed by limited obligation bonds, the general obligation bonds issued as part of NID deals allow for lower interest rates. Whereas TIF requires a blight designation for the affected district or area, NIDs do not carry such requirements. Another distinction between NID and TIF is that, in the case of TIF, property owners or developers do not pay anything initially for the publicly financed improvements but are ultimately responsible to the bondholders if the tax revenue generated by the improvements is insufficient to make the payments. In contrast,

under NID, property owners pay upfront for public improvements through assessments over and above any property or sales taxes they already pay, but the municipality is ultimately responsible to the bondholders if property owners are unable to make the necessary payments.

Enhanced Enterprise Zones (EEZs)

The Enhanced Enterprise Zone Tax Benefit Program, sponsored by the Missouri Department of Economic Development, provides various tax credits to new or expanding businesses in a Missouri Enhanced Enterprise Zone. These zones are specific geographic areas designated by local governments that must be certified by the Department of Economic Development. The program offers state tax credits, accompanied by local real property tax abatements, to eligible businesses in the EEZ. To receive the tax credits, a business facility must provide for two new employees and \$100,000 in new investments (in the case of a new or expanded business facility), or two new employees and \$1 million in new investment (in the case of a replacement business facility). Companies receiving EEZ tax credits must provide health insurance to all full time employees in Missouri in order to qualify for the program. Eligible investment expenditures include the original cost of machinery, equipment, furniture, fixtures, land and buildings, and or eight times the annual rental rate paid for these items. Ineligible businesses for the EEZ program include gambling establishments, retail trade entities, educational services entities, religious organizations, public administration entities (governments), and food and drinking places.

Tax Increment Financing (TIF)

TIF allows the use of a portion of local property and sales taxes to assist in the funding of redevelopment of certain designated areas in a community. Areas identified for TIF must be deemed to be part of a “blighted,” “conservation” or an “economic development” area. TIF essentially uses the additional sales tax revenue that is generated above and beyond the current level of revenue, as a result of a redevelopment, in order to fund a variety of project costs. Eligible project cost categories include professional services, land acquisition, rehabilitation of buildings, new infrastructure, and relocation of existing businesses or residents.

Chapter 353 Tax Abatement

The State of Missouri offers a Chapter 353 Tax Abatement as an incentive that can be used by cities to encourage the redevelopment of blighted areas by providing real property tax abatements. Under this program, an “Urban Redevelopment Corporation” must be organized pursuant to the Urban Redevelopment Corporations Law in the state of Missouri and the area designated for tax abatements must be deemed a “blighted area” under state law. Under the program, tax abatements are available for up to 25 years. During the first 10 years, the property is not subject to real property taxes except in the amount of real property taxes assessed on the land, exclusive of improvements. During the next 15 years, the real property may be assessed up to 50 percent of its true value. Payments in lieu of taxes (PILOTs) may be imposed on the Urban Redevelopment Corporation by contract with the city. PILOTs are paid on an annual basis to replace all or part of the real estate taxes that are abated.

In areas that are challenged by economic decline or blight, the Chapter 353 provisions provide an additional tool for local governments to provide incentives for economic redevelopment.

Sales Tax Reimbursement Agreements

The State of Missouri allows Sales Tax Reimbursement agreements as a funding mechanism to fund infrastructure associated with new developments. Under these agreements, municipalities have the ability to annually appropriate the increase in sales taxes created by new private capital investment to offset a portion of project investment costs. Under this type of agreement, a portion of City sales taxes captured from the increased sales generated by the project would be reimbursed to the developer or company for eligible expenses. This provision, then, helps to provide an incentive for redevelopment or new development along corridors such as Dorsett.

The state has laid out a number of criteria that must be followed or satisfied in order to allow for a Sales Tax Reimbursement Agreement.

- The applicant must demonstrate that the project would prevent a significant loss in existing sales tax revenue or make a significant contribution to the overall health and well-being of the local economy.
- The project must show a clear demonstration of the public purpose and the economic benefit provided through the agreement and how the agreement would further the city's economic development goals.
- The application must show that the project would not occur "but for" the incentives offered. The incentive should make a difference in determining the decision of the particular business to expand or remain in the city and it must be proven that this would not have otherwise occurred without the availability of the sales tax reimbursement.
- The firm that would benefit from the sales tax reimbursement must show its financial stability and capacity to complete the project.
- The application must ensure that the city or any other taxing jurisdiction affected by the incentive is not receiving less total sales tax revenue from the property than was received prior to the granting of the sales tax reimbursement provision.
- The sales tax reimbursement is generally not allowed to extend for greater than ten years.

Additional Funding Sources for Greenways

In addition to the normal tools in Missouri such as NIDs, CIDs, TDDs, and TIFs, the City of Maryland Heights may wish to consider additional funding strategies identified to provide for greenway enhancements (such as a potential greenway improvement along Fee Fee Creek as discussed in this document). These additional strategies may include but not be limited to the following:

Bond Referendums for Greenways

Communities across the nation have successfully placed on local ballots propositions to support greenway development, ranging from small towns to larger cities. For example, a few years ago residents in Casper, Wyoming passed a greenway bond referendum to provide for the first three miles of a local greenway.

Greenway Trust Fund Many communities around the country have created trust funds for land acquisition and facility development. A trust fund may help in acquiring parcels that would otherwise be lost if not acquired by private sector initiative.

Community Development Block Grants (CDBG)

The US Department of Housing and Urban Development provides states with annual direct grants that are then awarded to local communities in part for park and greenway projects.

Development Strategies

The City of Maryland Heights may wish to stimulate redevelopment of particular parcels or focus areas along the corridor through one of the following strategies:

Joint Public / Private Development Opportunities

The City could contribute any publicly owned parcels along the corridor to a joint development deal with one or more private landowners in order to assemble and launch a redevelopment project at a particular location along the corridor. The city could also contribute equity in the form of cash to a joint public private partnership to promote redevelopment along Dorsett Road.

Public Investment

Beyond the overall cost of public improvements along Dorsett Road per se, the City may wish to facilitate development on parcels by providing for additional capital projects (such as streetscape improvements, parks and other community facilities) for areas or parcels along Dorsett Road. The city may also assist private development projects by providing for the operations or maintenance of various improvements (such as streetscape features).

Property Assembly

The city could help the private sector overcome one of the biggest hurdles to redevelopment on any corridor – property assembly. By either quietly or proactively buying key parcels along Dorsett Road and then helping to facilitate redevelopment deals that involve these particular parcels, the city can help to jump start redevelopment at various locations along the corridor.

Regulatory Changes

The city could help to facilitate redevelopment by helping to alter or streamline regulations such as zoning, design guidelines, parking ratios, and other regulations.

Note Concerning Eminent Domain

The recommendations outlined in the Dorsett plan would allow for the city to complete the entire length of the multi-use path without using eminent domain on any properties. There are some stretches of the corridor, however, in which the right of way is narrower, and using only the land available in the right of way would result in the creation of a narrower path (less than 12 feet in width). In order to provide for the wider multi-use path in these sections, the city would need to acquire a few feet of additional right of way or easements from adjacent property owners.

Next Steps:

The City of Maryland Heights should chart its own course in executing the Dorsett Road plan. However, the consultant team suggests that the city move forward with next steps of action in the following order:

1. Signing a Memorandum of Understanding between the City of Maryland Heights and St Louis County agreeing to the general principles outlined in this plan and to the improvements within the roadway articulated in the Dorsett Road Great Streets Plan.
2. Adoption of master plan recommendations into the comprehensive plan for Maryland Heights.
3. 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 Dorsett Road Great Streets document.
4. Identification of first and second phase public improvements along the corridor.