

4.0 DESIGN CRITERIA AND PUBLIC IMPROVEMENTS

We all recognize the contribution a landscaped environment makes to Clayton's residential neighborhoods. Improvements in the form of streetscapes and parks can make an equal or greater contribution to the CBD because more people will use it. The importance of an attractive public environment cannot be overstated.

When visualizing green space/open space in the City and the CBD it will be important to include Clayton's streets. They are the City's largest land holdings and receive the highest visitation. The streets deserve more attention as an amenity. Issues of vehicular movement and parking need to be tempered with consideration for the essential ingredient of any urban center -- pedestrians.

We perceive urban environments as a collection of buildings and facades with the buildings being the solid and all the space between (streets, sidewalks, parks, etc.) as a void (left over without substance). The opposite is true: our cities are the streets, sidewalks, and parks that are contained within architecture. What visitor or resident has travelled every floor of every building? Yet everyone visits the streets and sidewalks. Great cities are remembered for their great streets and parks.

Clayton's CBD does not live up to the quality of green space that exists in the city's residential neighborhoods. The wide roadways and many narrow sidewalks have tipped the delicate balance of automobile and pedestrian towards the automobile. Trees and pedestrian amenities are spotty and do not display the quality of environment Clayton deserves and needs to compete effectively for office, retail, and residential vitality. The green environment that exists in the neighborhoods needs to continue into the CBD. Recommendations for public improvements are organized in four areas: streetscape improvements, public open space, streetscape and open space furniture, and cost guidelines.

4.1 STREETSCAPE IMPROVEMENTS

Streets serve different purposes or roles within the city and CBD. Some streets receive heavy vehicular traffic and little pedestrian use. Others receive an equal balance of vehicular and pedestrian use. No streets in the Clayton CBD are dominated by pedestrian movement.

Concept. The streets in the CBD have been organized into categories which address their purpose and whether pedestrians or vehicles have priority. This organization will give direction for design and allocation of resources:

STREETSCAPE

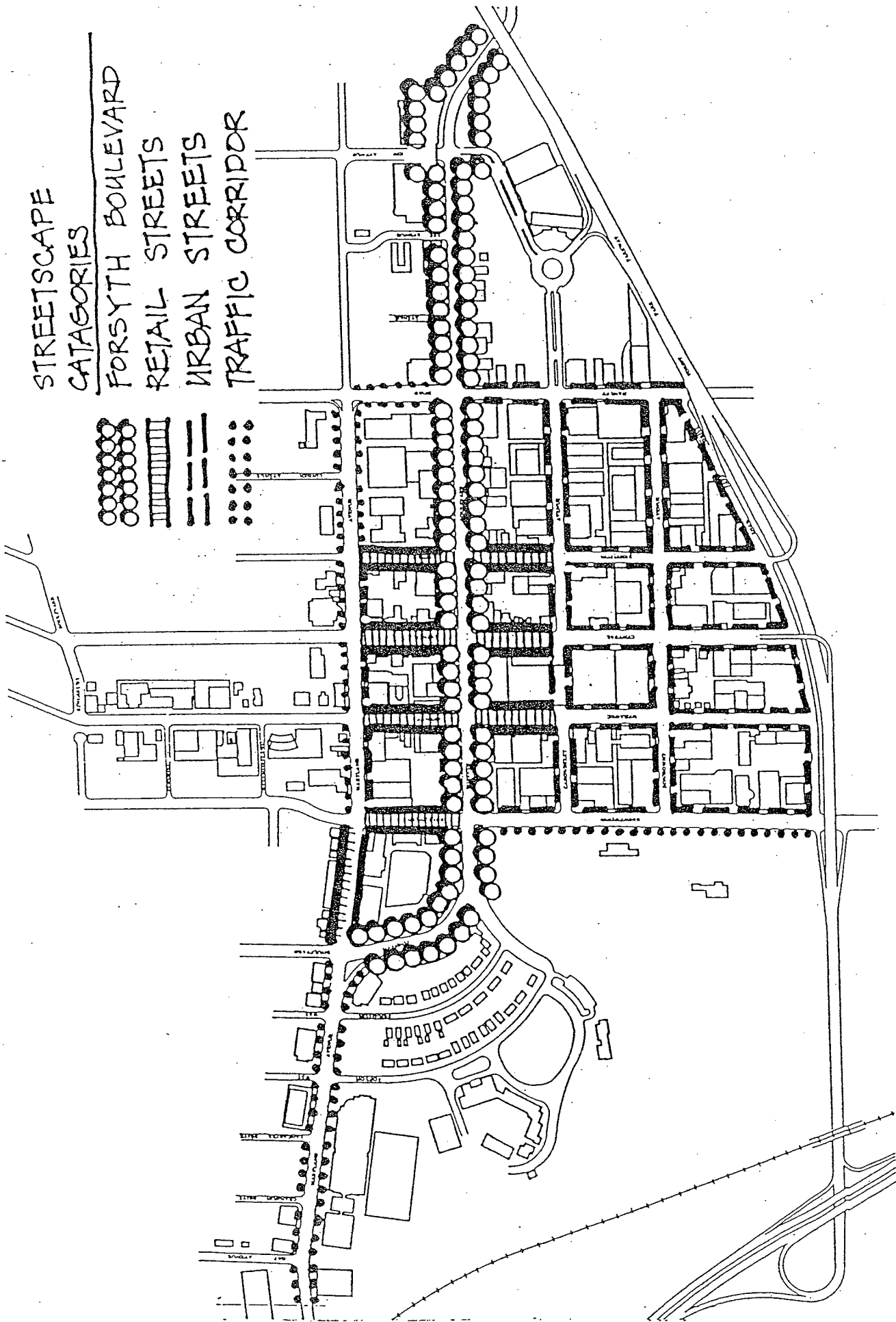
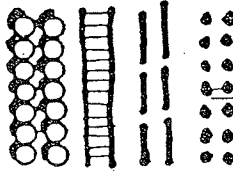
CATEGORIES

FORSYTH BOULEVARD

RETAIL STREETS

URBAN STREETS

TRAFFIC CORRIDOR



Clayton Business District Master Plan

LDR International, Inc. • Development Strategies Inc.

sidewalks receiving more pedestrian traffic require more amenities. The four streetscape categories within Clayton's CBD are: Forsyth Boulevard, retail streets, urban streets, and traffic corridors.

4.1.1 Forsyth Boulevard

Forsyth Boulevard should be the most important civic street in the City and the CBD. It should be emblematic of the best the City and the County has to offer.

Concept. The streetscape improvements along Forsyth Boulevard should focus on providing a wider sidewalk area which would include more landscape materials. The existing sidewalk dimensions (curb face to building) are 9'-12'. An ideal dimension would be 16' or larger between building and curb face, although 13' to 15' would be acceptable (provided, of course, that such sidewalk widening can be accomplished without unacceptably compromising the traffic carrying and parking functions of the street). This would allow for a generous travel way, street trees to occur within a continuous curb-high landscape planter, and a small service walk running parallel to the curb. Within new development a minimal building setback, for example, 5' would allow the introduction of foundation planting at the base of the building which would give a lush campus quality to the sidewalk area. The sidewalk areas would be standard concrete paving with special pedestrian light fixtures. It is recommended that a double headed fixture be adopted to distinguish Forsyth Boulevard from the single fixture light poles in the remainder of the CBD area. There also should be provision for occasional benches and trash baskets along the entire length of Forsyth Boulevard.

Additional Sidewalk Dimension. Existing sidewalk dimensions vary from block to block. The majority of the sidewalks are extremely narrow, especially when considering the scale of the right-of-way (R.O.W.) and the surrounding architecture. This minimal dimension and lack of amenities such as canopy trees detract from Clayton's pedestrian image. There is one area on the south side of the 7700 block Forsyth Boulevard which begins to create the tree covered sense of place that Forsyth Boulevard deserves.

We recommend that as an initial phase of design and engineering, alternative sidewalk strategies be developed which

look at ways to expand the pedestrian R.O.W. Alternatives might include securing walkway easements outside the R.O.W., improving existing walk areas with the intent of expanding the walk area as new development (with larger building setbacks) occur and reviewing traffic circulation patterns in an effort to reduce roadway widths. It is of the utmost importance that this effort does not become just sidewalk repair. What is required is the implementation of a new pedestrian setting.

The roadway reconfigurations may vary from block to block focusing on those sidewalk areas which require additional dimension. The added dimension may be placed to one side or divided on both sides of the roadway depending on a block by block requirement.

Canopy Trees. All streets in the CBD should have canopy trees and Forsyth Boulevard is no exception. Forsyth should be a formal civic street with high canopy trees which would eventually tower over the roadway and create a grand visual statement. The trees selected should be planted in a regimented arrangement and pruned so that limbs are at least 12' to 15' above grade.

Planting Areas. The widened sidewalks should be generous enough to provide room for a continuous planting strip (a minimum of 5' wide), parallel to the curb line. A narrow (2'-3' wide) service walk would separate the planting strip from the curb edge. The planting strip would contain canopy trees, low (24"-30" high) evergreen shrubs and possibly special features such as sculpture or bulbs in one or two locations per block.

Where buildings are set back from the right-of-way line, foundation planting along the facades could be introduced to further enhance the landscaped sense of place. This would be at the owners discretion since it would occur outside of the right-of-way line.

Lighting. The use of special light fixtures will add to Forsyth Boulevard's status as the premier civic street. Two special lighting features are proposed: ⁽¹⁾ the adopted pedestrian light should be modified to include multiple lamps; and ⁽²⁾ landscape lighting should be set in the planting area to uplift the tree canopy. Both features would only be used along Forsyth Boulevard and would provide a special setting day and night.

4.1.2 Retail Streets

Sidewalk improvements will be an important part of implementing the retail core concept. Generally retail streets receive the greatest amount of pedestrian traffic and thus should receive the highest quality of design and materials for streetscape improvements.

Concept. Emphasis should be placed on adequate sidewalk dimension, canopy trees placed in tree grates, pedestrian light fixtures, and a special sidewalk treatment.

Additional Sidewalk Dimension. Some existing sidewalks are as narrow as 9', which is inadequate for a retail walk area. Where necessary and possible, additional sidewalk width should be provided. An optimum retail sidewalk dimension is 13'-15' between building and curb. This would allow for adequately sized tree grates and sidewalk furniture (benches, waste baskets, etc.).

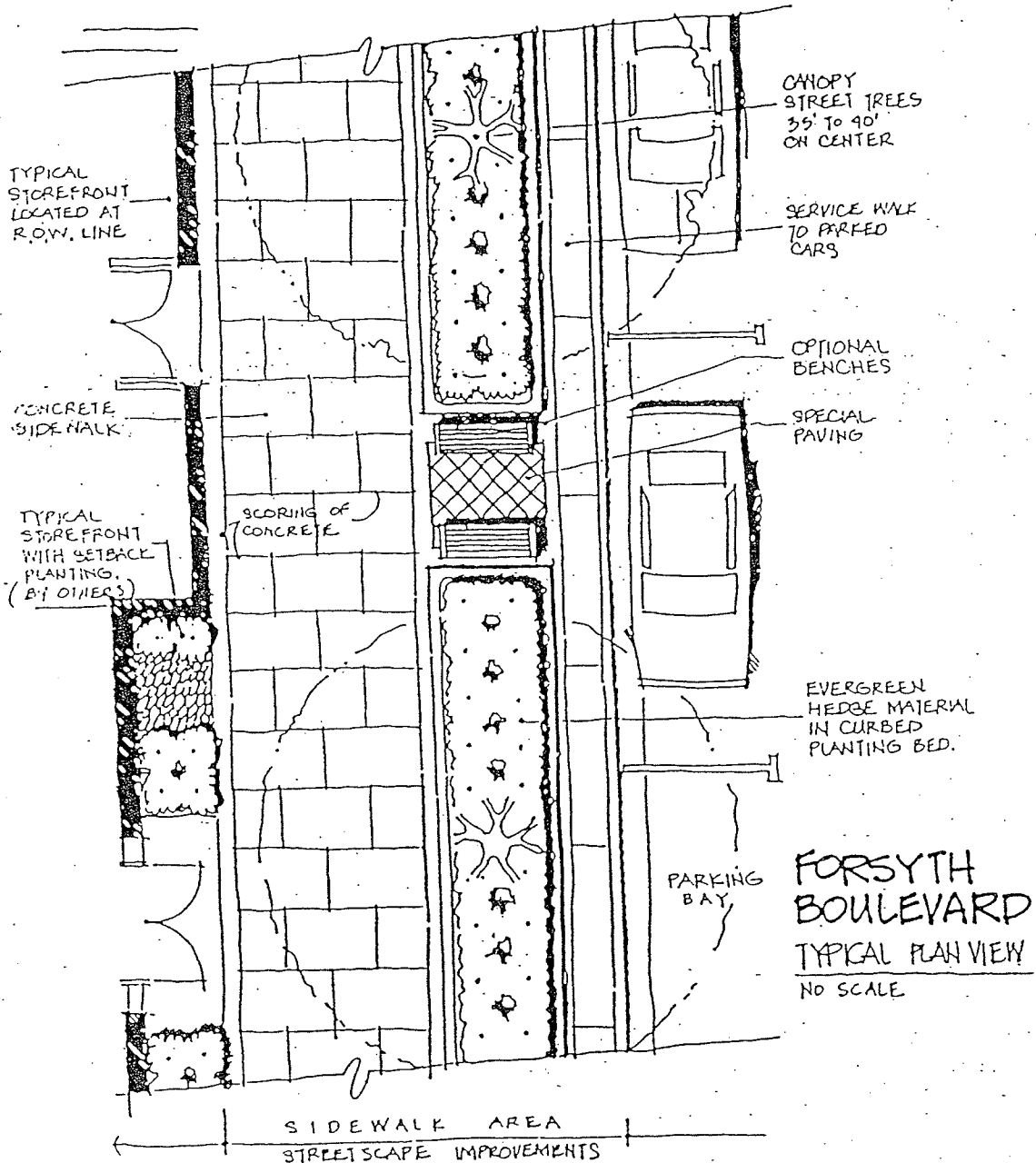
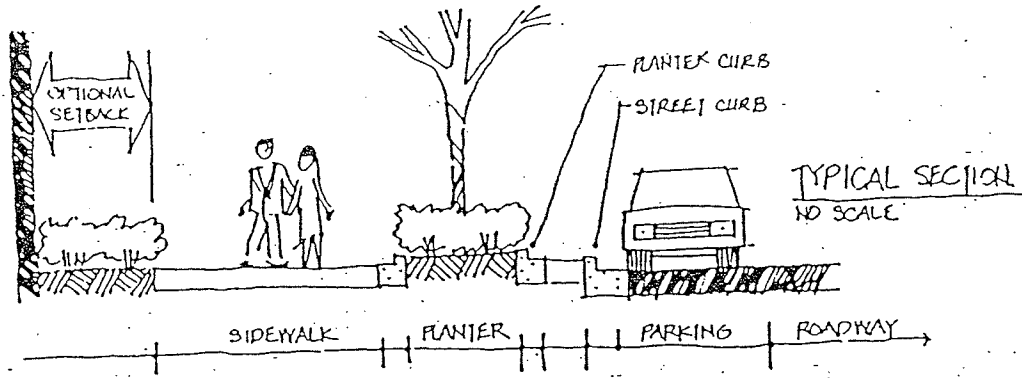
Special Sidewalk Treatment. The retail sidewalks should include materials, color, patterns and textures different from the other urban streets in the CBD. The color and interest would contribute to the animated festive environment required in a retail area. The focus for Clayton's retail streets should be local, not on long vistas as on Forsyth Boulevard.

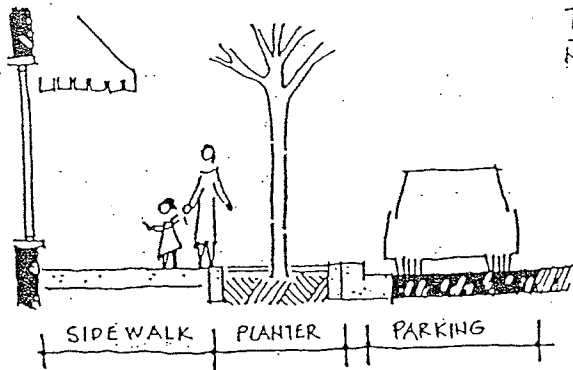
Canopy Trees in Grates. Canopy trees should be placed in a consistent arrangement, generally aligned with parking stalls along the street to avoid damage from car doors. Because of the pedestrian volumes, trees should be protected with decorative cast iron tree grates. The grates also add a sense of quality and ambiance to the sidewalk setting. Canopy trees should be pruned so limbs begin 12'-15' above the pavement.

Street Furniture. Retail streets should also receive furniture such as pedestrian lights, benches where appropriate, and trash baskets at high traffic locations.

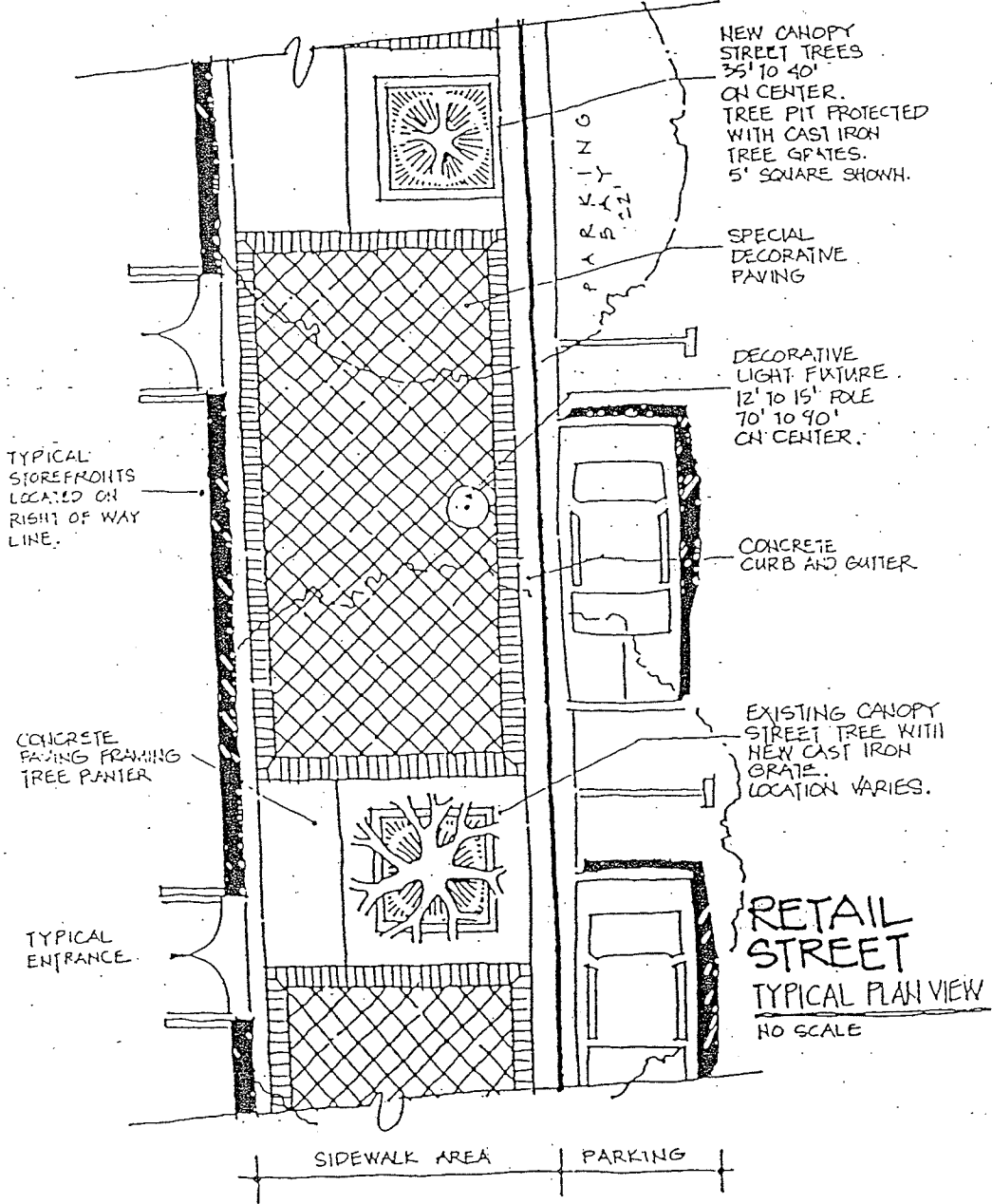
4.1.3 Urban Streets

The majority of the streets in the CBD, with the exception of Forsyth Boulevard and the retail streets are classified as urban

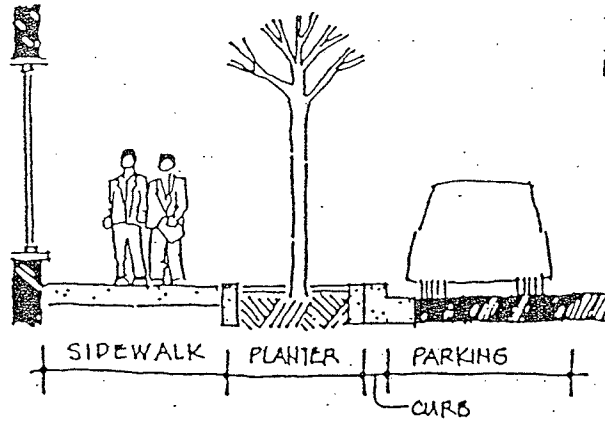




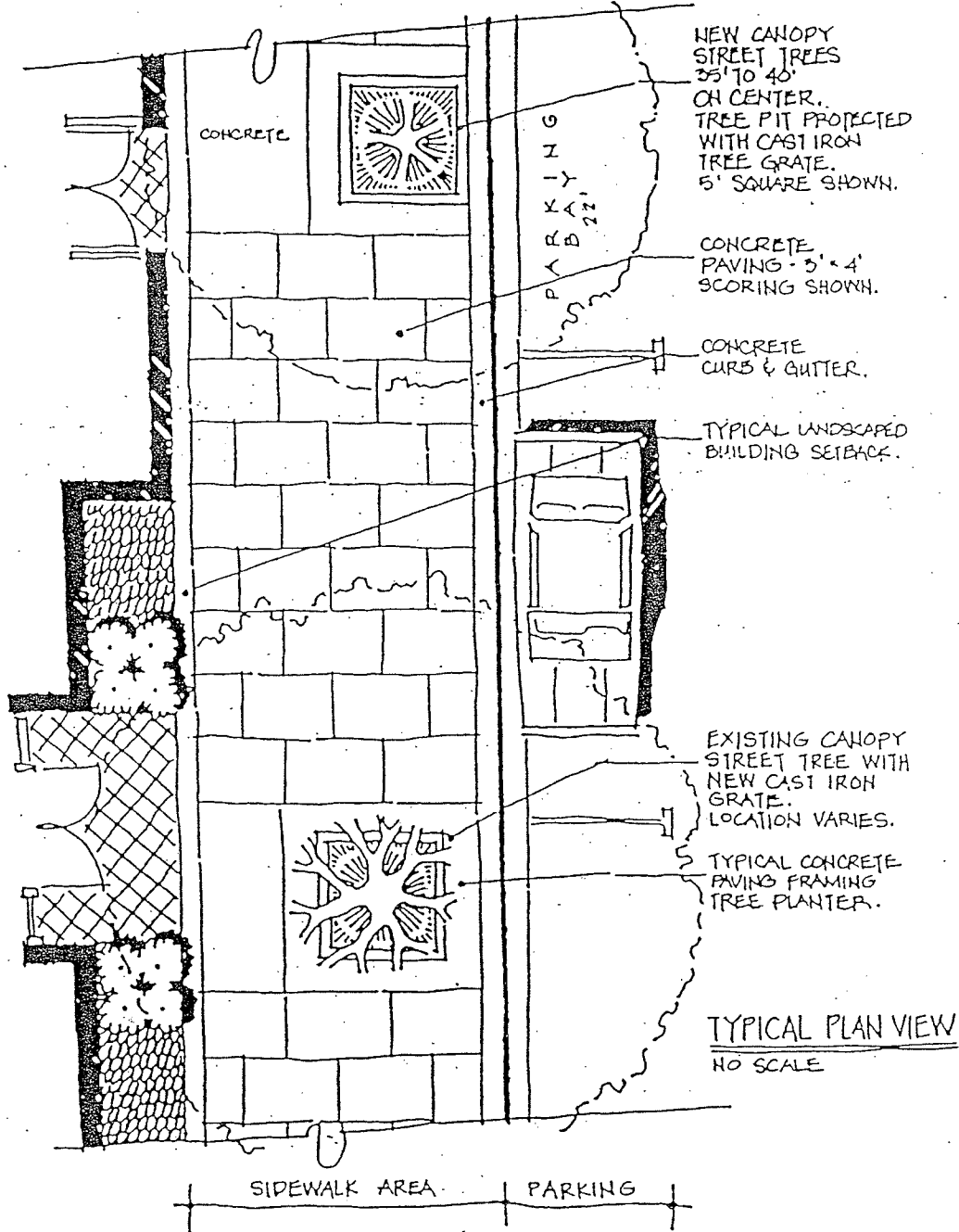
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RETAIL STREET
TYPICAL PLAN VIEW
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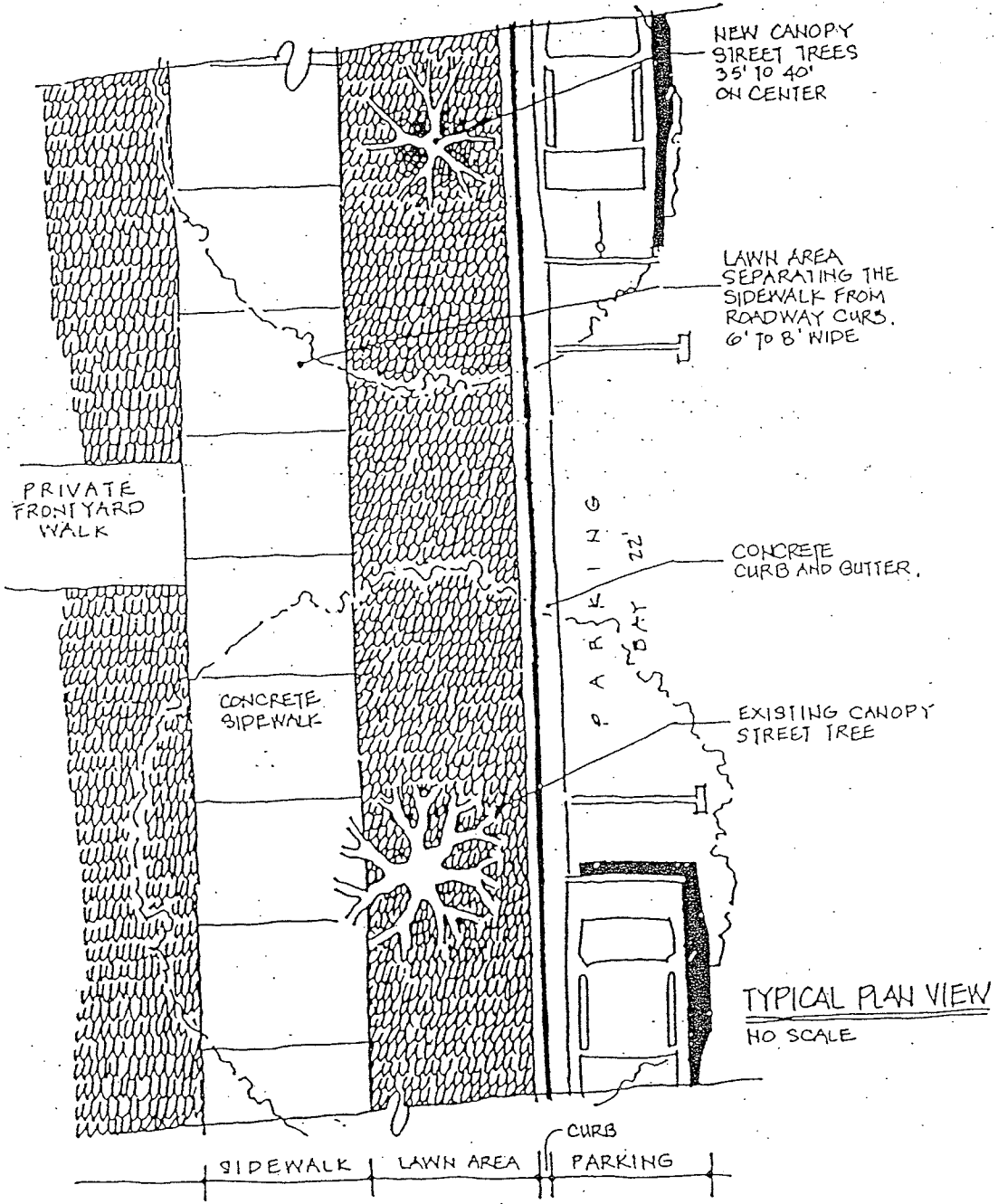
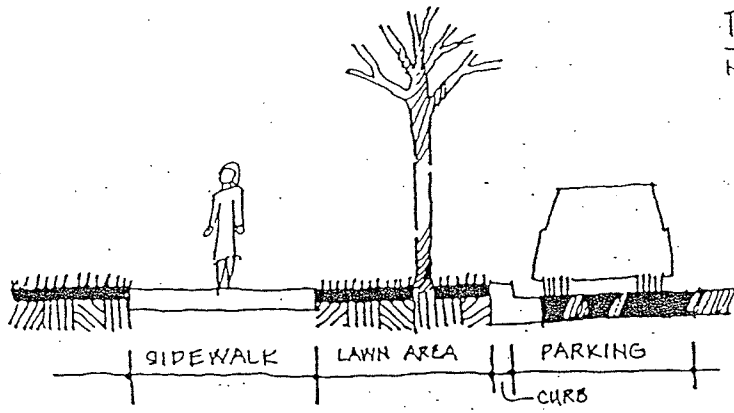
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streets. These roadways receive both vehicular traffic and pedestrian movement. They should contribute to the overall ambiance of the CBD and provide ample pedestrian comfort.

Concept. The sidewalks on urban streets should be a minimum of 12' wide with concrete paving from the right-of-way line to the curb. Canopy trees should be placed on all of these streets, generally aligned with parking stalls. Street trees should be planted in pits and protected with cast iron tree grates.

4.1.4 Traffic Corridors

Maryland Avenue has been identified as the only traffic corridor within the study area. Maryland Avenue can be divided into two segments; the portion west of Forsyth which serves low-rise development approximately one-half block deep, and the area east of Forsyth which is a transitional roadway serving as a boundary between the CBD and adjoining residential development. Maryland Avenue is seen as a green entrance way into the CBD with little pedestrian traffic.

Concept. The streetscape concept for Maryland Avenue is simple with an emphasis on green improvements. A green planting area (lawn) approximately 6'-8' wide containing canopy trees approximately 40' on center would separate the six foot wide concrete sidewalk from the curb. Lighting would be provided with street lights, 30'-35' in height, located at intersections and mid-block where appropriate. Pedestrian lights (12'-15' high) are optional. No other furniture is required.

4.2. PUBLIC OPEN SPACE

Public Open Space includes all parks, plazas and open spaces other than street rights-of-way. Existing parks such as Shaw Park, coupled with public open spaces such as the green in the County Government Center and the park area at the western terminus of Forsyth Boulevard, will provide the pedestrian environment and urban green space that is critical to Clayton's image as a quality urban environment.

Concept. A variety of parks and open spaces should be provided within the CBD. This variety would be made up of the three major open space areas existing -- Shaw Park, the County Government Center and eastern terminus of

Forsyth Boulevard -- and a collection of strategically placed small public areas which when combined with streetscape improvements would create the urban campus setting.

Shaw Park. This major park area is a visual amenity and an important resource for the CBD. What is currently lacking is a strong linkage system and events or uses adjacent to or within the park to increase its accessibility from the core area and other parts of the CBD. Uses such as an athletic club or recreation center would utilize the park more effectively during the weekdays. Another possible use would be a restaurant which would take advantage of the park's bucolic setting and proximity to the CBD. Both these uses have the potential of being located next to or within the park and would help maximize the CBD's potential.

Other Park Opportunities. Two other public park locations have been identified in the plan: the County Government Center and the proposed park terminus at Forsyth Boulevard east.

Forsyth Boulevard Pocket Parks. Several small-public park opportunities have been identified along Forsyth Boulevard. These locations have been identified to foster an understanding of the pocket park concept, to show how they link with the streetscape and other park facilities and to give guidance for their design and location elsewhere in the CBD.

A small park area is shown in the 7800 block of the retail core. This small open space could function as an outdoor cafe with retail carts and vendors, and serve as a stage area for impromptu musical groups. It would provide shelter from the sun and would be predominantly paved.

A small private open space area exists across the street from City Hall south that presently is partially dedicated to parking. This would be an ideal area for a park/plaza area with shops and cafes facing onto it.

Moving east along Forsyth Boulevard, the small park areas could become more passive, with less paving and more plant material. These areas may serve as retreats and provide a noontime setting for brown bag lunches.

Mid-Block Linkages. The blocks east of Hanley Road are excessively long. They do not support the concept of an urban grid and the visual and physical linkages a grid creates. A public right-of-way for pedestrian and possibly vehicular traffic is recommended between Carondelet and Forsyth Boulevard. This linkage would encourage traffic between the Ritz-Carlton Hotel and surrounding future development, Forsyth Boulevard and the retail core. The

link should be of adequate dimension so it does not appear to be a service alley, with room for street trees and other pedestrian amenities.

Similar pedestrian linkages, may be added in the future for the blocks east of Bemiston and south of Forsyth. Straight linkages, wide enough for pedestrians to feel comfortable and secure, are recommended. Their development is likely to be a long-term agenda item but should be pursued as regeneration of these blocks occurs. A similar program should be developed for the blocks east of Brentwood and south of Bonhomme.

Finally, the reality if not the desirability of pedestrian usage of the alleys within the Retail/Mixed Use Core should be recognized. This requires careful design of public improvements and of the back areas of private properties in order to minimize conflicts with building services (deliveries, trash pick-up, etc.) and enhance pedestrian safety and comfort.

4.3 STREETSCAPE FURNITURE

Streetscape furniture should be uniform throughout the CBD. This will help to give visual consistency and reduce maintenance and stockpiling of spare parts. The family of street furniture will include the following elements:

Benches	Street Lights
Trash Baskets	Traffic Signals
Newspaper Kiosks	Public Signs
Tree Grates	Kiosks
Pedestrian Lights	Bollards

General Recommendations

- Streetscape furniture should be limited to a single "palette" and apply to the entire Central Business District.
- Select only strong and durable elements. The extra cost for quality will ultimately provide savings over the life expectancy of cheaper fixtures.
- Furniture and landscaping should have an adequate setback from the curb to avoid damage from trucks and automobiles.
- There should be a single standard color for all streetscape furniture. All metal parts should be painted with this color. The color can be

applied on-site, but for best results, units may be ordered from the factory with a baked enamel finish.

- The family of streetscape furniture should be adapted for use in parks and open spaces.

Streetscape Furniture Color

Color offers the opportunity of creating fresh impressions. Adopt a new color to be the standard for Clayton to be used on all streetscape furniture and help provide continuity in the CBD, so important to a retail shopping environment. The use of a single universal color will simplify maintenance and coordination between different agencies when specifying new furniture.

The new color should be dark with a glossy, rather than matte finish. With a special color formula, furniture can be painted at the factory, or where appropriate, painted on site.

Street Lights

Adequate lighting is essential to both the business and residential community and the University. Security and visibility will always be a major concern where there is a large turnover in population.

Street lights are generally 30'-35' in height and are used at intersections and midblock to bring adequate light levels at important traffic decision points. Design and appearance should be simple and unobtrusive. They are not part of the sidewalk setting and attention should not be drawn to them.

Recommendations

- Construction and Manufacturer - There are many street lights available in the market, producing a simple contemporary design.
- Location - Midblock and at intersections.
- Color - Conform to the CBD's furniture color, applied at factory.
- Bulb - 400 watt metal halide.

Pedestrian Lights

Pedestrian lights are generally set on 12' poles at 50' to 80' intervals. Besides providing adequate ambient lighting for pedestrians and the street, they are a very important decorating design element. The design of pedestrian lights should give a strong direction to the theme and character for the area.

A light with simple but traditional references is recommended. The acorn fixture on a fluted classical column can be compatible in a variety of settings and is appropriate to the CBD theme.

Recommendations

- **Construction** - Avoid cast aluminum because of its low salt tolerance.
- **Manufacturer** - Many manufacturers produce a version of this style lamp and generally offer custom design services.
- **Location** - Standard setback from curb, align between parked cars if possible, 50' to 80' on center.
- **Color** - CBD's standard color, applied at factory.
- **Bulb** - 175 watt metal halide.

Trash Receptacles

This often overlooked fixture can play a very important role in the quality of the streetscape environment. If baskets are available, the public will use them. Properly designed, they can be an attractive sidewalk element. The introduction of a name or logo into the design can help personalize the streetscape.

Recommendations

- **Construction** - Baskets of metal strap or rods containing a basket or liner have proven to be the most durable.
- **Manufacturer** - There are several appropriate ready-made baskets available which are attractive yet would be more economical and durable than a custom unit.

- Location - Baskets should be placed where people stop or congregate, such as intersections and bus stop areas where seating is available. Also consider baskets near food take-outs. They should not be placed where they interfere with pedestrian movement.
- Quantity - One at each corner and at mid-block bus stops should be the minimum. Additional locations would be near food take-outs and gathering points.
- Color - Standard Clayton color only, applied at factory.

Benches

Benches offer a place to rest, wait and watch. Placement should depend on need and not interfere with pedestrian movement. Based on the width of existing sidewalks in the CBD, these can fit comfortably only on portions of Forsyth Boulevard and in public parks and open spaces as well as the entry plazas of private and government buildings. As building setbacks are increased or street cross sections revised over time, more opportunities for benches and other pedestrian amenities will emerge. In any event, benches should be placed separately and only where there is evident need.

Recommendations

- Construction - Benches with contoured wood seats are the most comfortable and are not subject to changes in temperature as are metal and masonry. The frame or end members should be heavy metal for quality and durability.
- Manufacturer - In recent years the availability of quality benches has increased. There are standard models on the market which are compatible with the CBD theme and would be half the cost of a custom design.
- Location - Use sparingly along Forsyth Boulevard and in building plazas and other public spaces where adequate room is available.
- Color - Metal end pieces should be the CBD's color, applied at factory.

Tree Grates

Tree roots, especially on young trees, need protection from pedestrian traffic. Without protection the soil becomes compacted and the tree dies. A single standard design for tree grate should be selected for use throughout the study area.

Recommendations

- **Construction and Manufacturer** - There are several manufacturers who specialize in cast iron tree grates. A grate approximately 5' square is required to provide adequate room for tree growth. The openings in the grate should be no more than 3/8" in width to prevent tripping and to keep debris out of the pit. Many manufacturers will do custom designs.
- **Location** - Recommend installation for new trees as well as existing trees less than 12" caliper.
- **Design** - A standard tree grate design should be adopted by the CBD and used for all new trees and existing trees where appropriate.
- **Trees** - Should be a minimum of 3 1/2" caliper in size.

Existing Trees

Existing trees, especially mature canopy trees are one of Clayton's most important resources. The issue is how to treat the sidewalk surface around the trunk, to provide a trim appearance without hindering the tree's health. Because these large trees are so large and irregular in size and location, tree grates would be inappropriate.

Recommendations

- Depending on each tree's size and location, create a square (minimum 5') or rectangular opening with straight and parallel edges. Infill the opening with square stone block pavers. A 2" to 3" surface square a minimum of 4" deep will provide adequate depth and weight to prevent displacement. The small squares can best accommodate changes in shape and elevation. This treatment is attractive and effective maintenance measure common in European cities.

Public Signs

Public signs, because of their piecemeal implementation, proliferation and engineered fabrication, clutter Clayton's central business district's appearance. Each set of signs are placed without regard for their surroundings. Attachment of signs to existing lamps and poles detract from their appearance. Signposts are numerous and often out of vertical. The following rules will help organize public signs and enhance the visual environment.

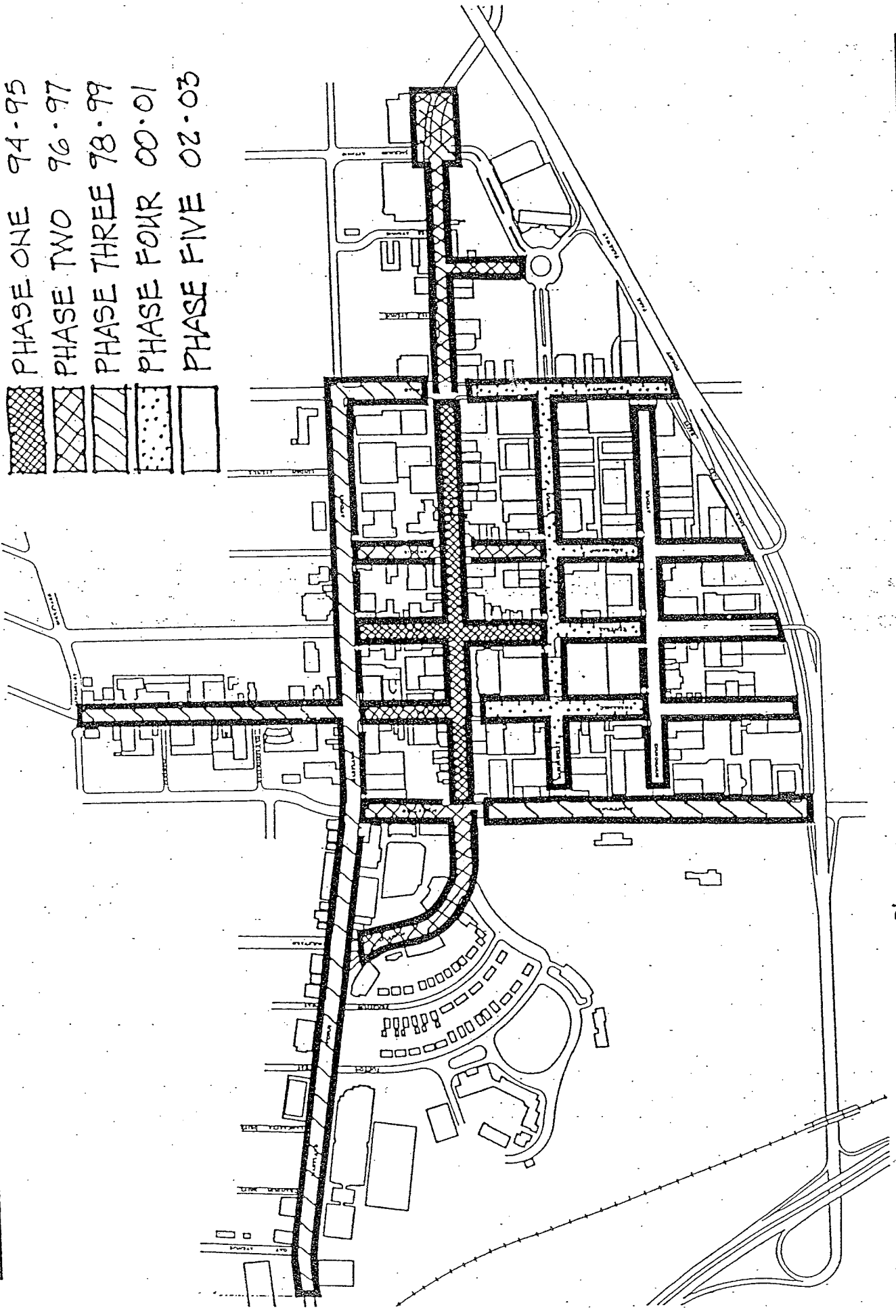
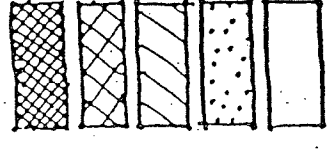
Recommendations

- **Uniformity** - The recommended pole for all signage is a simple square, straight steel pole (2" - 4" depending on height).
- **Placement** - Signs should have standard locations and be placed far enough from the curb to prevent damage from cars and trucks backing up. Signs should be placed so that they are not visual or maintenance obstacles.
- **Consolidation** - Reduce the number of signs and sign posts by pairing and ganging signs where possible.
- **Identify** - Develop a signage standard which will distinguish the City's signs from the ordinary utilitarian appearance of public signs. Develop a silhouette design for the top and bottom of standard signs. This will soften the sign profile and provide an impression of quality.
- **Attachment** - Signs should be placed on sign posts. If signs are to be attached to lamp poles, use a bracket which projects the sign away from the post. Do not bolt through the sign center into the post.
- **Alternatives** - Look for ways to reduce or consolidate the number of signs. For example, curbs painted special colors to distinguish parking areas have been used successfully in many communities instead of signs.

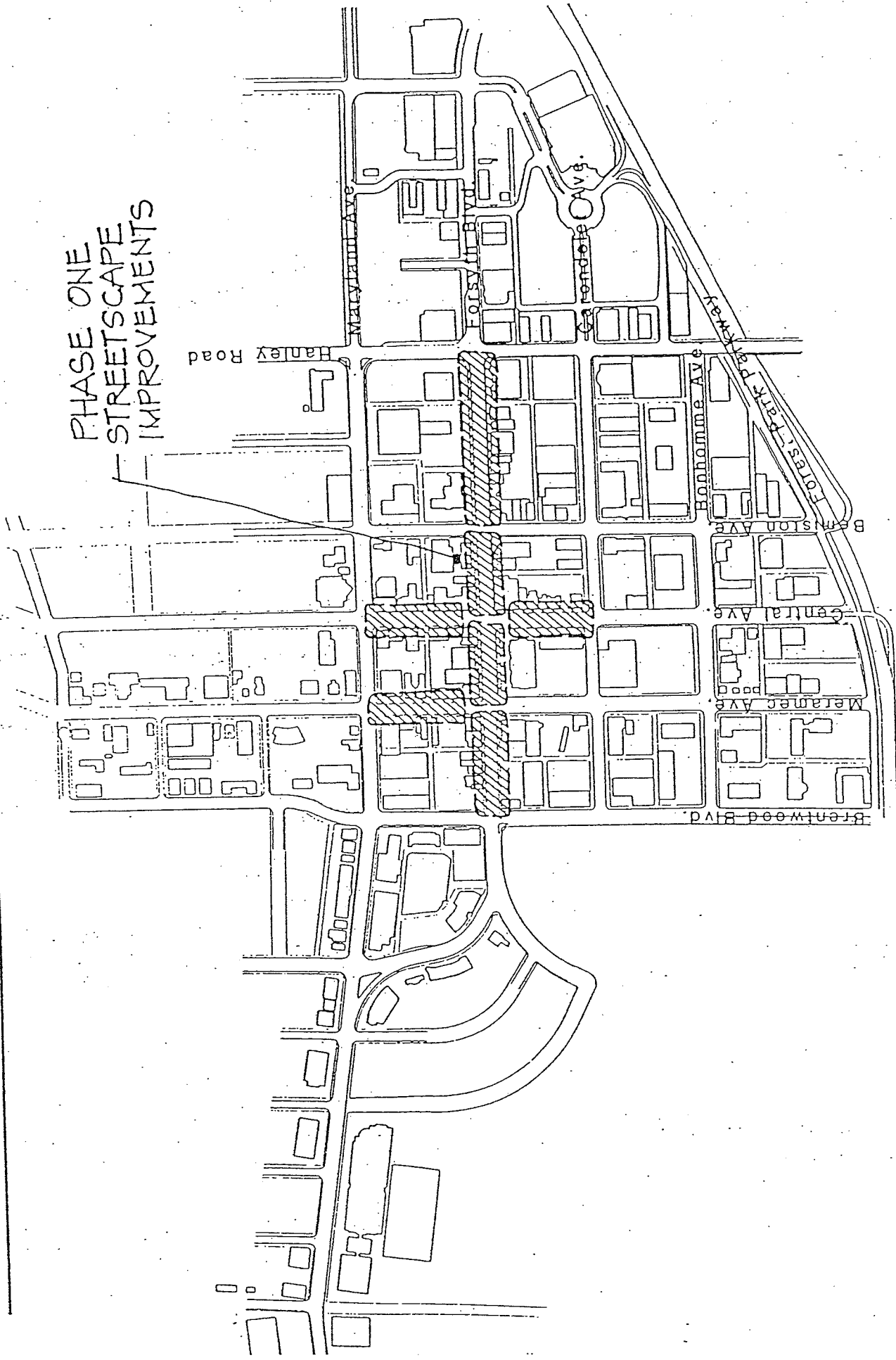
4.4 STREETScape PHASING & COST GUIDELINES

The plan reflects the importance of improving the quality of the sidewalk and other pedestrian areas through a carefully considered and phased program of improvements. As indicated below, a five phase program has been outlined with estimated costs. The program includes expansion of sidewalk areas, new

PHASE ONE 94-95
 PHASE TWO 96-97
 PHASE THREE 98-99
 PHASE FOUR 00-01
 PHASE FIVE 02-03



PHASE ONE
STREETSCAPE
IMPROVEMENTS



paving materials, street trees and grates, and other furnishings.

The phasing is intended to reflect relative priority and sequence. It is expected that the total program would be accomplished over a ten year period. Funding sources would include bond issues and/or special assessment district revenues. In addition, the cooperation and participation of private developers in conjunction with individual projects should be encouraged as a means of accelerating and sharing the costs of implementation.

Phase One 1994 - 95

The Phase One improvements include Forsyth Boulevard from Brentwood to Hanley Road, Meramec Avenue from Maryland to Forsyth and Central Avenue from Maryland to Carondelet. This area represents the core of the CBD and houses a majority of the existing retail and restaurant uses. The intent is to strengthen existing retail businesses before expanding into non-retail districts. Public improvements in Clayton should begin in the core and work outward.

The retail center north of Maryland Avenue between Brentwood and Forsyth is successful. Its public area is in order and was not included in the core area streetscape program.

The costs focus primarily on the sidewalk area including new curbs and some adjustments to road edges. Improvements include new paving, curbs, street trees, landscape improvements, pedestrian lights and furniture, and some adjustments of existing utilities. Items not included in the costs are in major improvement to the roadway itself, replacement of utility lines, improvements to accommodate basement vaults extending into the sidewalk area. The cost did provide for design and engineering fees and contingency cost for unanticipated problems.

The cost guidelines were divided into two sub phases. Phase 1A focuses on the park area in front of the old county building. We believe this area can be more pedestrian friendly. Sidewalks and benches could be introduced along the building edge and next to the steps providing an outdoor seating area for lunch time traffic. These improvements could be designed and implemented in a short period of time and be ready for the spring of 1994. Phase 1B would focus on streetscape improvements which require extensive civil engineering to understand grades, utilities and any underground vaults that may exist. This would be followed by a series of design charrettes to explore streetscape treatment and how improvements would work with existing and future retail and commercial uses. Contract documents would occur after the design phase and generally take approximately six to eight months to develop. After the bid process and contractor selection, generally a year to a year and a half will have passed. Our opinion is that

Clayton will likely be looking to the spring of 1995 for streetscape implementation. The improvements to the courthouse area would provide a more immediate bite size project to follow the master plan adoption and to help develop confidence in the process.

The following cost guidelines were developed for financial planning and discussion purposes. They focus on streetscape and public area improvements for the most critical core area of Clayton's CBD and are organized in one block long segments.

Forsyth Boulevard (both sides) from:

Meramec to Central	205,000	to	235,000
Central to Bemiston	235,000	to	265,000
Bemiston to Hanley	495,000	to	560,000

Central (both sides) from:

Maryland to Forsyth	315,000	to	360,000
Forsyth to Corondelet	275,000	to	310,000

Meramec (both sides) from:

Maryland to Forsyth	315,000	to	360,000
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Landscape improvement to park area in front of old Justice Center (not part of streetscape improvements above) (see 2,2,3)	80,000	to	100,000
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Design and Engineering Fees	<u>240,000</u>	to	<u>300,000</u>
Subtotal	2,450,000	to	2,815,000

Contingency Costs (15%)	<u>365,000</u>	to	<u>420,000</u>
Total	\$2,815,000	to	\$3,234,000

Phase One would include landscape improvements to the area in front of the Old County Building. The Second Phase would occur after development of the new Justice Center and retirement of the Old County Building. A new civic green to serve the City and County would be implemented along with streetscape improvements on adjoining roadways. The present plaza could link with the proposed green. It would be possible at this point or at a later date to develop a below grade parking garage under the proposed park. The costs

estimated for Phase One represent approximately 20% to 25% of the total improvements recommended for all five phases (\$12 million to \$16 million total). The estimated budgets for Phases Two through Five should be considered as "order of magnitude" costs since they are scheduled to occur well into the future and some improvements may be incorporated into private redevelopment costs.

Phase Two 1996 - 97

Streetscape improvements for Phase Two include Forsyth Boulevard from Maryland to Brentwood; Forsyth Boulevard from Hanley to the eastern city limits; Brentwood Boulevard from Maryland to Forsyth; and Hanley from Forsyth to Bonhomme. Streetscape design treatments would include "corridor treatment" for Maryland Avenue and single block of Hanley and west half of Brentwood. The east half of Brentwood and Meramec would be the "urban street" treatment. The cost estimate for these improvements is anticipated to be in the range of \$2.8 million to \$3.2 million.

Phase Three 1998 - 99

Streetscape improvements for Phase Three would include Maryland Avenue from the city limits on the west to Hanley on the east; Brentwood Boulevard from Forest Park Parkway to Forsyth; Meramec Avenue from Maryland to Kingsbury and Hanley from Forsyth to Maryland. Streetscape design treatments would include "corridor treatment" for Maryland Avenue and single block of Hanley and the west half of Brentwood. The east half of Brentwood and Meramec would be the "urban street" treatment. These improvements are estimated to require a budget of \$2.3 million to \$2.7 million.

Phase Four 2000 - 01

Improvements in Phase Four would include Carondelet from Brentwood to Hanley; Meramec from Forsyth to Bonhomme; Central from Carondelet to Bonhomme; Bemiston from Carondelet to Bonhomme; and finally, Hanley from Forsyth to Forest Park Parkway. Streetscape design treatment for all the roadways to Phase Four would be "urban". The budget for this Phase is estimated at \$2.5 million to \$3.0 million.

Phase Five

2002 - 03

Streetscape improvements for Phase Five would include Bonhomme from Brentwood to Hanley; and Meramec, Central, and Bemiston from Bonhomme to Shaw Park Drive. The design treatments for streets in Phase Five would be "urban". These improvements are expected to be in the range of \$2.4 million to \$2.8 million.