

II. MANAGEMENT PLAN

A. Overview

B. Administrative Unit

C. Budgetary Unit

D. Operations

1. Park Maintenance
2. Groundskeeping
3. Public Art
4. Infrastructure
5. Event Regulation
6. Marketing
7. Park Security
8. Personnel and Supplies/Equipment

LIST OF DRAWINGS AND DIAGRAMS

Existing Management Structure
Management Structure
Forest Park Maintenance Task
Forest Park Event Regulation and Marketing
Security Systems
Forest Park Employee Procurement Process
Forest Park Equipment Procurement Process

A. Overview

Since 1958, Forest Park has been managed through the Parks Division of the St. Louis Department of Parks, Recreation and Forestry. The existing management and operational model assigns no specific status to Forest Park as a separate and distinct program or budget unit.

Changes recommended in this Master Plan provide for the establishment of Forest Park as an independent program with autonomous management and full budgetary accountability. From a practical standpoint, this will be accomplished by identification of Forest Park as a separate program budget unit within the department's annual budget.

In 1994, total expenditures for Forest Park were \$2.9 million, \$2.3 million of which were direct costs related to the operation and maintenance of the park's facilities and infrastructure. The remaining \$600,000 were indirect costs charged to the park for services provided by other city departments.

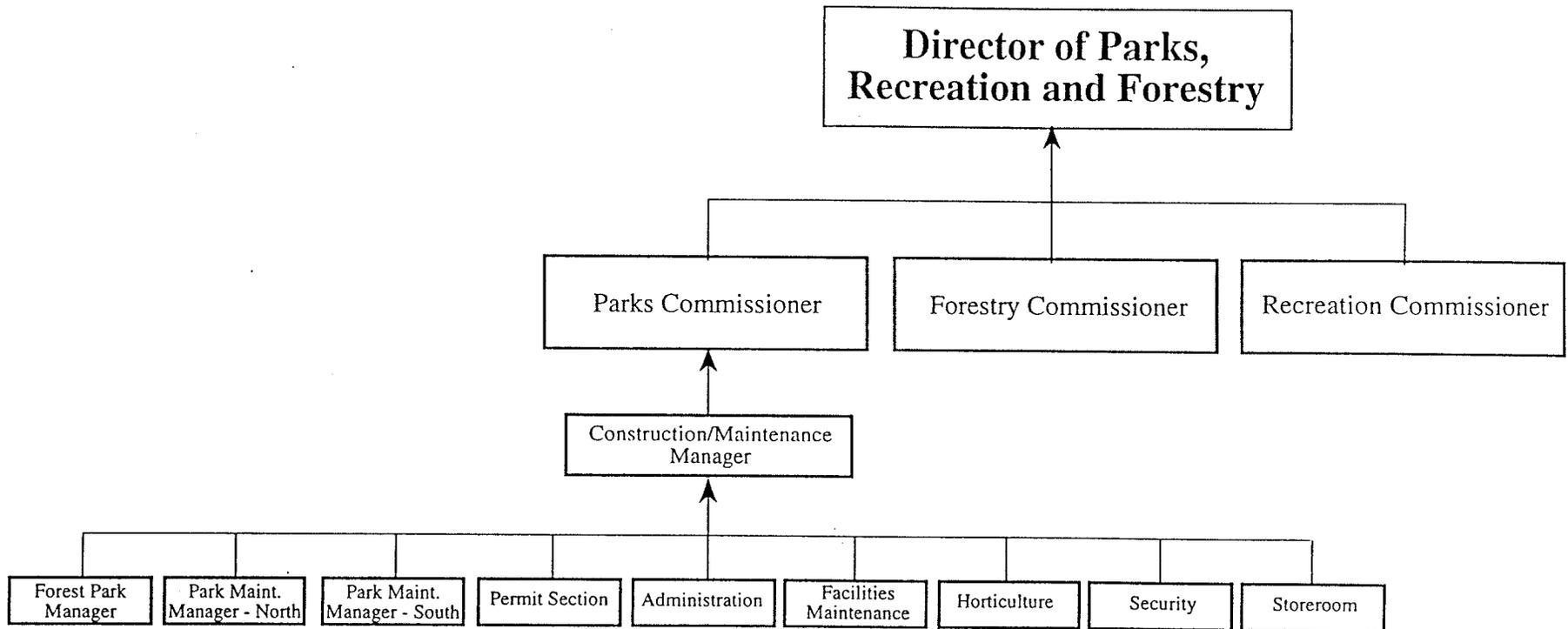
B. Administrative Unit

Forest Park operations are supervised by the Forest Park Manager. Under the existing management structure, the Forest Park Manager reports through the Construction/Maintenance Manager to the Parks Commissioner, who in turn reports to the Director of Parks, Recreation and Forestry.

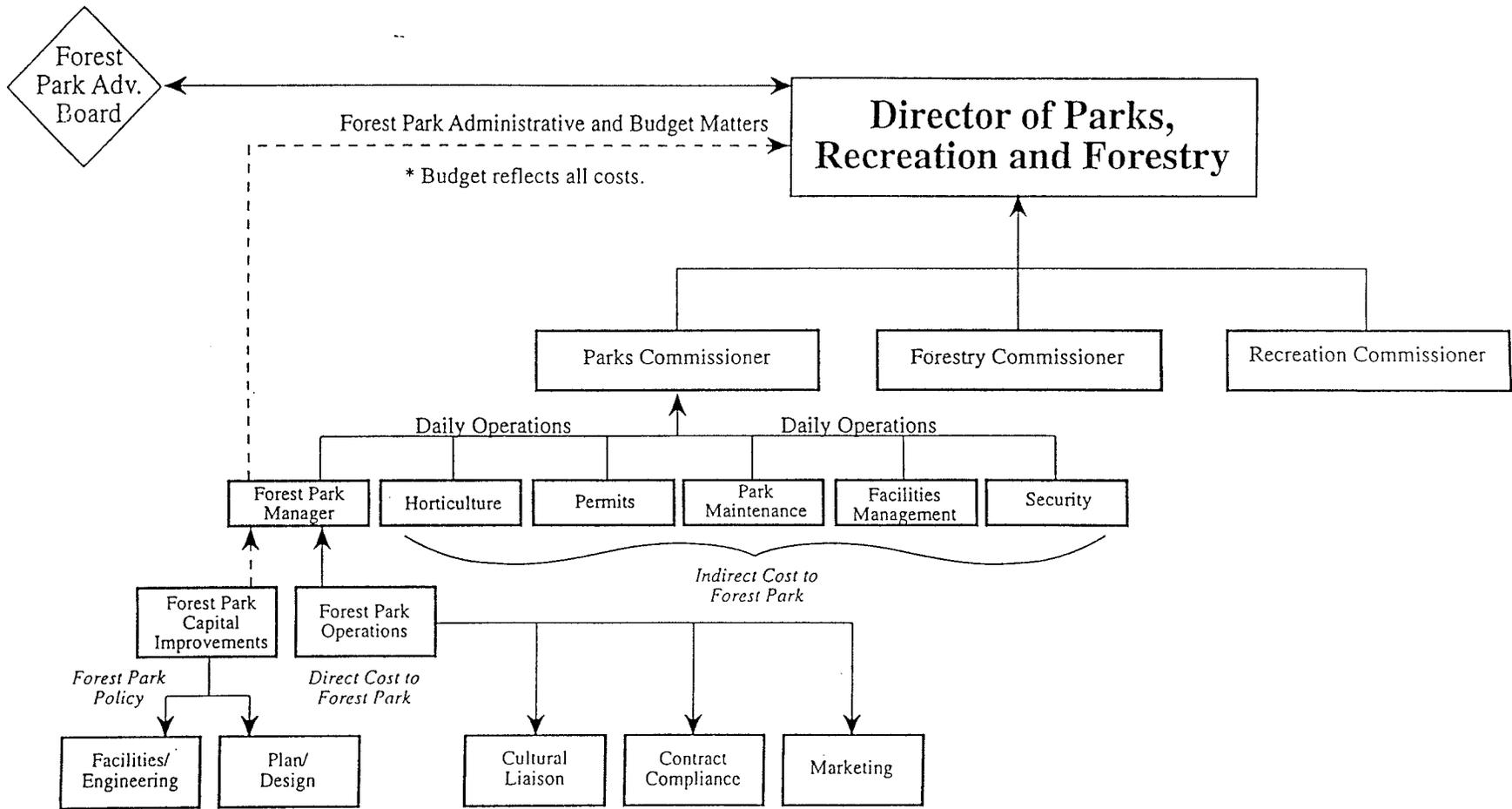
The proposed revisions to the Forest Park management structure are designed to establish the park as an independently managed entity with autonomous management and budgetary accountability. Under the proposed structure, the Forest Park Manager's responsibilities will include two broad categories: Forest Park capital improvements and Forest Park operations. The Forest Park Manager will report directly to the Parks Director on matters relating to the administration and budgeting of capital plans and project improvements. The Forest Park Manager will report to the Parks Commissioner on operational matters.

To ensure that management of the park is carried out in compliance with the goals and policies of this Master Plan, a committee comprised of the Parks Director, Parks Commissioner, and Forest Park Manager will develop specific administrative policies for such areas as personnel, maintenance, and operational continuity. Policies developed by this committee will be implemented by the Forest Park Manager and the Park Commissioner.

Copies of the existing and proposed management structures for Forest Park are included on the following pages.



Existing Management Structure



Management Structure

C. Budgetary Unit

The Forest Park Manager has responsibility for overseeing an annual budget of approximately \$2.9 million. This amount includes direct costs that are specifically budgeted for use in Forest Park and other units or divisions within the Department of Parks, Recreation and Forestry and indirect costs of services provided by other City agencies.

In order to provide greater budgetary accountability under this Master Plan, Forest Park will be identified as a separate budget unit within the Parks Department annual budget. The Forest Park Manager will have responsibility for overseeing this budget and submitting regular financial reports to the Director of Parks, Recreation and Forestry.

The Director of Parks, Recreation and Forestry, the Parks Commissioner, and the Forest Park Manager together will develop specific budgetary policies to ensure compliance with this Master Plan. Areas of policy development will include operational budget development, based on administrative policies, and responsibility to administer the capital budget.

Implementation of the design recommendations in this Master Plan will be largely driven by the availability of funding. The flow of reserves directly impacts the rate at which approved Master Plan projects can proceed. At the beginning of each fiscal planning cycle, the Forest Park Manager shall review and recommend to the director a detailed list of capital projects, along with a general cost estimate to aid in fund raising efforts and construction phasing. The director will submit said list for approval to the Forest Park Board and the Board of Public Service.

D. Operations

The operational side of the Forest Park Manager's responsibilities falls into five general categories:

- Park maintenance
- Event regulation
- Marketing
- Park security
- Personnel and supplies/equipment

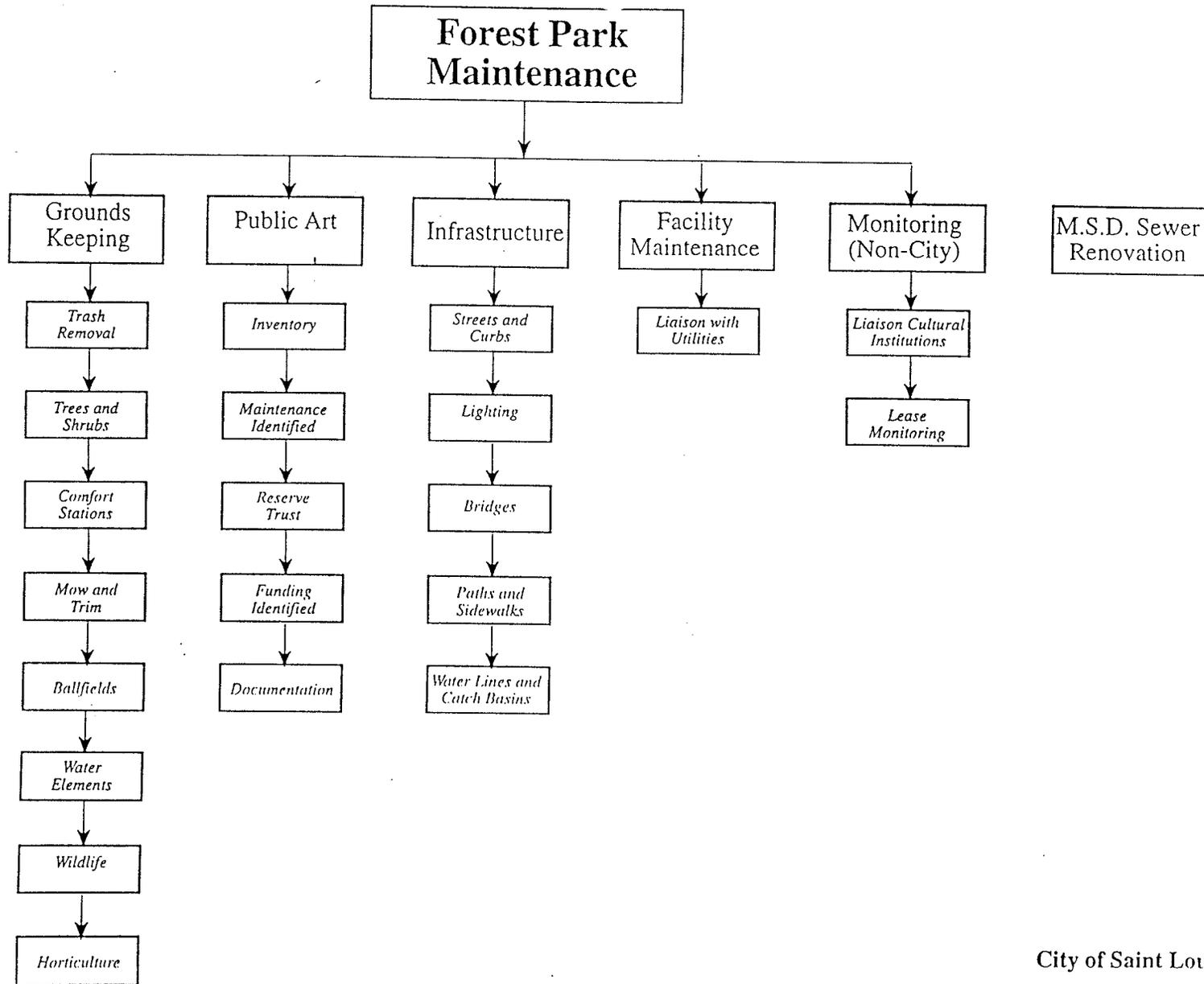
These functions must be ongoing to ensure that Forest Park maintains and improves current levels of service to park users and tenants.

1. Park Maintenance

Future physical improvements to the Park will increase the need for a comprehensive maintenance program that includes:

- Additional manpower and funding, including the use of volunteers where possible.
- Continuation of a regular maintenance inspection program.
- Adequate equipment and materials

In addition, capital improvement plans should be structured to ensure that adequate maintenance is provided. Specific maintenance needs are described below:



Forest Park Maintenance Task

2. Groundskeeping

- The Forest Park Manager and Parks Director shall develop maintenance standards for such tasks as trash removal, landscaping (trees and shrubs), comfort station cleaning, mowing and trimming, ballfield maintenance, water element management, wildlife management, and horticultural displays.

3. Public Art

- A maintenance program should be identified for all public art in Forest Park.
- A detailed inventory of public art in Forest Park has been compiled and should be maintained/updated as needed.
- A maintenance fund should be identified.
- Each proposed art restoration project should be evaluated individually.

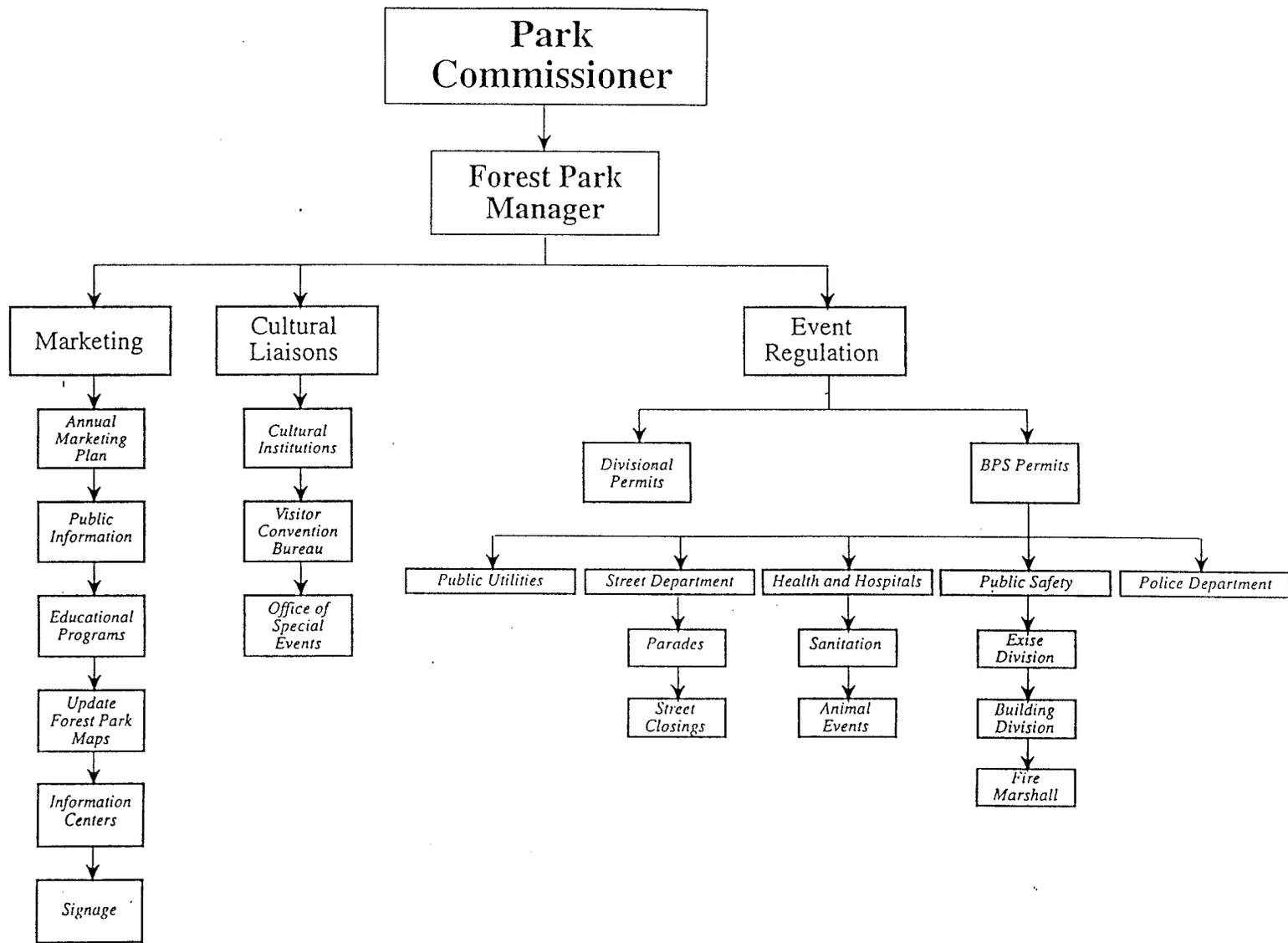
4. Infrastructure

Well-maintained facilities are strong contributions to a park's attractiveness and serviceability. A strategy has been developed to address the interior and exterior condition of park structures. A streamlined work order system has been implemented to facilitate in-house repairs and renovations.

- The Forest Park Manager will review and recommend for approval all contracts, leases and permits (to appropriate authority) to occupy or use portions of Forest Park owned and controlled by the City, and park drives and facilities therein, consistent with the provisions of the Revised Forest Park Master Plan.
- The Forest Park Manager, with the approval of the Park Director, shall establish rules and regulations governing fishing, boating, ice skating, and all other water recreation, sledding, ball and game playing, golf practice, and all other uses of active and passive areas with Forest Park.
- The Forest Park Manager, with the approval of the Board of Public Service, shall establish rules and regulations to set to the highest responsible bidder concession privileges in Forest Park for terms not to exceed five (5) years, consistent with the procedures for other City parks codified in chapter 22.2C of the Revised Code of the City of St. Louis, 1994, Annotated.

5. Event Regulation

The Permit Section is responsible for all permits issued by the Department of Parks, Recreation and Forestry. The Permit Section issues athletic field (softball, soccer, rugby, football, etc.) permits, picnic permits, vending/concession permits, permits for major special events (festivals, fundraising walks/runs, concerts, etc.), and permits to use the Jewel Box for weddings. In addition, they reserve and schedule the delivery of all equipment requested for special events. Over 5,000 revenue-generating permits are issued annually by the permit section, 350 of which are for events in Forest Park.



Forest Park Event Regulation and Marketing

City of Saint Louis
 Department of Parks,
 Recreation and Forestry
 St. Louis Development Corporation
 Urban Design Department

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 PLAN**
 2011-2015

Special events are coordinated between the Forest Park Manager and the three employees in the Permit Section. Published policies are developed for special events. This system was established to administer scheduling, staffing, resources, and coordination of special events.

6. Marketing

Policies are in place to enhance the public's knowledge of the park. A comprehensive marketing strategy is in the final stages of development. The plan will offer educational programs and outreach activities to enhance the public's knowledge of the park. It will establish conditions for use, publish policies developed for special events requiring Board of Public Service approval, issue a central monthly calendar of events for Forest Park, and reserve facilities in a manner that assures full public accessibility and ensures equity.

7. Park Security

A Security Committee within the Parks Department has been formed with the St. Louis Police to establish an ongoing program to address security issues in Forest Park. Current issues include increased police patrols, security phones, lighting, and the instigation of a Park Ranger program.

Security in Forest Park is provided by a uniformed Park Security Force, the St. Louis Police Department (District 2), and the Mounted Police Section.

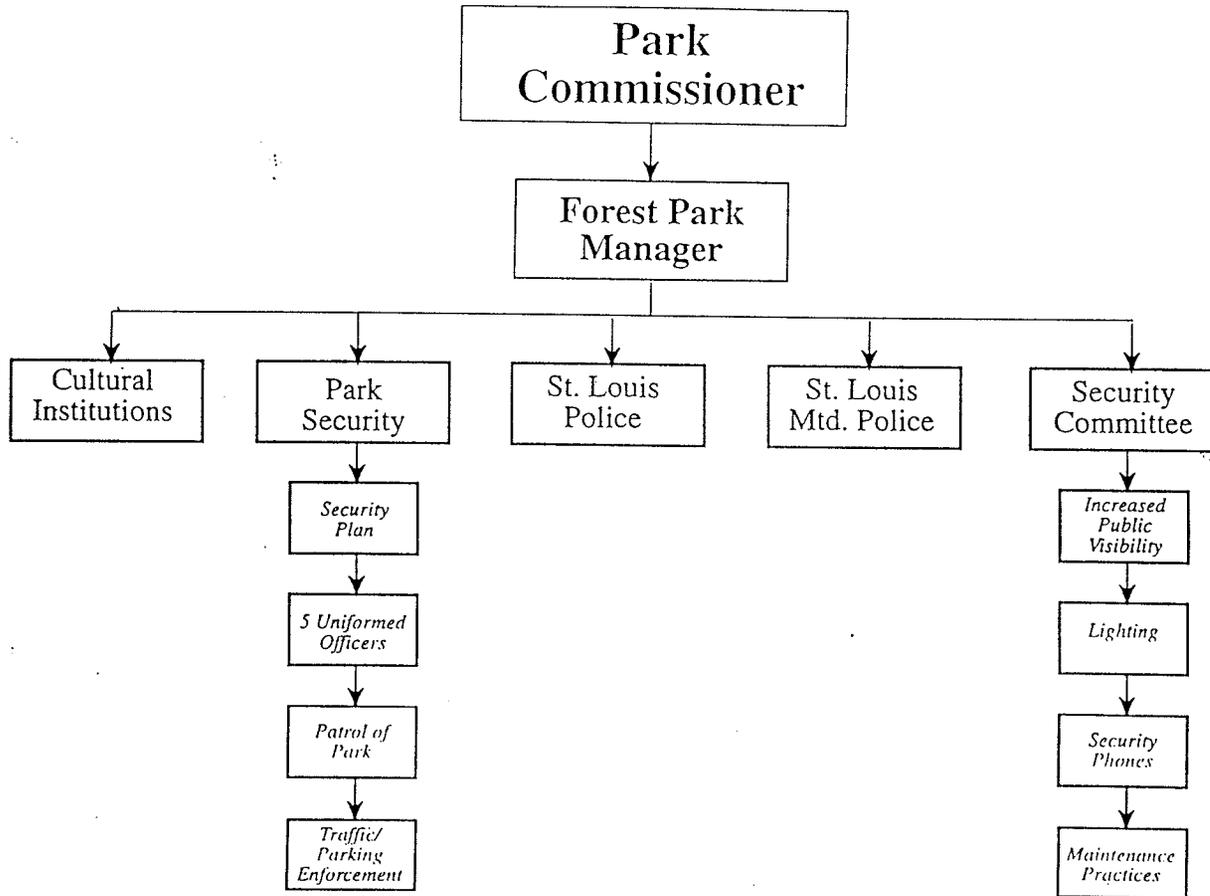
The primary source of security in Forest Park is provided by the Park Security Force. The Park Security Officer has the same powers of arrest as a St. Louis Police Officer within the park proper. If an incident occurs in the park, the Park Security Officer can request additional assistance from the St. Louis Police Department.

Five Park Security Officers are assigned to patrol Forest Park on a daily basis, seven days per week. They are assigned as follows: one officer from 8 AM to 4 PM, two officers from 4 PM to 12 Midnight, and two officers from Midnight to 8 AM.

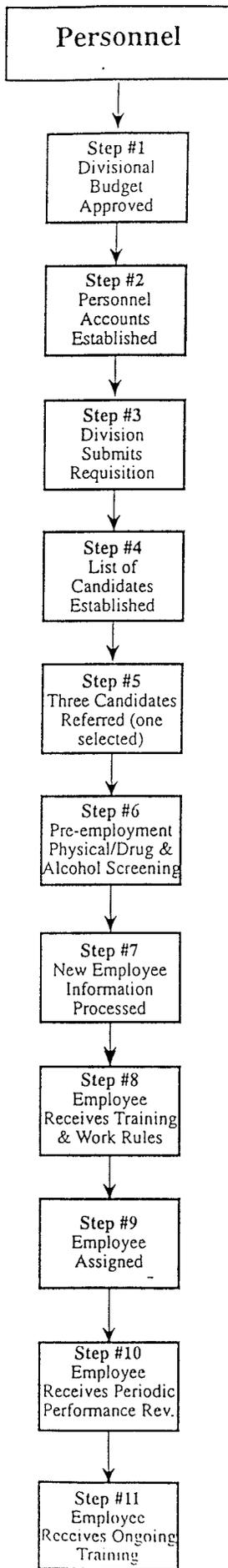
Maintenance practices associated with security have been addressed by the Parks Maintenance Section. Trees are trimmed to allow for adequate lighting around fixtures, buildings are evaluated for ingress and egress safety in regards to shrubbery, and all practices are monitored on a weekly basis by the Parks Department. Emphasis is on improving Park Security without harming the landscape.

8. Personnel and Supplies/Equipment

Detailed processes have been developed for the procurement of employees and supplies and equipment. The processes are summarized on the charts on the following pages.



Security Systems



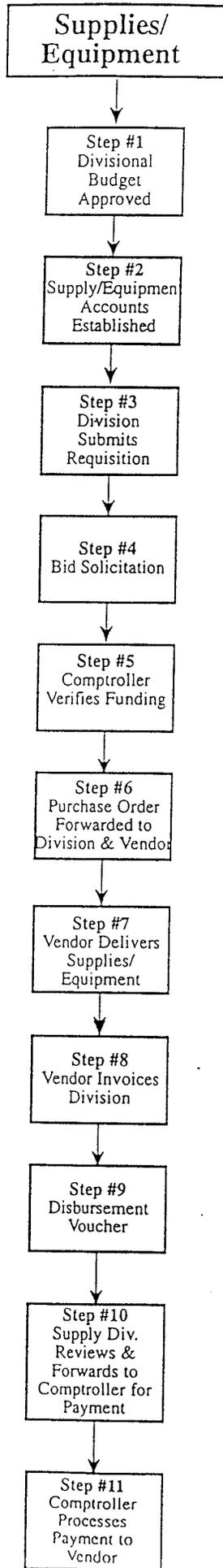
Forest Park Employee Procurement Process

City of Saint Louis

Department of Parks,
Recreation and Forestry

St. Louis Development Corporation
Urban Design Department

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P L A N



Forest Park Equipment Procurement Process

City of Saint Louis
Department of Parks,
Recreation and Forestry
St. Louis Development Corporation
Urban Design Department

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III. FUNDING PLAN

A. Overview

B. Implementation Plan

C. Cost Estimate

D. Funding Plan

LIST OF DRAWINGS AND EXHIBITS

Annual Forest Park Funding

1/2 cent Sales Tax Trust Fund

1994 Forest Park Fund

Additional Funding

Potential Implementation Phasing - Phase 1 - 1996-1998

Potential Implementation Phasing - Phase 2 - 1999-2001

Potential Implementation Phasing - Phase 3 - 2002-2004

Potential Implementation Phasing - Phase 4 - 2005-2007

Potential Implementation Phasing - Phase 5 - 2008-2010

Summary: Cost Estimate

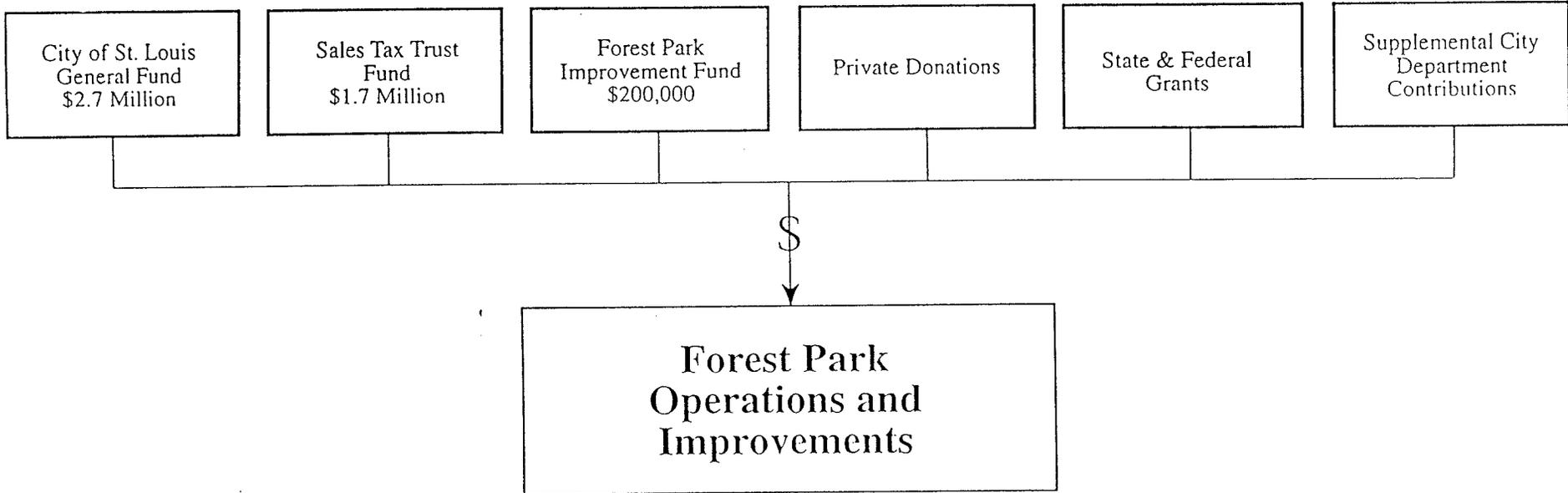
A. Overview

Funding sources for Forest Park include the city's general fund, the city's capital fund, the Forest Park Improvement Fund, private donations, grants, and supplemental city departmental contributions.

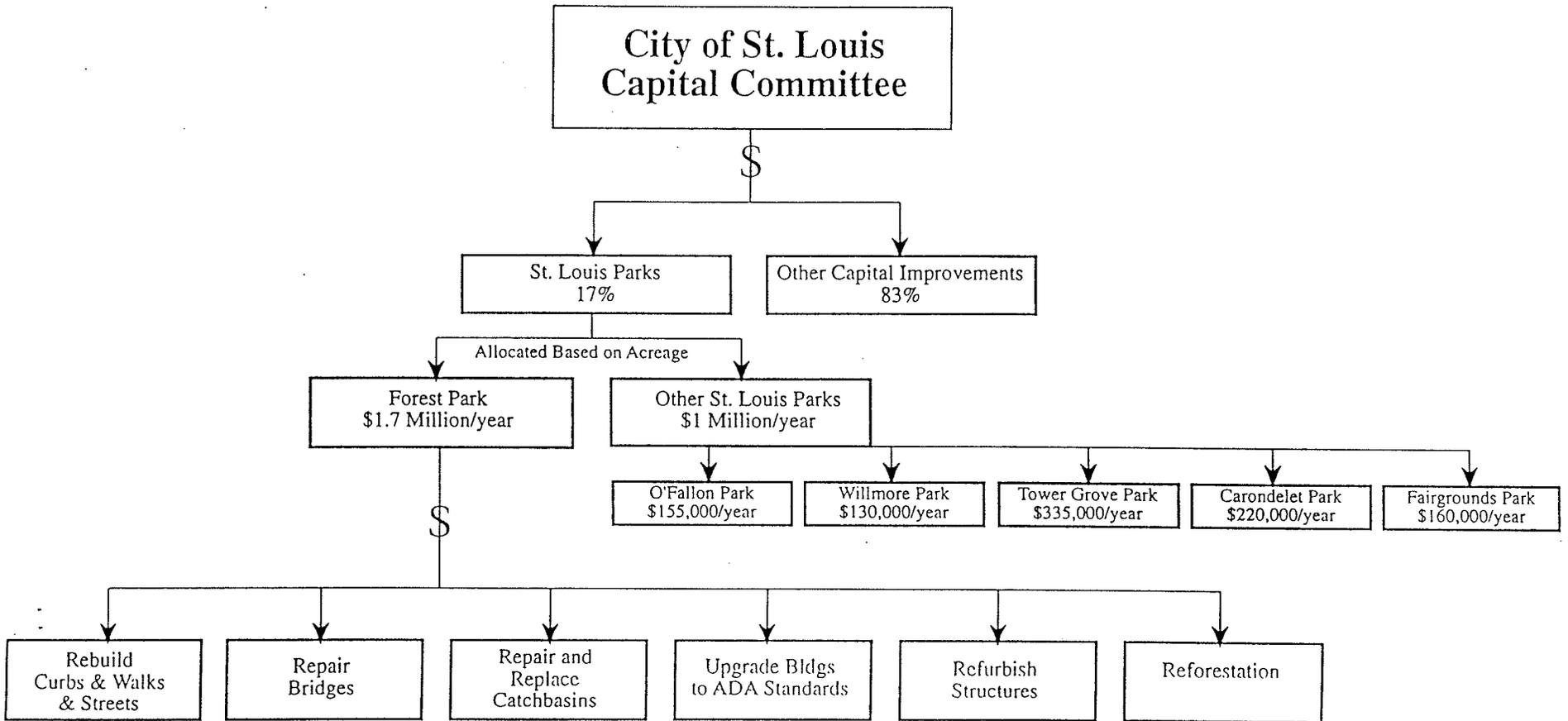
Forest Park currently has an annual operating budget of approximately \$2.9 million. Funding for operating expenses for Forest Park come, from City general revenue funds, which are allocated on an annual basis. These funds are used to cover such expenses as grounds maintenance, facilities maintenance, floriculture, park security, tree care, utilities, and miscellaneous support services.

The Forest Park Capital Improvement Fund currently refurbishes existing grounds and structures in the park. This fund comes from a 1/2 cent sales tax that was passed by voters in 1993. In 1994, major city parks began receiving 17% of the total sales tax revenues for capital improvements. The Forest Park Fund also receives direct allocations from lease payments, permits/contracts, Roundup contributions, private donations, and interest. Examples of Forest Park capital improvements since 1994 include replacing or repair of curbs, walks, bridges, catch basins, upgrading of park buildings to comply with the American Disabilities Act, and other miscellaneous improvements.

Additional funding for Forest Park is derived from St. Louis City and County property taxes. The Zoo Museum District provides a total of \$33 million for operations and improvements for the St. Louis Zoo, Art Museum, St. Louis Science Center, and the Missouri History Museum.



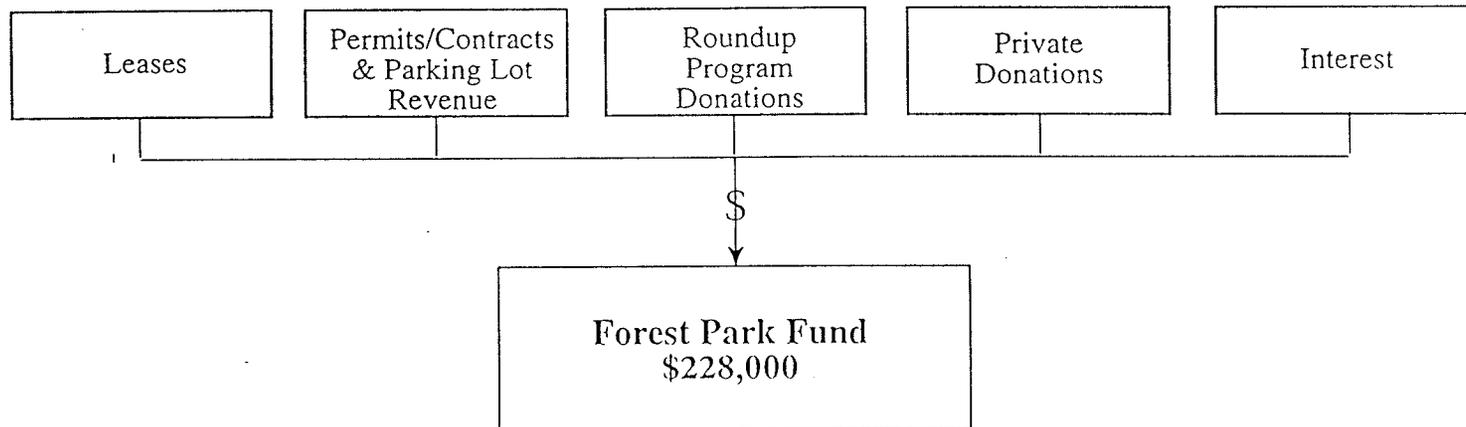
Annual Forest Park Funding



1/2¢ Sales Tax Trust Fund

City of Saint Louis
 Department of Parks,
 Recreation and Forestry
 St. Louis Development Corporation
 Urban Design Department

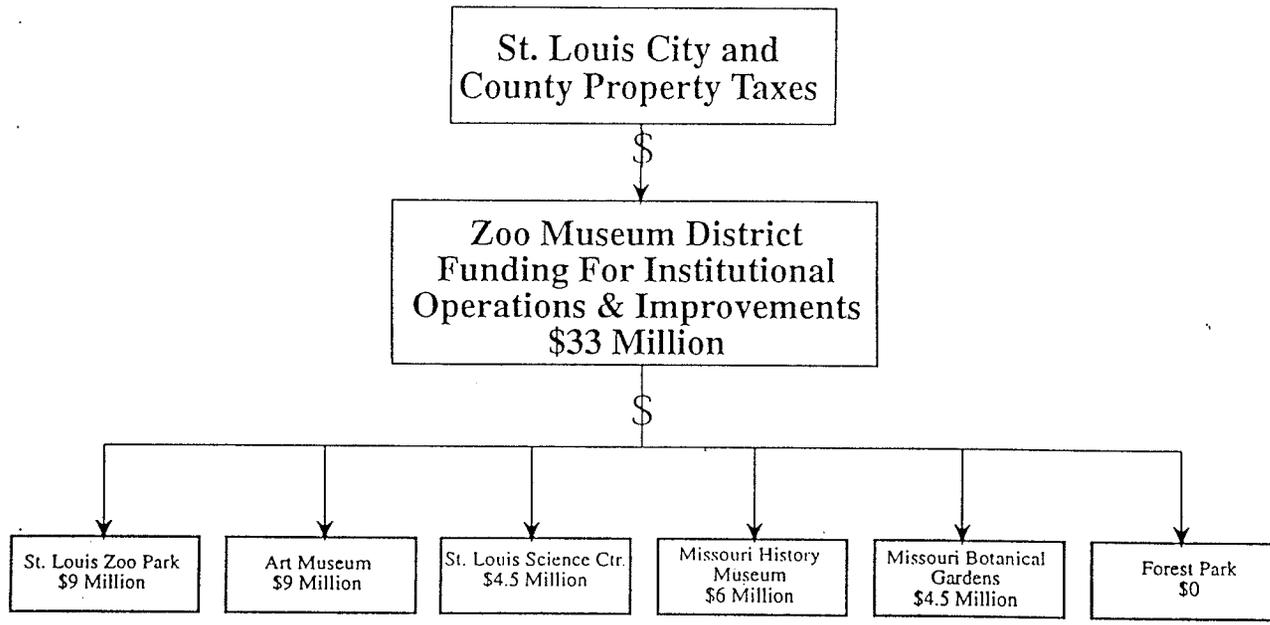
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1994 Forest Park Fund

City of Saint Louis
Department of Parks,
Recreation and Forestry
St. Louis Development Corporation
Urban Design Department

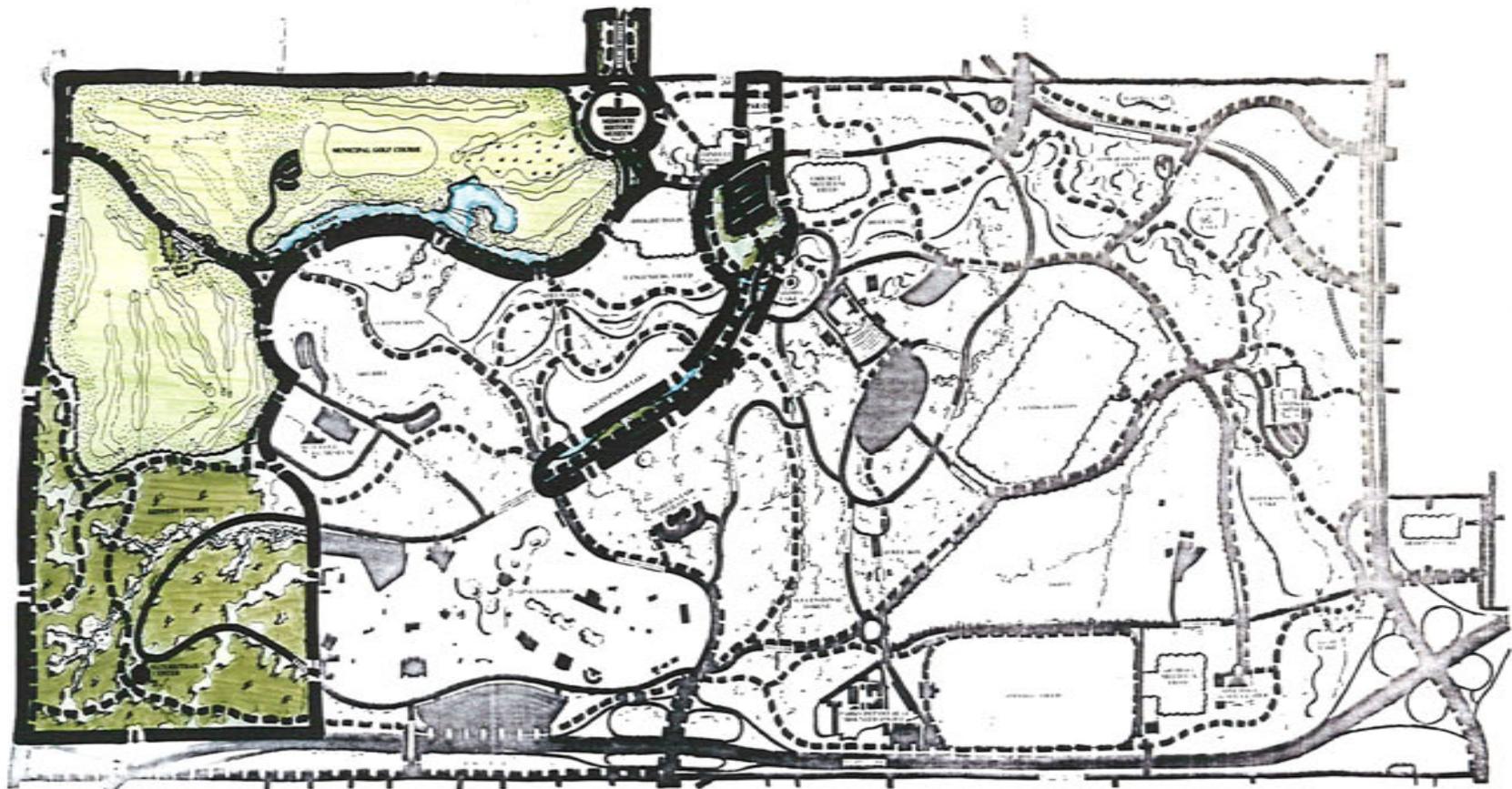
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Additional Funding

B. Implementation Plan

There are many possible approaches for implementing the Forest Park Master Plan. For the purposes of estimating the associated costs, a conservative implementation plan of 15 years was assumed. Based upon this, the phasing diagrams provide a general direction and approach to the construction of the Master Plan. The actual implementation schedule and approach will depend upon funding.



Note: This is a suggested order of phasing which is subject to change based on funding commitments and other considerations such as construction scheduling, etc.

COMPOSITE CONCEPT DIAGRAM
Forest Park Master Plan

Potential Implementation Phasing
Phase 1 - 1996 - 1998

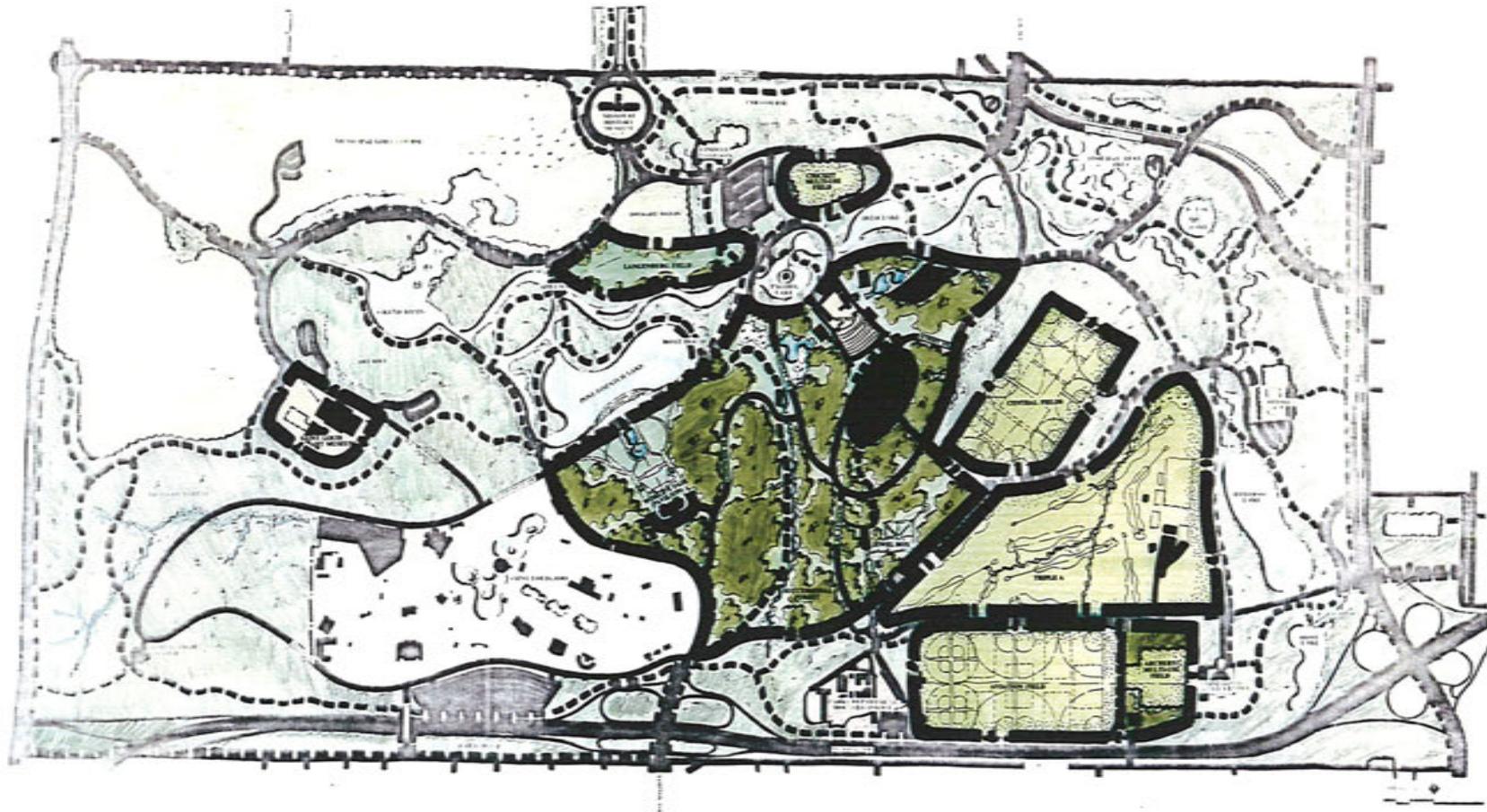
CITY OF SAINT LOUIS FOREST
 PARK MASTER
 PLAN
 14 OCTOBER 1995



COMPOSITE CONCEPT DIAGRAM
Forest Park Master Plan

Potential Implementation Phasing
Phase 2 - 1999 - 2001

CITY OF SAINT LOUIS FOREST PARK MASTER PLAN
 14 OCTOBER 1995



COMPOSITE CONCEPT DIAGRAM
Forest Park Master Plan

Potential Implementation Phasing
Phase 3 - 2002 - 2004

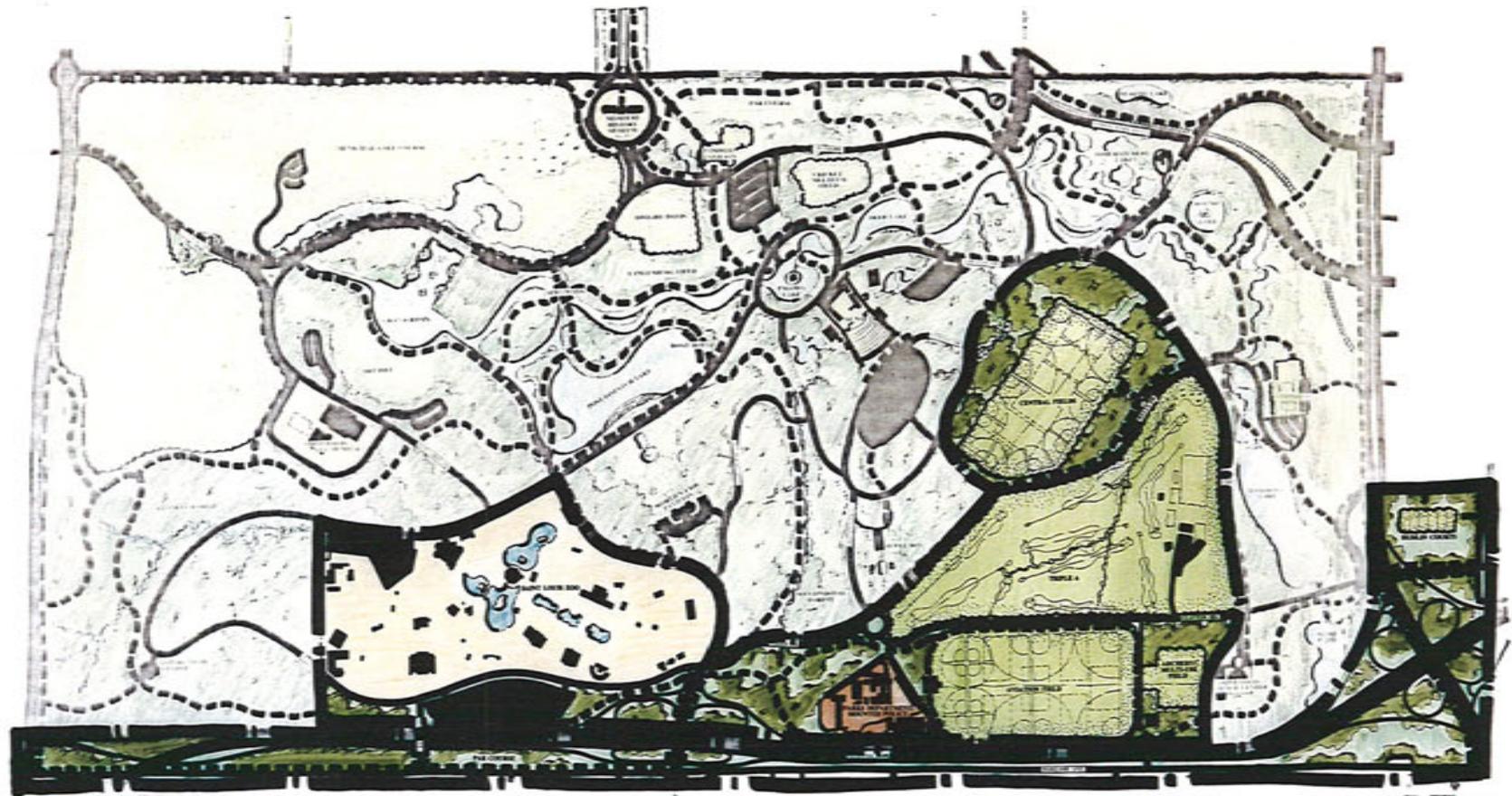
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COMPOSITE CONCEPT DIAGRAM
Forest Park Master Plan

Potential Implementation Phasing
Phase 4 - 2005 - 2007

CITY OF SAINT LOUIS FOREST PARK
 DEPARTMENT OF PARKS AND RECREATION
 1401 SOUTH BROADWAY, SUITE 1000
 ST. LOUIS, MISSOURI 63102
 FOREST PARK MASTER PLAN
 34 OCTOBER 1995



COMPOSITE CONCEPT DIAGRAM
Forest Park Master Plan

CITY OF SAINT LOUIS FOREST
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 14 OCTOBER 1995

Potential Implementation Phasing
Phase 5 - 2008 - 2010

C. Cost Estimate

The Forest Park Master Plan Construction Cost Estimate is a very general guess at an order of magnitude of the cost of such a project. There are just too many variables that have not been investigated sufficiently to give a more precise cost estimate. Therefore, this cost estimate must be taken as a working guide only and not as fact. Detailed cost estimates should be prepared on a project by project basis.

The cost estimate does not include the following:

- Sanitary and storm sewers (based on assumption that Metropolitan Sewer District will assume jurisdiction over, and maintenance of, all sewers in the Park).
- Site Furnishings - park benches, trash cans, drinking fountains, etc.
- Investigation, identification, removal, or abatement of any hazardous material.
- Legal cost, title search, archeological search, environmental impact.
- Administration costs.
- Maintenance and operational cost.
- Financing cost.
- Utility upgrades/replacements— the present cost estimate assumes existing main lines will be replaced in existing locations. The Master Plan Design principles call for creating underground utility corridors. The detailed cost/benefit implications of utility corridors have not been determined.
- Restoration and improvement of the following facilities are not included:
 - Jewel Box
 - Triple A Golf Course improvements
 - Archery Range Safety improvements and establishing multi-use field
 - West Pine Comfort Station
 - Spillways Pavilion
 - Exterior renovation of all comfort stations
 - Art Museum
 - Science Center
 - MUNY
 - Zoo
 - Mounted Police
 - Cabanne House
- Kennedy Forest Nature Center and Trail - work to be performed by MODOC.
- Kingshighway improvements.
- Stabilizing hillside on northeast side of Science Center.
- Decorative paving elements at crosswalks and intersections.
- Restoration of Post-Dispatch suspension bridge.

- Any improvements to Round Lake.
- Demolition of upper Munny lot restrooms.
- Pedestrian lights.
- Signage.
- Highway 64/40 interchange improvements and any effect on park road system.
- Institutional utilities.
- Parking lots - south lot adjacent to the Zoo and Zoo north lot.
- General aesthetic/beautification overview of entire park.
- Turtle Park.
- Improvements to Macklind underpass & community college overpass.
- Landscape improvements to Highway 64/40.
- Sports facilities at Lindell Pavilion.
- Improvements to surrounding road system.

SUMMARY: COST ESTIMATE

1. "ROADWAYS, WALKS AND CURBS" \$13,750,000
INCLUDES:
Removal of existing Pavement and Base as indicated
Regrading to conform to new profiles
Installation of 6" Type 1 Agregate SubBase, 4" Type "X" Asphaltic Concrete Base, and 2" Type "C" Asphaltic Concrete Wearing surface for remaining existing and new Roads and Parking.
Installation of 2'-6" Wide combination Curb and Gutter, both sides of Roadways
Installation of 6' Wide, 4" Concrete Sidewalks, both sides of Roadways
Reconstruction of existing Storm Water Inlets and associated Piping
Construction of Kingshighway On-Ramp

2. WATER DISTRIBUTION SYSTEM \$5,240,000
INCLUDES:
Excavation and Removal of existing Water Lines
Installation of New Water Lines along Current System configuration
Installation of all Required Fittings and Connections
Replacement of Fire Hydrants

3. CITY ELECTRICAL SYSTEM (Conductors only) \$2,090,000
INCLUDES:
Excavation and Removal of existing City High Voltage and Low Voltage Electric Lines
Installation of New City High and Low Voltage Electric Lines, in Conduit, along Current System configuration
Installation of all Required Fittings and Connections
DOES NOT INCLUDE: Installation of New Transformers or Metering Devices, if Required

4. LAKE/LAGOON SYSTEM \$6.680,000
INCLUDES:
Restoration of Existing lakes
Floating Aeration Fountains
Creation of Deep Pockets necessary for Aquatic Winter Survival
Water Inlet Source Modification and Relocation
Restoration of Fish Hatcheries
Clearing, Excavation and Fill Required
Seeding and Wetlands
Storm Sewer System to drain Ponding Areas
Construction of Wiers

5. MISCELLANEOUS SITE WORK \$760,000
INCLUDES:
Plantings (Water-Related Specialty Plantings
Berms (not related to Lake System)
Site-Specific Landscaping
Entrance Landsaping

6. NEW GOLF COURSE (27 HOLES) \$3.230,000
INCLUDES:
Earthwork
Greens, Bunkers and Cart paths
Drainage, Erosion Control and Irrigation System
Seeding and Grassing
Maintenance Building and Misc. Structures

7. REFORESTATION \$2.325,000
INCLUDES:
Planting of New Trees
Maintenance for 10 Year Period
Computer Tree Inventory
New Equipment

8.	WALKING/RUNNING/BIKE PATHS INCLUDES: Grading and Installation of 3/4" Granular Material, 8' Wide for Walking/Running Paths and Installation of Concrete Edging Grading and Installation of General Paths, Concrete and Soft Grading and Installation of Bike Paths, Combination Concrete and Soft Removal and Replacement of all Bike Paths	\$4,870,000
9.	STREET LIGHTING INCLUDES: Removal and Relocation of Existing Street Light Standards Rewiring of Standards Removal of Lights along Removed Roadways Assumes enough Salvage from Removed Roadways (20%) to cover any Replacements required (No NEW Fixtures included)	\$3,975,000
10.	POST DISPATCH LAKE SEWER SYSTEM INCLUDES: Excavation and Backfill Sewer Pipe Manholes	\$3,000,000
11.	BRIDGES AND CULVERTS INCLUDES: Reconstruction of McKinley, Old Stable Bridge, Steinberg and Union Bridges Seventeen Miscellaneous Culverts throughout Park	\$1,610,000
12.	PARK FACILITIES AND FEATURES INCLUDES: Restoring Grand Basin, including Edge Treatment, Lighting, Handrails, Paths and Pedestrian Bridges Restoring Post Dispatch Lake, including Edge treatment, Lighting, Handrails and Demolishing and Rebuilding boathouse Restoring Lindell Pavillion, including new Locker Room Area One Large Playground Area Five new Volleyball Courts Restoring Fish Hatcheries Building Restoring Steinberg Rink Building Central Fields Facilities, including renovation of Field House and new restroom Facility Aviation Field Facilities, including renovation of Field House and new restroom Facility Fifteen Picnic Shelters	\$8,235,000
13.	ACTIVE RECREATION INCLUDES: Relocation of Rugby Fields Reconfigure Central Fields Reconfigure Aviation Field	\$1,900,000
	SUBTOTAL	\$57,665,000
	CONTINGENCY @ 20.00%	\$11,533,000
	TOTAL PRESENT DAY CONSTRUCTION COST	\$69,198,000
	PROFESSIONAL DESIGN FEES @ 10.00%	\$6,920,000
	CONSTRUCTION MANAGEMENT FEES @ 5.00%	\$3,460,000
	TOTAL PRESENT DAY DESIGN, CONSTRUCTION AND MANAGEMENT COST	\$79,578,000
	ESCALATION COSTS OVER 15 YEARS	\$20,079,000
	TOTAL ESCALATED DESIGN, CONSTRUCTION AND MANAGEMENT COST	\$99,657,000

D. Funding Plan

The Forest Park Master Plan will be implemented over a 10–15 year period and it is estimated that the total cost to implement the recommendations in this Plan will be approximately \$100 million. For park renovations and improvements of this scale, it is typical that a private/public partnership be developed. Forest Park Forever was established a number of years ago to fulfill the private fund raising requirement. The public funding from the City of St. Louis is based upon the 1/2 cents sales tax which generates approximately \$1.8 million per year for Forest Park. Additional public funds from the state and other local public entities should be sought. A detailed funding plan must be developed in partnership with Forest Park Forever, but, in principle, a 50/50 public/private funding partnership is typical for parks of this scale and importance.



OFFICE OF THE MAYOR
CITY OF ST. LOUIS
MISSOURI

FREEMAN R. BOSLEY, JR.
MAYOR

CITY HALL - ROOM 200
1200 MARKET STREET
SAINT LOUIS, MISSOURI 63103-2877
(314) 622-3201
FAX: (314) 622-4061

January 27, 1995

Dear Friend of Forest Park:

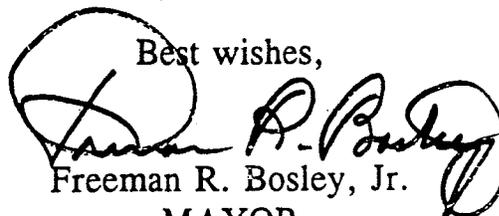
It is my pleasure to enclose the Goals and Policies of the Forest Park Master Plan as approved by the Board of Aldermen.

I want to commend the Board of Aldermen for its bold action last week. The Board's unanimous passage of the Forest Park measure is a victory for all of St. Louis. Their approval allows us to proceed with the next phase of the Master Plan process. Together, we will develop designs that will address the needs of the park into the next century.

I am proud to see St. Louis come together to work out its differences over one of the city's most beloved, yet controversial resources. The commitment of the citizens, civic leaders and governmental officials assures me that the process I started many months ago is paying off.

I look forward to working with you and the entire community as we see this process forward. Your support of this comprehensive planning effort is greatly appreciated.

Best wishes,


Freeman R. Bosley, Jr.
MAYOR

DEPARTMENT OF PARKS, RECREATION & FORESTRY
CITY OF ST. LOUIS



DIRECTOR
(314) 535-5050
FAX (314) 535-3901

5600 CLAYTON ROAD 63110
IN FOREST PARK

FREEMAN R. BOSLEY, JR.
MAYOR



DIVISION OF PARKS
(314) 535-0100

DIVISION OF RECREATION
(314) 535-0400

DIVISION OF FORESTRY
(314) 535-0075

January 30, 1995

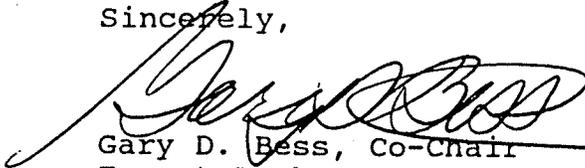
Dear Forest Park Master Plan Committee Member:

Thank you for your continued commitment to the future of Forest Park.

Enclosed please find the final version of the Goals and Policies adopted by the Board of Aldermen at their meeting on January 20, 1995. Please note this document includes several amendments approved by the Board.

We look forward to seeing you at the next meeting.

Sincerely,


Gary D. Bess, Co-Chair
Forest Park Master Plan Committee


Kathryn Nelson, Co-Chair
Forest Park Master Plan Committee



BOARD OF ALDERMEN

CITY OF SAINT LOUIS
MISSOURI

COMMITTEE SUBSTITUTE
RESOLUTION NUMBER 178

WHEREAS, a Master Plan for Forest Park was adopted by the Community Development Commission in November, 1983; and

WHEREAS, Mayor Freeman R. Bosley, Jr. convened a "Forest Park Summit" to discuss the future of Forest Park in December, 1993; and subsequently appointed a Forest Park Master Plan Committee to conduct an open and inclusive process to guide the City's revision of said Master Plan; and

WHEREAS, said committee has completed the first phase of its mission and has presented to the Mayor its recommendations for the "Goals and Policies" dated November 7, 1994, that should form the basis for future City actions concerning Forest Park, as well as, for said review, update and revision of the Forest Park Master Plan; and

WHEREAS, the Mayor has forwarded said proposed "Goals and Policies", along with his recommendation and comments, dated November 18, 1994, to this Board to the end that we might review, approve and implement them; and

WHEREAS, our Committee on Parks and Environmental Matters has conducted a public hearing, deliberated and recommends that said "Goals and Policies," as amended, be adopted and implemented; and

WHEREAS, this Honorable Board of Aldermen hereby finds that there is a need to review, update and revise said Master Plan;

NOW THEREFORE BE IT RESOLVED that this Honorable Board of Aldermen does hereby approve the "Goals and Policies" for the future of Forest Park, dated January 17, 1995, and attached hereto as Exhibit A; and in order to implement and facilitate the effectuation of the "Goals and Policies" hereby approved it is found and determined that certain official matters must be taken by this Board and accordingly this Board hereby:

1. Pledges its cooperation in helping to carry out the "Goals and Policies";

2. Requests the various officials, departments, boards and agencies of the City, which have administrative responsibilities related to Forest Park, likewise to cooperate to such end and to execute their respective functions and powers in a manner consistent with the "Goals and Policies";

3. Stands ready to consider and take appropriate action upon proposals and measures designed to effectuate the "Goals and Policies"; and

4. Reaffirms the requirements of Ordinance 59741 (Chapter 22.42 of the Revised Code) pertaining to the process for the approval or denial of any proposed changes in land use or alterations of existing facilities within Forest Park. Such procedures are outlined in Exhibit B, dated January 9, 1995, attached hereto; and

BE IT FURTHER RESOLVED, that this Honorable Board does hereby also approve the proposed Scope of Work and Methodology, dated January 17, 1995, and attached hereto as Exhibit C, for preparing recommendations for the formal revision of the Forest Park Master Plan by the Community Development Commission; and

BE IT FINALLY RESOLVED, that this Honorable Board makes the following recommendations:

1. The Mayor should clarify the respective roles of the Forest Park Master Plan Committee (FPMPC) and its Executive Committee to reflect that the FPMPC is an advisory group and the Executive Committee is the formal decision making body for the purpose of preparing the Final Draft Revised Forest Park Master Plan for the consideration of the Community Development Commission; and

2. The Mayor should appoint the Director of Planning of the Community Development Agency to the Executive Committee to ensure that this decision making body is comprised of equal numbers of City government and non-City government members, and to provide effective coordination and communication with the Community Development Commission.

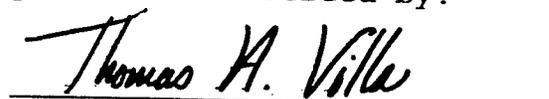
Introduced by request of the Mayor the 18th day of November, 1994 by:

The Honorable Daniel J. McGuire, Alderman 28th Ward

Committee Substitute reported out of the Parks & Environmental Matters Committee with a "Do Pass" recommendation on the 17th day of January, 1995

Adopted this the 20th day of January, 1995 as attested by:


Fred F. Steffen
Clerk, Board of Aldermen


Thomas A. Villa
President, Board of Aldermen

Forest Park Master Plan

S a i n t L o u i s

Goals and Policies

EXHIBIT A
January 17, 1995

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Forest Park Master Plan Goals and Policies

Statement of Purpose

This document marks a major milestone in the effort to revise and update the 1983 Forest Park Master Plan. It contains:

- a vision statement for Forest Park , which provides broad directional goals.
- a list of goals, which are designed to guide policies and design recommendations.
- A set of policies, which provide detailed guidance on ways to realize the vision and which will form the basis for site-specific design principles and recommendations (including costs and priorities) to follow.

The vision, goals and policies will be presented for adoption by resolution of the Board of Aldermen of the City of St. Louis. Once adopted, they will give formal legislative direction and input to the Mayor's Forest Park Master Plan Committee (FPMP Committee) and its Executive Committee, and ultimately to the Community Development Commission (CDC), for the revision of the 1983 Forest Park Master Plan in general, and specifically the park design and governance plans contained therein.

This document is the result of a year-long public planning process, and reflects the ideas, interests, and concerns of a large number of individuals, groups, institutions, and organizations. To the extent permitted by law, the vision, goals and policies contained herein will guide City actions until a formal revision of the Plan is approved by CDC.

The FPMP Committee and its Executive Committee will develop its proposed Revised Forest Park Master Plan, including specific design recommendations and guidelines. Their work will be guided by these newly adopted goals and policies.

Next Steps

- I. The FPMP Committee is recommending to the mayor that these goals and policies be sent to the Board of Aldermen for adoption by resolution.*
- II. After the goals and policies have been adopted, the design phase will begin. Additional FPMP Committee and public review will be conducted in this phase. The Executive Committee will finally recommend that the revised Master Plan be adopted by the Community Development Commission.**

* See Adoption Process for Goals and Policies in Appendix.

** See Adoption Process for Revised Master Plan in Appendix.

Forest Park Our Vision of the Future

Forest Park is a gathering place for St. Louisans and our guests, an urban park that is the home for attractions, events and activities that reflect our interests, culture, and history. It is a place to experience wonders great and small, natural and man made: an inspiring vista, an endangered species, an Old World masterpiece, real world technology, or a shady glen that offers a moment of tranquillity. It is a place we share, and a place for which we share responsibility.

Forest Park provides us with settings to appreciate the world around us, and within ourselves. It is easily accessible, yet free of the constant intrusions of daily life. Here we may walk barefoot in the grass, hear the sweet song of a migratory bird, watch young children catching their first fish or neighbors enjoying a summer's day. We may contemplate a piece of art or architecture, float on the lakes amidst falling autumn-leaves, walk silently through a forest on freshly fallen snow, or lie in the fields of wildflowers as Spring arrives.

As home to many of our finest cultural institutions, Forest Park is a place to come face-to-face with a gorilla, take a journey through the heavens or back in time, hear the stars sing at night, or uncover the secrets of a pharaoh's tomb. It is a place of learning and discovery, of unique experiences that bring us back again and again.

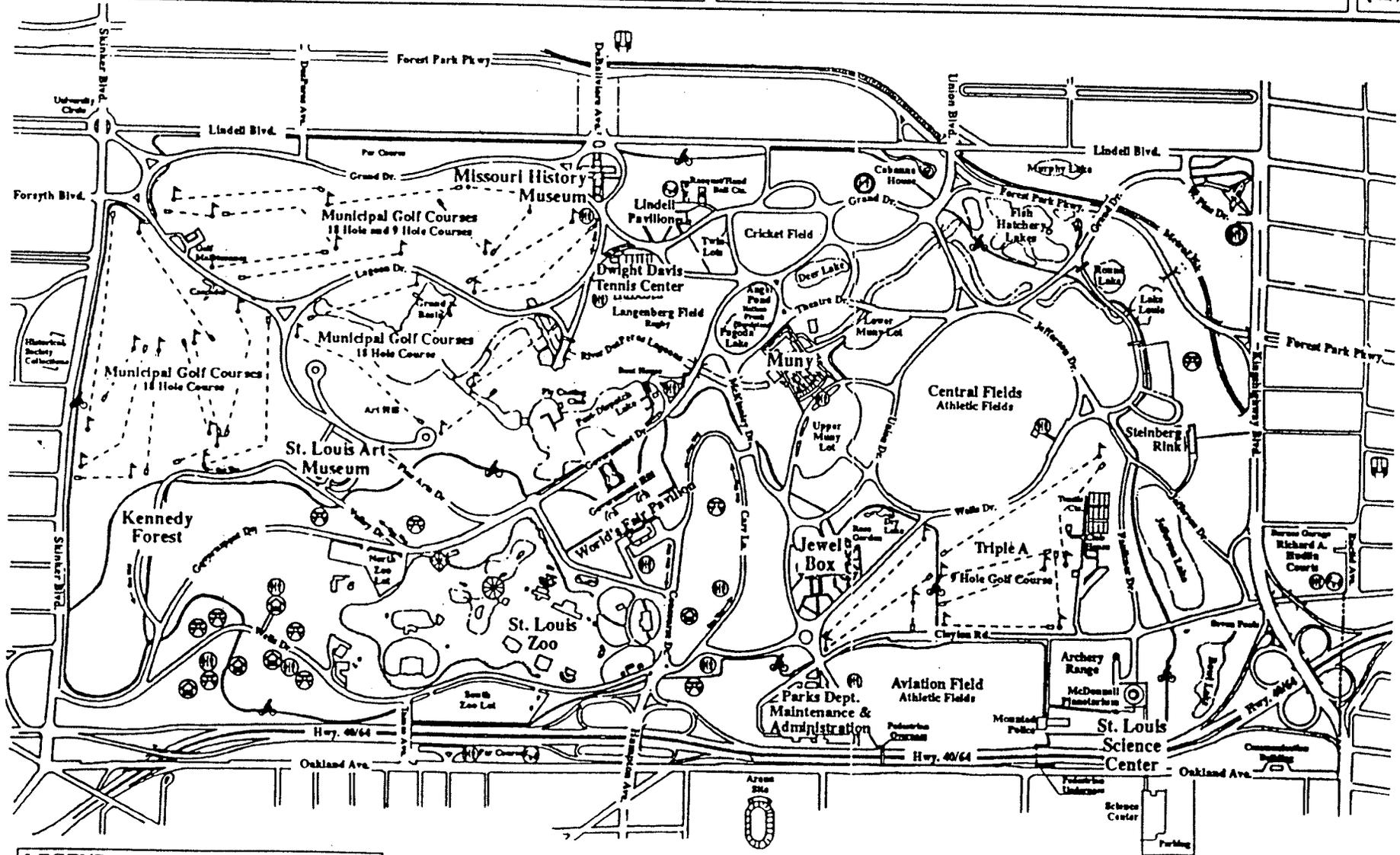
As a center of recreational activity, Forest Park teems with athletes and sports enthusiasts at all levels, ages, and skills. Its paths, fields, courses, and courts allow those involved in each activity the freedom to enjoy the park without limiting the enjoyment of others.

As a focal point for special events, Forest Park gives us reasons to celebrate our heritage, our hopes, and our happiness. Our gatherings here help define our community, and demonstrate the warmth, wonder, and friendship that we share.

No where else can we share the variety and totality of experiences that Forest Park provides. The strength of the park flows from that sharing, from our willingness and ability to protect the park for all of us in all of our uses. Forest Park is more than a symbol of the beauty and tradition of St. Louis; it is a place where we define our community and celebrate our pluralism every day.

1. GOALS

- Forest Park should be ...
 - An attraction for visitors to St. Louis and the citizens of the region.
 - A place where the St. Louis region celebrates its pluralism.
 - The home of many of the region's special events, including multi-cultural events.
 - Well-maintained and safe for all park users.
 - An environmentally safe recreation area, posing no hazard to the health and safety of current and future park users.
- Forest Park should provide ...
 - For many of the diverse open space, cultural, and recreational needs and activities of the region.
 - For the preservation and maintenance of its natural resources, environment and wildlife habitat to ensure a sustainable, ecologically sound natural system.
 - Safe and enjoyable access for all park users.
 - Educational and volunteer programs, events, visitor services and outreach activities.
 - A diversity of activities, including multi-cultural events.
 - City-run and promoted youth programs.
 - Access and attractions that are in full compliance with the Americans with Disabilities Act (ADA).
- Forest Park's existing cultural institutions (Art Museum, Zoo, Science Center, History Museum and the MUNY) are valued and should remain in Forest Park.
- Forest Park's natural beauty, scenic value, and historic and cultural institutions should be the basis for the enjoyment of the park, regardless of future changes in types and levels of park activities and park users.
- Forest Park should be well-managed, governed and financed, based upon an open and inclusive, public/private, participatory process.
- Forest Park should be preserved as an affordable experience for all park users.
- The principles of stewardship, partnership and shared responsibility among all Forest Park entities are strongly encouraged.
- Available sites along the park's edge outside of its current boundaries, including the Arena site, should be pursued for future park needs.



LEGEND

- Approximate Forest Park Boundary
- ⊗ Picnic Ground w/Shelter
- ⊕ Picnic Ground w/o Shelter
- ⊙ Children's Play Area
- ⊕ Comfort Station/Toilets
- ⊗ Permanently Closed
- ⊙ Bike Path
- ⊕ MetroLink Light Rail Station



2. MANAGEMENT AND IMPLEMENTATION POLICIES

2.0 GENERAL POLICIES

Maintaining the quality, uniqueness and attractiveness of Forest Park requires that it be well-managed, governed, and adequately financed. Effective management of the park must be based on an open and inclusive, public/private, participatory process that involves elected officials, city departments, citizens, park interest groups, neighborhood associations, and other appropriate groups. Specifically, this plan calls for:

- The creation of a Forest Park Board, appointed by the Mayor of St. Louis and approved by the Board of Aldermen, to monitor the implementation of the master plan and provide ongoing community input about Forest Park. Representation on this Board should follow a prescribed formula that ensures a broad, well-balanced base, including elected officials, city departments, citizens, park interest groups, neighborhood associations, and other appropriate groups.
- The establishment of a clear and logical process for addressing changes to Forest Park.
- The encouragement of partnerships between government, institutional, and private entities to benefit the park's daily operation and management.
- The development of a long-term comprehensive management and maintenance plan.
- The encouragement of the principles of stewardship, partnership, and shared responsibility among all Forest Park entities.
- The continuation of leasing or otherwise contracting for the operation of public facilities to non-city agencies/ organizations to assist in supplying needed services and/or producing revenue for Forest Park.
- The review, and update and revision of the Revised Forest Park Master Plan ten years after its adoption.

2.1 CITY AND PARK GOVERNANCE POLICIES

- 2.1.1. Establish Forest Park as a specific administrative and budgetary unit within the City of St. Louis Department of Parks, Recreation and Forestry, reporting to the parks director.
 - a. Disclose all sources and uses of revenue within the budget, including revenues such as permit fees which are generated in the park but used elsewhere.
- 2.1.2. Provide the community with substantive opportunities to participate in the resolution of park issues, by providing timely notice of proposals for action and reasonable opportunity to become informed and be heard.
 - a. Solicit community input from affected interests, established interest groups, and the public before making any decision of significance to the park.
- 2.1.3. Investigate the feasibility of creating a metropolitan park district in the long-term that would include Forest Park and would result in appropriate funding and governance structures.
 - a. Consider a long-term lease of Forest Park to such a district rather than a transfer of title.

- 2.1.4. Seek adoption of a revised master plan.
 - a. Seek adoption of these goals and policies for the master plan revision by resolution of the Board of Aldermen.
 - b. Seek adoption of the revised plan by the Community Development Commission.
- 2.1.5. Encourage the Zoo Museum District, its Subdistricts, and park leaseholders to adopt the revised master plan.

2.2 JURISDICTIONS POLICIES

- 2.2.1. Review the terms of all contracts, leases, agreements, and permits to ensure that they are specific and consistent with the objectives of the master plan and the guidelines included herein.
 - a. Seek adoption of appropriate revisions.
 - b. Monitor and enforce all contracts, leases, agreements, and permits on an ongoing basis.
- 2.2.2. Require the Metropolitan Sewer District (MSD) to repair and maintain all of Forest Park's sewers and other stormwater management systems, because of the park's location within the metropolitan sewer district.
 - a. Pursue all necessary legal action to achieve this policy.
- 2.2.3. Clarify and define all jurisdictions and responsibilities in Forest Park.

2.3 DESIGN REVIEW POLICIES

- 2.3.1. Empower the Forest Park Board to oversee and review compliance with the plan and provide public review of significant modifications to the plan, including those made by tenants, outside agencies and the Parks Department.
- 2.3.2. Include the Forest Park Board as part of the public review process for major park projects, in addition to the Board of Public Service, and the Heritage and Urban Design Commission, and depending on the scope of the project, the Aldermanic Committee on Parks and Environmental Matters, and/or the Board of Aldermen, the Community Development Commission, the Metropolitan Sewer District, and any applicable ZMD Subdistrict.
- 2.3.3. Create design, maintenance, restoration, and preservation standards for landscapes, public art, architecture, and infrastructure which are specific to Forest Park.
- 2.3.4. Design uniform review procedures that should include the Zoo and the Art Museum which are now exempt by State law.

2.4 FUNDING SOURCES POLICIES

- 2.4.1. Develop, publicize, and regularly update a detailed list of capital projects with a general cost estimate component to aid in fund raising efforts and construction phasing.
- 2.4.2. Modify/manage the budget procedures, so that fiscal revenue and costs associated with the park can be monitored on an annual basis.
- 2.4.3. Consider applying all revenue generated from Forest Park to activities, improvements, and operations within Forest Park.

- 2.4.4. Investigate the feasibility of creating a metropolitan park district in the future that would include Forest Park and would result in appropriate funding and governance structures.
 - a. Consider a long-term lease of Forest Park to such a district rather than a transfer of title.
- 2.4.5. Explore additional funding sources for plan implementation, and daily operational and management costs, including:
 - State of Missouri funding, (i.e. Parks Conservation Tax).
 - Private donations.
 - General obligation bond issues.
 - Revenue bonds, to be repaid with the annual 1/2¢ sales tax revenue.
 - Proceeds from permit and parking fees.
- 2.4.6. Continue the current organized efforts by the City and Forest Park Forever to obtain funds from public and private entities to implement the plan.
- 2.4.7. Continue and increase current funding levels by the City of St. Louis to stabilize park funding regardless of additional private funding levels.
- 2.4.8. Utilize private funds to support park improvements and capital expenditures only.
 - a. Upgrade the City's standards of maintenance and repair so that private and institutional sources of funding are assured of the security of their donations and investments.
 - b. The level of public funding should not be reduced.

2.5 DAILY MANAGEMENT, SPECIAL EVENTS, AND MARKETING POLICIES

- 2.5.1. Develop strategies to minimize damage to park land from service vehicles.
- 2.5.2. Maintain and apply a consistent process for obtaining and enforcing leases and permits.
- 2.5.3. Review, update, and publish policies and procedures for special events in Forest Park.
- 2.5.4. Develop and adopt a marketing plan to continue to promote a positive image for Forest Park.
- 2.5.5. Offer educational programs and outreach activities to enhance the public's knowledge of the park.
- 2.5.6. Develop strategies, including a Forest Park telephone hotline, to provide more public information regarding all Forest Park events, facilities, fees, and use requirements and regulations.

2.6 SECURITY POLICIES

- 2.6.1. Develop a security plan, with ongoing annual review, to ensure a safe and secure environment in reality and perception.
- 2.6.2. Increase mounted and bicycle police patrols and hours.
- 2.6.3. Investigate the installation of security telephones in Forest Park.

- 2.6.4. Establish a Parks Department Rangers program, similar to that in the St. Louis County, to increase security, improve crowd control, and provide public information.
 - a. Coordinate this program with the City of St. Louis Police Department to ensure effective communication, clarify responsibilities, and determine procedures.
- 2.6.5. Put all Parks Department security officers in uniform.
- 2.6.6. Provide adequate lighting along primary pedestrian routes, on buildings, in plazas, parking lots, and other areas of evening activity to ensure safety.
- 2.6.7. Adopt landscape design and maintenance practices that are sensitive to security issues.

3. LAND USE POLICES

3.0 GENERAL POLICIES

Forest Park is a place for people to enjoy recreation, leisure, athletics, culture, and nature in an urban park setting. As such, this plan is responsive to a wide range of uses and users, while seeking to preserve the character of the Park's lakes, landscapes, institutions and park facilities, active and passive recreational areas, and historic structures. Land use in Forest Park should be guided by the following:

- The balance between Forest Park's existing uses is appropriate and should be maintained.
- All park institutions, attractions and facilities should recognize the principles of co-existence and interdependency, and develop plans which result in mutually beneficial solutions for these entities and the park itself.
- All park institutions, attractions and facilities must share stewardship and responsibility for the future of the park.
- Forest Park's existing cultural institutions (Art Museum, Zoo, Science Center, Missouri History Museum, and the MUNY) are highly valued and should be encouraged to remain in the park and the City of St. Louis.
- The quality and quantity of open space in Forest Park should be preserved, based on a general concept of no-net-loss-of-open-space. Note that this policy does not infer a square-inch to square-inch measurement, but rather that the 1983 balance of land uses is appropriate and should be "generally" maintained.
- Multiple use of all Forest Park facilities should be encouraged wherever possible and appropriate.
- Expansion, modification, replacement, relocation, and/or adaptive re-use of existing ZMD institutions, park facilities, and service and support facilities should be permitted only if such proposals meet all criteria adopted herein, and after completing a carefully prescribed process, including, where applicable, the provisions of Ordinance 59741 (Chapter 22.42 of the Revised Code); and an opportunity for public review and comment.
- New buildings in Forest Park, for new uses unrelated to existing ZMD institutions, park, athletic, or service and support facilities, should be prohibited. This does not prohibit expansion, modification, replacement, relocation, and/or adaptive re-use of existing buildings.
- The continuation of leasing or otherwise contracting for the operation of public facilities to non-city agencies/ organizations to assist in supplying needed services and/or producing revenue for Forest Park should be encouraged.

3.1 DEVELOPMENT POLICIES

- 3.1.1. Adopt and enforce a general concept of no-net-loss-of-open-space to guide land use decisions regarding the expansion, modification, replacement, relocation, adaptive re-use, or removal of existing buildings, roads, parking lots, paths, recreation, or natural areas.
 - a. Adopt a definition of "open space" that includes only passive green space, active recreation green space, and water.

- b. Factor into decision making the existence of "open space quality" differences that are due to continuity, maturity, wildlife habitat, and scenic vistas.
 - c. Establish a baseline mapping of effective boundaries of buildings, parking lots, roads, paths, recreational areas, and natural areas of the entire park early in the design phase of the planning process.
 - d. Determine compliance with this policy by comparing the existing conditions as of November 1983 (the date the 1983 Master Plan was first adopted) to the proposed conditions at the completion of the implementation of the revised Master Plan.
 - e. Note that this policy does not infer a square-inch to square-inch measurement, but rather that the 1983 balance of land uses is appropriate and should be "generally" maintained.
- 3.1.2 Consider approval of proposed expansion, modification, replacement, relocation, adaptive re-use, or removal of existing buildings, roads, parking lots, paths, recreation, or natural areas only if the guidelines adopted herein are met, including, but not limited to, the following:
- The applicant's rights under existing law, leases or agreements, if any, are considered.
 - The purpose, demonstrable need, and economic viability of such changes have been clearly established.
 - No other practical alternatives exist with regard to locations, less development, or no development.
 - The park's road, transit, and parking systems have the ability to provide adequately for increased activity, if any.
 - The expected impact on the park's natural systems is acceptable.
 - The proposed changes are not for solely administrative space.
 - The proposal is in accordance with the goals and policies stated herein.
 - The proposer accepts responsibility for maintenance of any approved expanded area and its surroundings.
 - The exact bounds of any expanded area are permanently defined and the quantitative limits of any future expansion are set by an approved master development plan and lease (if applicable).
 - The general concept of no-net-loss-of-open-space is met. Note that this policy does not infer a square-inch to square-inch measurement, but rather that the 1983 balance of land uses is appropriate and should be "generally" maintained.
- 3.1.3. Clarify and publish the prescribed process for consideration and approval of any proposed expansion or modification, replacement, relocation, adaptive re-use, or removal of existing buildings, roads, parking lots, paths, recreation, or natural areas, which includes:
- a. Existing public review by the Board of Public Service, the Board of Aldermen, the applicable ZMD Subdistrict, if any; Staff and/or public review by the commissions of the Community Development Commission and the Heritage and Urban Design Commission; and approval by the City Counselor of any such proposal involving a lease or other such agreement. [Notes: The Board of Aldermen does not currently review Department of Park's proposals which are solely for parks or recreation purposes. State law appears to give ZMD Subdistricts certain rights with respect to certain properties.]
 - b. Additional public review by the proposed Forest Park Board; and providing further formal citizen involvement and public input as deemed necessary by said Board.
- 3.1.4. Increase efficiency of existing facilities and avoid unnecessary physical expansion.

- a. Consider reconfiguration of certain Forest Park buildings, roads, parking lots, paths, recreation, and natural areas, preserving existing footprints or boundaries wherever possible.
 - b. Modify Forest Park's buildings, roads, parking lots, paths, recreation, and natural areas which do not meet the plan's design guidelines.
- 3.1.5. Develop guidelines and a process to guide the City's consideration of future Highway 40/64 and MetroLink expansion or modification as it affects the park.
 - 3.1.6. Encourage that any new or expanded land uses along the park's edge, outside of its boundaries, be compatible and complementary to the park.
 - 3.1.7. Pursue use of the Arena site as a multi-use location for new and expanded institutional uses, park facilities, and off-site parking for the benefit of Forest Park.

3.2 ATHLETIC FIELDS POLICIES

- 3.2.1. Maintain the current balance between the area devoted to athletic fields and other uses in Forest Park.
 - a. Prohibit any increase in the total area devoted to athletic fields in Forest Park.
- 3.2.2. Maintain the diversity of use, accessibility, availability and quality of organized athletic activities in the park for all city residents; and provide for adequate play areas and other recreation activities for the residents of the immediately surrounding area, which are not otherwise provided in their neighborhoods.
- 3.2.3. Improve the visual effect of athletic fields with landscaping.
- 3.2.4. Improve existing toilet facilities, viewing areas, showers, lockers, and other support facilities around the athletic fields and provide additional support facilities only if there is a demonstrable need.
- 3.2.5. Reduce the intensity of use at the most heavily used athletic fields to improve the long-term health of the turf, to mitigate excessive physical damage, and to improve the quality of these areas.
 - a. Implement aeration, irrigation, and other ongoing maintenance practices at athletic fields.
 - b. Consider temporarily restricting use, relocating, or rotating fields within Forest Park, or relocating programs to alternative locations outside Forest Park.
- 3.2.6. Continue to hold users of athletic fields accountable for excessive damage.
- 3.2.7. Structure user fees for athletic fields to help off-set the costs of maintenance and daily operation. Dedicate these fees for that purpose.
- 3.2.8. Maintain the existing number of lighted athletic fields in Forest Park.
 - a. Improve existing lighting to meet required standards.
 - b. Light additional fields, where appropriate, if there is a demonstrable need.

3.3 GOLF POLICIES

- 3.3.1. Prohibit expansion of the total area devoted to golf in Forest Park unless necessary to implement the provisions of Section 3.3.6.
- 3.3.2. Reduce existing conflicts between golf and adjacent land uses.

- 3.3.3. Monitor and enforce the restriction of golf practice to designated areas identified in lease agreements.
- 3.3.4. Consider restricting golf carts to designated cart paths.
- 3.3.5. Add diverse landscaping along and between golf fairways.
- 3.3.6. Redesign and reconstruct the Municipal Golf Courses with the cooperation of American Golf Corporation in order to relocate golf holes from Art Hill and the Grand Basin area and to solve existing drainage problems.
 - a. Maintain comparable standards and quality to the existing course in any redesign.
 - b. Carefully consider the impact of redesign on other park uses.
 - c. Relocate the maintenance building, if possible, to a more appropriate location for a service facility.
 - d. Improve the maintenance facility with appropriate screening if relocation is not possible.
- 3.3.7. Encourage patrons of the Municipal Golf Courses to park in Twin Lots through the use of signage and by controlling on-street parking.
- 3.3.8. Encourage construction of additional golf courses outside of Forest Park but within the City of St. Louis.

3.4 ARCHERY RANGE POLICIES

- 3.4.1. Consider the reconfiguration or relocation of the archery range, either within or outside Forest Park, because of perceived potential public safety concerns.
- 3.4.2. Consider use of the archery range as a multi-use site during times when it is not used by archery.

3.5 RACQUET SPORTS POLICIES

- 3.5.1. Improve landscaping, appearance, and maintenance at all of Forest Park's racquet sports facilities.
- 3.5.2. Maintain and effectively market the current racquet sport facilities which are open and free to the public.
- 3.5.3. Provide public information and signage regarding fees, use requirements, and regulations for all of the park's racquet sport facilities.
- 3.5.4. Ensure that the free Richard A. Hudlin tennis courts are maintained and operated at a high level of quality.
- 3.5.5. Encourage patrons of Dwight Davis Tennis Center to park in the adjacent Twin Lots, by improving directional signage and controlling on-street parking.
 - a. Create a passenger drop off area adjacent to the tennis center.

3.6 PASSIVE SPACE POLICIES

- 3.6.1. Create a comprehensive design, planting/reforestation, and management plan for Forest Park's passive space system to include a mix of natural and planned spaces of varying scale and character.
 - a. Increase the emphasis on the park's passive and natural areas by integrating currently unprogrammed spaces.

- b. Integrate a comprehensive plan for site furniture, which encompasses careful placement, flexibility of use, and durability.
- 3.6.2. Consider creating a passive open space corridor that connects Kennedy Forest to the center of the park.
- 3.6.3. Focus design attention on views from one area to another and to the visual relationships that are products of the World's Fair era, especially the visual axis between the Art Museum and the Grand Basin, and the axis from the World's Fair Pavilion down across the fountain on Government Hill.
- 3.6.4. Improve linkages between existing passive areas, in order to improve aesthetics, public safety and wildlife habitats.
 - a. Eliminate or reduce, wherever possible and appropriate, the effect of roads, Highway 40/64, Forest Park Parkway, MetroLink corridor, fences, and other barriers which prevent unrestricted movement from one passive area to another.
 - b. Use signage, views, or other perceptual methods to create connections.
- 3.6.5. Protect Kennedy Forest as an area for the enjoyment and study of nature.
 - a. Define the boundaries of Kennedy Forest.
 - b. Manage the forest environment to provide a more diverse representation of the natural systems of the St. Louis area and result in an improved wildlife habitat.
 - c. Coordinate changes with the Missouri Department of Conservation's urban wildlife biologist and urban forester.
 - d. Encourage the Conservation Department to expand their existing Kennedy Forest agreement to include management of the entire Kennedy Forest area and other forested areas in the park.
 - e. Ensure that the nature center for Kennedy Forest to be constructed in cooperation with the Conservation Department is small in scale and minimally intrusive, with little or no destruction of forestation.
- 3.6.6. Incorporate the Cascades into Forest Park's passive space system and make it a more significant park feature. Improve the surrounding landscaping and water quality.
- 3.6.7. Restore the crest of Art Hill as soon as possible.

3.7 ZMD INSTITUTIONS AND PARK FACILITIES POLICIES*

- 3.7.1. Strive to keep ZMD institutions and park facilities in Forest Park and develop a process to address their needs.
- 3.7.2. Encourage City, State, and Federal government agencies to support and work with ZMD institutions to address their needs.
- 3.7.3. Encourage institutions and park facilities to develop and present to the City and the Forest Park Board their long-range plans on a regular basis.
- 3.7.4. Improve Steinberg Rink, its environs, its function as a winter activities center, and its access via an improved pedestrian accessway from Kingshighway Boulevard..

* ZMD Institutions are the Art Museum, Zoo, History Museum and Science Center. Park Facilities are the Cabanne House, MUNY, Steinberg Rink, Boathouse, Lindell Pavilion, World's Fair Pavilion, Jewel Box, Triple A Golf and Tennis Club, Fly Casting Club Log Cabin and Fish Hatcheries Building.

- 3.7.5. Reconstruct the Boat House and parking area to acceptable standards.
 - a. Consider utilizing the Boathouse area as a winter recreation center and/or other uses.
 - b. Reestablish the Boat House as a concession site.
- 3.7.6. Require institutions and park facilities to accept responsibility for installation and maintenance of landscape materials in their immediate areas, with the area of responsibility subject to negotiation with the City.
- 3.7.7. Redesign and renovate the Lindell Pavilion environs, with the cooperation of American Golf Corporation, to integrate the existing facilities, landscaping, parking, and pathways with a reconfigured and improved Twin Lots.
 - a. Renovate and maintain the Lindell Pavilion to acceptable standards.
 - b. Designate and contain a clearly marked area for leasing golf carts.
 - c. Refurbish the interior of Lindell Pavilion and give consideration to additional uses, such as a restaurant, and/or the expansion of the existing concession area.
- 3.7.8. Improve the surrounding landscaping and lighting of Cabanne House and retain Cabanne House as a facility for rent by the public.
- 3.7.9. Consider additional or alternate uses for the Fish Hatchery Building.
- 3.7.10. Retain and renovate, or replace, the Mounted Police Station.
 - a. Consider improving the environs to benefit adjacent uses and police operations.
- 3.7.11. Consider alternate uses for the Jewel Box including:
 - a. Restoration.
 - b. Adaptive re-use by City Parks Department.
 - c. Adaptive re-use by non-city agencies/organizations.
- 3.7.12. Consider the World's Fair Pavilion for additional, alternative or new uses in whole or in part.
- 3.7.13. Consider the Fly Casting Club Log Cabin on Post-Dispatch Lake for alternate uses and/or possible relocation.
- 3.7.14. Restore the crest of Art Hill as soon as possible.
- 3.7.15. Redesign and improve the entry to the Science Center's McDonnell Planetarium, i.e., that portion of Faulkner Drive south of Clayton Road.
- 3.7.16. Improve the extension of Forest Park along DeBaliviere Avenue (between Lindell Boulevard and the Forest Park Parkway/MetroLink Station), and redesign or relocate the parking area north of the Jefferson Memorial, to create a major pedestrian entry to the park and the History Museum.

3.8 SERVICE AND SUPPORT FACILITIES POLICIES

- 3.8.1. Implement design improvements for Forest Park's comfort stations, park maintenance buildings, and other service and support facilities to make them more aesthetically sensitive, environmentally sound, and better integrated into their surroundings.
- 3.8.2. Provide adequate comfort stations to serve daily park use.
 - a. Improve and ensure comfort station security, access, and maintenance.

- b. Keep some comfort stations open all year for winter park use.
 - c. Supplement comfort stations with portables only for special events.
 - d. Prohibit permanent installations of portable toilets.
 - e. Locate comfort stations near paths, athletic fields, and other high use areas.
 - f. Provide signage to identify comfort station locations and direct park users to them.
 - g. Give priority to improving existing facilities and, if needed, provide new facilities based on demonstrable need.
- 3.8.3. Relocate City-wide maintenance and service facilities which do not solely serve Forest Park to locations outside of the park, where practical and possible.
 - 3.8.4. Consider alternative uses for closed, underutilized, or unused service and support buildings.
 - 3.8.5. Improve the visual quality of the Parks Department maintenance and administrative facilities and surrounding areas.
 - a. Reduce the use and size of the Parks Department soil storage area to serve Forest Park only.
 - b. Continue efforts to reduce the volume of stored vehicles and equipment in maintenance areas and improve landscaping.
 - c. Renovate and maintain the historic buildings in an appropriate manner.
 - 3.8.6. Investigate the installation of security telephones in Forest Park.
 - 3.8.7. Limit commercial services and vendors within the park to those endeavors that enhance the park experience.
 - 3.8.8. Provide additional visitor services at convenient, accessible locations.
 - 3.8.9. Widen the range of amenities in Forest Park which serve the elderly and the very young.

3.9 PROGRAMMING POLICIES

- 3.9.1. Encourage the City's Recreation Division, existing athletic facilities and other entities to provide additional coaches and supervisors for youth participants at tennis courts, archery, racquetball, golf, fishing, and other park recreational activities.
- 3.9.2. Encourage Missouri Department of Conservation participation in youth education which stresses the natural environment.
- 3.9.3. Encourage the City, institutions, and park facilities to promote youth programming in Forest Park.
- 3.9.4. Work with immediate surrounding neighborhoods to improve recreational opportunities in Forest Park which are not otherwise provided in their neighborhoods.
- 3.9.5. Address the quality, condition, and location of Forest Park's existing play areas.
- 3.9.6. Maintain safe ice skating and sledding in designated and maintained areas.
- 3.9.7. Maintain and improve the existing amount of winter recreation in Forest Park.

- 3.9.8. Encourage institutions and organizations to extend their hours to include evenings whenever possible.
- 3.9.9. Identify underutilized facilities and explore options for programming activities.
- 3.9.10. Consider a limited number of quality concessions throughout the park.

4. LANDSCAPE POLICIES

4.0 GENERAL POLICIES

The beauty of the Forest Park landscape and its unique, interconnected spaces are critical components of the Park's history and its ongoing attractiveness. As an important part of the region's open space system, Forest Park should have a diverse, well-maintained, naturally sustaining, and ecologically sound landscape system that draws on the Park's existing diversity of design and maintains standards of excellence for any additions or modifications. Landscape design and maintenance standards, specific to Forest Park, should be created to ensure that a cohesive overall design is achieved and maintained.

4.1 LANDSCAPE CHARACTER AND QUALITY POLICIES

- 4.1.1. Utilize landscaping to complement, accentuate, and reinforce Forest Park's woodland areas, open meadows, gardens, water edge plantings, and other natural features, public art, architecture and infrastructure.
- 4.1.2. Produce detailed planting plans and guidelines to enhance and provide additional seasonal character, landscape diversity and compatibility with land uses, architecture, and other non-landscape elements.
 - a. Utilize trees, shrubs, and groundcovers which are long-lived, hardy and native to the region.
 - b. Develop a combination of areas with a naturalistic character and landscapes with a more formal, groomed appearance.
 - c. Provide a mix of annual and perennial plantings in the park.
- 4.1.3. Implement a comprehensive planting/reforestation plan.
- 4.1.4. Respect and enhance existing views and vistas throughout the park and from adjacent neighborhoods, land uses, roads, and highways.
- 4.1.5. Utilize landscaping to minimize the noise and visual impact of Highway 40/64, Forest Park Parkway, MetroLink right-of-way, parking lots, and service areas.
- 4.1.6. Improve the visual effect of athletic fields, golf courses, tennis courts, and other organized sports areas, with landscaping, and coordinated materials and site furnishings.
- 4.1.7. Provide interpretive information throughout the park to allow visitors to develop an understanding of the importance and fragile nature of the Park's natural resources and the Park's history.
 - a. Provide visually sensitive and unobtrusive signage.
 - b. Provide educational and relevant historical information only.
- 4.1.8. Continue to coordinate recommendations for Kennedy Forest with the Missouri Department of Conservation's plans.
 - a. Define the boundaries of Kennedy Forest.
 - b. Carefully manage the Kennedy Forest area of the park to exhibit more of the qualities of natural systems as they exist in a typical oak-hickory forest of the Ozarks.
 - c. Encourage the Conservation Department to expand their existing Kennedy Forest agreement to include management of the entire Kennedy Forest area and other forested areas in the park.
 - d. Control invasive and pest species that overrun the forest.

- 4.1.9. Restore and maintain the formal gardens, ponds, and landscape around the Jewel Box.

4.2 LANDSCAPE OPERATIONS AND MAINTENANCE POLICIES

- 4.2.1. Develop realistic, comprehensive long-range Landscape Design, Maintenance, and Planting/Reforestation plans.
 - a. Include an ongoing, annual budget in each plan.
 - b. Monitor plans regularly.
 - c. Update plans annually to ensure appropriate expenditures and landscape improvements.
- 4.2.2. Modify existing maintenance practices to promote a well-managed, diverse, naturally sustaining, and ecologically sound landscape system that reduces long-term maintenance requirements.
- 4.2.3. Include and enforce landscape maintenance standards in existing, renewed and future leases.
- 4.2.4. Develop a vegetative maintenance program which divides the park into vegetative management zones related to levels of maintenance needed.
 - a. Update, on a continual basis, the comprehensive inventory of the park's existing trees and other plant materials and their conditions.
 - b. Ensure ongoing appropriate care.
 - c. Protect Forest Park's trees from damage inflicted by mowers and trimmers.
 - d. Provide continuing training and supervision of park employees to ensure proper maintenance procedures.
 - e. Provide a skilled maintenance staff to provide a satisfactory level of horticultural care for vegetation and tree maintenance services.
- 4.2.5. Unify the landscapes divided by roads, parking areas, paths, and desire line routes with landscape materials and other design treatments.
- 4.2.6. Increase organized and coordinated volunteer involvement in the maintenance and upkeep of Forest Park.
- 4.2.7. Employ registered Landscape Architects and biologists for Forest Park.
- 4.2.8. Control soil erosion and compaction on steep slopes by limiting access with appropriate landscaping.
- 4.2.9. Reduce storm water run-off by stabilization of the park's landscape.
 - a. Reduce the impermeable surfaces of the park and replace with porous materials wherever possible.
- 4.2.10. Develop a process to identify and protect or avoid any archeologically sensitive areas in the park whenever any construction or earth moving activities are considered.
- 4.2.11. Require City departments, park entities, and outside agencies to coordinate any repair/improvement work they perform in Forest Park with the Parks Department.
- 4.2.12. Coordinate all planting and landscape plans with planned or potential infrastructure improvements in the area to avoid redundant repairs to the landscape.
 - a. Complete planned infrastructure repairs prior to landscape improvements wherever possible.

- 4.2.13. Develop purchasing specifications and a waste management and recycling collection system for the park that is sensitive to natural resources, environmental, and aesthetic qualities of the park.
- 4.2.14. Conduct and update inventories of historic landscape features as well as definitive research on original design and construction methods.
 - a. Establish a park landscape archive.

4.3 ENTRANCES AND GATEWAYS POLICIES

- 4.3.1. Improve the design and function of Forest Park's vehicular and pedestrian park entrances, incorporating appropriate site furnishings, signage, and accent planting.
 - a. Create a functional and visual hierarchy of park entrances with a diversity of scale and design treatments.
 - b. Improve the extension of Forest Park along DeBaliviere Avenue (between Lindell Boulevard and the Forest Park Parkway/MetroLink Station), and redesign or relocate the parking area north of the Jefferson Memorial, to create a major pedestrian entry to the park and the History Museum.
 - c. Improve directional and informational signage at park entrances to better direct park users to their desired destinations inside the park, as well as to exits and public transportation.
- 4.3.2. Restore and repair the historic bridge and entry to the park at the Union/Lindell intersection.
 - a. Improve the traffic circulation, pedestrian access to the park, and appearance.
 - b. Consider seeking matching funds from other public and private entities to underwrite the costs involved in this restoration.
- 4.3.3. Improve the landscaping and signage of the Highway 40/64 edge and park entrances to visually unify the interchanges and areas divided by the highway.
 - a. Frame desirable views and screen undesirable ones.
- 4.3.4. Design park entrances to enhance pedestrian circulation from the immediate neighborhoods.
 - a. Reinforce the park's edges with plant material and appropriate signage so that a passerby can distinguish between the surrounding urban environment and the park itself.
 - b. Encourage a diversity of design solutions which reflect use while preserving the safety and character of adjacent neighborhoods.
- 4.3.5. Improve park amenities, pedestrian access and landscaping along the Kingshighway Boulevard edge.
- 4.3.6. Improve the Highway 40/64 tunnel entry and pedestrian overpass from Oakland Avenue and integrate them into the comprehensive path system.

4.4 WILDLIFE POLICIES

- 4.4.1. Encourage and support surveys and research focusing on the ecological and wildlife role of Forest Park at local and regional levels.
- 4.4.2. Develop an inventory of all existing wildlife in Forest Park.
- 4.4.3. Analyze and determine the wildlife species which would be appropriate for Forest Park.
- 4.4.4. Maintain passive areas for appropriate wildlife habitats.

- 4.4.5. Develop landscape design and maintenance guidelines that improve year-round habitat conditions for appropriate park wildlife, including migratory birds.
- 4.4.6. Use steep slopes to provide attractive landscapes for park users that also provide natural habitats for wildlife.
- 4.4.7. Improve the connection between suitable wildlife habitats in the park, where appropriate.

4.5 SURFACE DRAINAGE AND LAKE SYSTEM POLICIES

- 4.5.1. Employ a more natural, ecologically sound approach to Forest Park's drainage and stormwater management system.
- 4.5.2. Upgrade the quality and appearance of all lakes, ponds, lagoons, and other water features through appropriate landscape, edge treatments, programming, and management planning.
 - a. Determine the appropriate use(s) for all lakes, ponds, lagoons, and other water features.
 - b. Limit the use of lakes, ponds, lagoons, and other water features, as necessary, to achieve the desired quality and appearance.
 - c. Provide a diversity of lake and lagoon edge treatments which are appropriate for their respective park setting, adjacent land uses and designated lake use.
 - d. Utilize naturalized plantings around some lakes and lagoons as a means to stabilize eroded banks.
 - e. Repair or rebuild Grand Basin's walls, paved edges, and decorative features as necessary.
 - f. Retain Jefferson Lake as a fishing lake and reconstruct the existing paved edge, where appropriate.
 - g. Renovate the Seven Pools and improve the landscaping around the Seven Pools and Bowl Lake, possibly as a more naturalized area.
 - h. Incorporate the Cascades into Forest Park's passive space system and make it a more significant park feature by improving the surrounding landscaping and water quality.
- 4.5.3. Connect and increase the size and depth of certain lakes and lagoons as appropriate to improve the park's drainage and water quality while improving their aesthetic quality and specific use.
- 4.5.4. Dredge and better maintain the lake system to achieve natural aquatic balance and acceptable water quality.
- 4.5.5. Identify the pollutants, if any, that may contaminate the lake system, and adopt regulations and public education programs to minimize these.
 - a. Eliminate sanitary sewer discharge, chemicals and all other pollutants which enter into the park's lake system from city sewers and adjacent land uses.
 - b. Remove the combined overflow sewer that discharges into Post-Dispatch Lake.
- 4.5.6. Provide on-going monitoring, maintenance, and management of the lake system to assure the maximum enjoyment of each lake's aquatic activities, consistent with designated use, safety, aesthetics, and environmental concerns.
- 4.5.7. Require the Metropolitan Sewer District (MSD) to repair and maintain all of Forest Park's sewers and other stormwater management systems, because of the park's location within the metropolitan sewer district.
 - a. Pursue all necessary legal action to achieve this policy.

- 4.5.8. Develop the stormwater management plan for Forest Park in conjunction with MSD.
- 4.5.9. Repair and restore existing fountains and water features, and provide feature lighting, where appropriate.
- 4.5.10. Enhance, where appropriate and possible, the user's exposure to the water through grading, planting, the location of paths, and site furnishings.

5. ART, ARCHITECTURE AND INFRASTRUCTURE POLICIES

5.0 GENERAL POLICIES

Forest Park displays a wide and diverse range of public art, architecture and infrastructure which add to the unique nature of the park and its ambiance. The Master Plan acknowledges the value of these cultural amenities and seeks to maintain and enhance existing styles through the establishment of design and maintenance standards which are specific to the park. Emphasis will be placed on repairing and maintaining existing art and structures, ensuring that new park elements are consistent with neighboring styles and landscaping, and that clear and comprehensive signage be created to ensure that visitors have the ability to enjoy fully the Park's many attractions.

General policies concerning public art, architecture and infrastructure include:

- Acknowledge and maintain Forest Park's existing diversity of design through guidelines which consider each element and site on its own merits, and apply an appropriate style or approach to ensure proper integration into park surroundings.
- Create design and maintenance standards for art, architecture, and infrastructure which are specific to Forest Park.
- Ensure that new park elements respect their architectural and landscape context.
- Design new park elements which are near, or additions to, historically significant public art, architecture, archeological interest, and infrastructure to be compatible and harmonious with the style and landscape setting.
- Develop a comprehensive signage plan that includes directional, informational, and entry signage and maps which are visually sensitive and unobtrusive.
- Repair, reconstruct, or remove Forest Park's infrastructure as needed and ensure the availability of funds for adequate future maintenance.
- Maintain the aesthetic integrity of architecture, where possible, in making modifications to meet ADA requirements.
- Review Forest Park's public art collection to ensure that it reflects the diverse culture of the St. Louis community.
- Modify existing park elements, as appropriate and when possible, to assure compliance with the master plan.

5.1 PUBLIC ART

- 5.1.1. Establish guidelines for long-term maintenance, accession, placement, and deaccession for existing and new outdoor public art within Forest Park.
 - a. Give priority to maintenance and restoration over new public art.
 - b. Provide ongoing inspection and maintenance endowments for all new public art.
- 5.1.2. Enforce a moratorium on new pieces of outdoor public art until accession, placement, maintenance, and deaccession guidelines have been adopted.
- 5.1.3. Develop a comprehensive art program for Forest Park that responds to the special qualities of each area of the park.

- 5.1.4. Improve physical and visual access to public art through path location, signage and improved sight lines, and, where appropriate, strategically locate public art where it will be displayed to best advantage, considering historical significance and appropriate landscape setting.
- 5.1.5. Develop flexible and broad lighting guidelines which allow for the illumination of Forest Park's public art if it is compatible with the art's design and context.

5.2 ARCHITECTURE

- 5.2.1. Create design guidelines for new architecture and infrastructure which reflect the principles of environmental responsibility, architectural diversity, and compatibility with park settings and environment.
- 5.2.2. Establish and maintain an inventory of existing park architecture which lists and prioritizes maintenance requirements and costs.
- 5.2.3. Create, monitor, and enforce maintenance standards for park architecture, including leased facilities, comfort stations, and picnic shelters, to ensure consistency with original design, public safety, and the requirement for low maintenance costs.
- 5.2.4. Maintain and preserve buildings of historic significance, including those eligible for listing on the National Historic Register or local landmark status, in a manner consistent with historic standards.
- 5.2.5. Create guidelines for new and existing bridges which consider architectural and historic merit and context.
 - a. Maintain and preserve bridges of historic significance, including those eligible for listing on the National Historic Register or local landmark status, in a manner consistent with historic standards.
- 5.2.6. Consider lighting of building exteriors to enhance appearance.
- 5.2.7. Conduct and update inventories of historic architectural features as well as definitive research on original design and construction methods.
 - a. Establish a park architectural archive.

5.3 SITE FURNISHINGS AND SIGNAGE

- 5.3.1. Create, monitor, and enforce maintenance standards for site furnishings which ensure consistency with historic standards, public safety, low maintenance, and compatibility with their setting.
- 5.3.2. Include provisions for pedestrian scale lighting, park benches, and other necessary site furnishings within the comprehensive path system plan.
- 5.3.3. Provide pedestrian scale lighting which meets city lighting standards and whose fixtures are compatible in scale and design with their use and setting.
- 5.3.4. Provide additional benches near paths, public art, views, and vistas, and other passive recreation areas.
- 5.3.5. Integrate fixed seating, wherever possible, into other landscape features of the park.

5.4 INFRASTRUCTURE POLICIES

- 5.4.1. Create guidelines for the repair, maintenance, and removal of Forest Park's existing infrastructure.
- 5.4.2. Reduce erosion and drainage problems by creating maintenance and design standards for the park's infrastructure that utilize a combination of the park's natural topography, vegetation, drainage patterns, and improved stormwater management systems.
- 5.4.3. Improve the drainage system for surrounding highways and internal roadways and parking lots, to reduce negative environmental impacts on the park.
- 5.4.4. Remove the combined overflow sewer that discharges into Post-Dispatch Lake.
- 5.4.5. Pursue commitments among public sector entities, including the City, State, and Federal governments, and MSD, among others, to share responsibility for the infrastructure elements.
 - a. Emphasize the use of non-city government funds.
- 5.4.6. Require the Metropolitan Sewer District (MSD) to repair and maintain all of Forest Park's sewers and other stormwater management systems, because of the park's location within the metropolitan sewer district.
 - a. Pursue all necessary legal action to achieve this policy.

6. ACCESS, CIRCULATION, AND PARKING POLICIES

6.0 GENERAL POLICIES

Development of a plan that balances the need for adequate access to Forest Park for all users with the goal of maintaining and enhancing the Park's open space, natural systems and charm is critical to the future of the park. The Master Plan seeks to:

- **Make Forest Park attractions and destinations accessible to all users.**
- **Balance the need for adequate parking and access to Forest Park's attractions and destinations with the preservation of the park setting.**
- **Promote environmentally sound transportation policies that protect Forest Park's valuable open space, its natural systems, and the charm of its adjacent neighborhoods.**
- **Recognize that driving through the park is also a recreational experience.**
- **Require motorized vehicles to yield the right-of-way to other Forest Park users.**
- **Develop parking solutions that are as unintrusive as possible, with careful investigation of solutions outside Forest Park, including the Arena site.**
- **Address the circulation needs of Forest Park's users first, prior to the needs of commuters.**
- **Assess the existing parking in Forest Park. Consider moving any under-utilized parking spaces to locations that best serve public need for convenience and accessibility.**

6.1 REGIONAL, AREA, AND NEIGHBORHOOD CONTEXT POLICIES

- 6.1.1. **Develop a comprehensive transportation plan which addresses traffic and parking issues outside of Forest Park which affect conditions within the park.**
 - a. **Resolve the park's traffic and parking issues based primarily on the park's internal needs, rather than on the needs of the City street system.**
 - b. **Continue to allow, but attempt to discourage, through traffic in the park.**
 - c. **Provide equivalent open space if new roads and parking are created.**
- 6.1.2. **Discourage, to the extent possible, commuter traffic through the park.**
- 6.1.3. **Develop guidelines and a process to guide the City's consideration of future Highway 40/64 and MetroLink expansion or modification as it affects the park.**
 - a. **Promote light rail and other transportation alternatives to Highway 40/64 expansion to preserve park land.**
- 6.1.4. **Redistribute traffic flow within the park through the use of improved directional signage.**
 - a. **Improve signage along Highway 40/64.**
 - b. **Utilize more graphic information to direct people to park entrance most appropriate for their destination, removing some of the burden currently placed on the Hampton Avenue entrance.**
 - c. **Establish a hierarchy of signage within a standard signage style.**

6.2 OPERATIONS AND MANAGEMENT POLICIES

- 6.2.1. Develop a comprehensive, integrated, and environmentally sound transportation plan for Forest Park that increases the use of mass transit and reduces dependency on private automobile traffic to and within the park.
 - a. Review and update the directional signage system for circulation within Forest Park.
 - b. Where possible and appropriate separate all circulation by use (i.e. automobiles, pedestrians, and bikes/rollerblades) to promote public safety.
 - c. Review and update a strategy for the management of charter and school buses.
 - d. Incorporate directional and parking information in all tourist brochures and park activity notices.
 - e. Modify, reduce, and manage roads and traffic, where possible, when they negatively impact park use.
 - f. Reduce the noise and distractions of automobiles and other vehicles while maintaining their access to park attractions and destinations.
- 6.2.2. Continue Parks Department coordination between representatives of the park's attractions and traffic generators to address access, circulation, parking needs, and issues.
- 6.2.3. Require organizers of special events to adhere to an access, circulation, and parking management plan approved by Parks Department
 - a. Emphasize public mass transit and other forms of alternative transportation for special events.
 - b. Require major special events to file plans with permit applications for review.
- 6.2.4. Continue to enforce commercial vehicle restrictions in Forest Park.
 - a. Review and modify the prohibition of buses and taxis to allow for passenger pick-up and drop-off.
- 6.2.5. Publish a schedule of routine maintenance and road repairs within and adjacent to the park.

6.3 BIKE AND PEDESTRIAN PATHS POLICIES

- 6.3.1. Create an expanded, comprehensive path system which sensitively locates paths within the landscape and effectively links Forest Park's major attractions, natural areas, internal transit, parking lots, and park entrances to surrounding neighborhoods.
 - a. Provide a hierarchy of paths where the design is determined by the intended use.
 - b. Utilize a variety of design solutions such as varying scale, paved and unpaved surfaces, widened, and graphically delineated paths.
 - c. Provide an alternative pedestrian path system for strolling and passive recreation as an alternative to the bike path.
 - d. Consider the conversion of selected roads and other paved areas to non-motorized use.
 - e. Consider selective road closings at certain hours and days of the week or permanent road closures, if warranted.
 - f. Improve access to paths and park attractions for elderly and disabled individuals.
 - g. Improve the maintenance of the soft surface jogging path located adjacent to the bike path and complete missing sections.

- h. Provide selective pedestrian scale lighting and small-scale amenities, such as benches, drinking fountains, trash receptacles, rest areas, shade, and comfort stations, where needed.
- 6.3.2. Require motorized vehicles to yield the right-of-way to other Forest Park users.
- 6.3.3. Enforce vehicular speed limits and improve signage, pavement markings/modifications, or other visual/physical delineation where paths intersect roads to reduce conflicts.
- 6.3.4. Ensure that educational signage for interpretive path systems is visually unobtrusive.
- 6.3.5. Improve links with city and county bike paths, MetroLink, Bi-State bus routes, and other regional transportation systems.
- 6.3.6. Consider replacing "desire line" routes with new paths when they are appropriately located with respect to surrounding landscapes and land uses.
- 6.3.7. Finalize plans for a series of educational and interpretive nature trails in Kennedy Forest in cooperation with Missouri Department of Conservation.
- 6.3.8. Locate passenger drop-offs in peak visitor areas.
 - a. Ensure that all passenger drop-offs are accessible to the disabled.
 - b. Provide nearby seating and shade.
 - c. Provide enhanced site amenities at drop-offs, public transportation entries, and shuttle stops.
- 6.3.9. Provide secure bicycle parking areas in Forest Park.
- 6.3.10. Manage vehicular traffic at major park entrances to facilitate safe pedestrian access to and through the park.
 - a. Consider pedestrian activated signals where paths cross heavy vehicular traffic at park entrances.

6.4 TRANSIT POLICIES

- 6.4.1. Promote the increased use of mass transit and reduce dependency, to the extent possible, on private automobile traffic to and within Forest Park.
- 6.4.2. Improve links to MetroLink and Bi-State bus service and other regional mass transit systems.
- 6.4.3. Encourage remote parking at sites near transit facilities outside of Forest Park.
- 6.4.4. Improve shuttle service to Forest Park's attractions and destinations from parking lots inside and outside the park.
- 6.4.5. Continue and enhance the park's internal shuttle system.
 - a. Employ the most efficient, non-polluting, and cost effective fuel methodologies possible.
 - b. Publicize the park shuttle and its operating schedule in all park information literature and with signage.
 - c. Accommodate all peak visitor hours within the park shuttle schedule.
 - d. Expand shuttle hours to evenings when evening use levels increase.
 - e. Ensure that all means of public transportation will accommodate bicycles, strollers, wheelchairs, and walkers.

- 6.4.6. Encourage employers within the park to initiate policies that encourage employees to use transit for their daily commute.

6.5 VEHICULAR TRAFFIC AND ROADS POLICIES

- 6.5.1. Modify Forest Park's road system, intersections and signage to reduce confusion, congestion, and conflicts while maintaining the meandering park character that currently exists.
 - a. Establish a hierarchy of roads which vary in scale and character appropriate for their use.
- 6.5.2. Consider alternative uses for roads and bridges before removing them from the park.
- 6.5.3. Utilize appropriate state-of-the-art maintenance and design guidelines for the road system and adopt an annual budget for maintenance.
 - a. Address the Park's periphery streets (Kingshighway, Oakland, Skinker, Lindell, and Forest Park Parkway) in the standards.
- 6.5.4. Park speed limits should be appropriate, posted, and enforced to promote public safety.
- 6.5.5. Consider consolidating some vehicular entrances if existing traffic can be accommodated adequately at remaining entrances.
- 6.5.6. Recognize that driving through the park is also a recreational experience.
- 6.5.7. Remove unnecessary roadways and alter and/or eliminate dangerous intersections of the park's roadway system.
- 6.5.8. Work with appropriate government agencies to enhance the boulevard character of larger periphery streets.
 - a. Place plantings in medians and on street edges.
 - b. Work with the City of St. Louis to extend the boulevard treatment outside of the park, especially on major access routes.
 - c. Restore Highway 40/64, Forest Park Parkway, Lindell Boulevard, Kingshighway Boulevard, Oakland Avenue, and Skinker Boulevard as urban scenic boulevards by strengthening park-like landscape characteristics.
- 6.5.9. Redesign and improve the entry to the Science Center's McDonnell Planetarium, i.e., that portion of Faulkner Drive south of Clayton Road.

6.6 PARKING POLICIES

- 6.6.1. Develop a new comprehensive parking plan.
 - a. Conduct a study of existing parking, fees, and policies.
 - b. Establish park uses as a priority for existing parking lots.
 - c. Require that additional road and parking lot improvements do not result in a permanent net loss of equivalent open space within the park. Note that this policy does not infer a square-inch to square-inch measurement, but rather that the 1983 balance of land uses is appropriate and should be "generally" maintained.
 - d. Give priority to the relocation of under-utilized parking spaces/areas as a first consideration in addressing the need for increased parking in high-use areas.
 - e. Encourage increased use of remote parking, both inside and outside the park, as it becomes available.

- f. Consider alternative access, such as mass transit to and within the park, to reduce the dependency on the private automobile.
 - g. Pursue alternative parking sites, preferably outside Forest Park, for those traveling to the park in large recreational vehicles (R.V.'s), charter, or school buses.
 - h. Provide passenger drop-offs and pick-up areas at major park destinations.
 - i. Preserve on-street parking for park users at all times.
 - j. Prohibit on-street parking by individuals or groups not visiting Forest Park.
 - k. Review, update, and maintain the existing traffic and street parking regulation map.
- 6.6.2. Mandate a more efficient design of existing parking facilities in Forest Park.
 - a. Consider the development of structured or underground parking.
 - b. Consider re-striping existing parking lots to include compact spaces in each lot to maximize total spaces.
 - 6.6.3. Encourage employees of all park facilities to park in lots that are not intensely used by park patrons.
 - 6.6.4. Encourage alternatives to on-street parking for special events.
 - 6.6.5. Encourage relocation of on-street parking away from areas with high quality views and vistas.
 - 6.6.6. Examine agreements regarding parking lots used by non-park organizations to ensure the park's best interest.
 - 6.6.8. Improve the aesthetic appearance of all parking lots, existing and proposed, with perimeter buffer screening and interior planting to screen the view of cars and pavement.
 - a. Reduce impervious road and parking lot surfaces through plantings and alternative materials.
 - 6.6.9. Ensure that all major parking lots are served by the ShuttleBug.
 - 6.6.10. Redesign the remnants of the previous Tamm Avenue entrance to Forest Park, which now serve as a parking lot for the play area on Oakland.

Planning Methodology

These goals and policies, designed to provide a framework to guide the revision of the Forest Park Master Plan, are the result of more than a year's work on the part of many people. They reflect the interests, needs and wishes of individuals, groups, neighbors, institutions, benefactors and other interest groups who share a desire to see that Forest Park remains a vital asset for the entire community.

Committee Structure

Master Plan Committee

Citizen involvement in the planning process is led by the Forest Park Master Plan Committee (FPMP Committee), appointed by Mayor Freeman Bosley, Jr. in May 1994. It consists of 67 members, including citizens, representatives of park interest groups, and public officials. The FPMP Committee is co-chaired by Director Gary Bess of the Department of Parks, Recreation and Forestry for the City of St. Louis, and Ms. Kathryn Nelson, a private citizen. A full list of the FPMP Committee members follows this section.

The FPMP Committee is charged with gathering public opinion, ideas, and future expectations of the park, developing and recommending goals and policies to guide revisions to the existing 1983 Forest Park Master Plan, and submitting recommendations to the Executive Committee for review and approval. In addition to a series of initial meetings, FPMP Committee members participated in and were the foundation of 11 Public Issue Working Group meetings. Subsequent to these, they met an additional four times to review findings and develop draft goals and policies.

Executive Committee

An Executive Committee, selected from the FPMP Committee by the Mayor, provided oversight of the planning process and functioned as the final decision making body to resolve differences on policy issues after due process. Its 17 members consisted of the two co-chairs of the Master Plan Committee, three elected officials, three City department representatives, one representative from the Mayor's office, and eight non-City representatives. A complete committee roster is included as an attachment to this plan.

The Executive Committee's responsibilities included overseeing and advising the Project Team, refining and approving the FPMP Committee's recommended goals and policies, resolving issues where a difference of opinion existed, reviewing comments from the public and FPMP Committee members, and submitting recommendations to the mayor regarding the approval/adoption process for the Master Plan. The Executive Committee met more than 30 times between May and November, 1994.

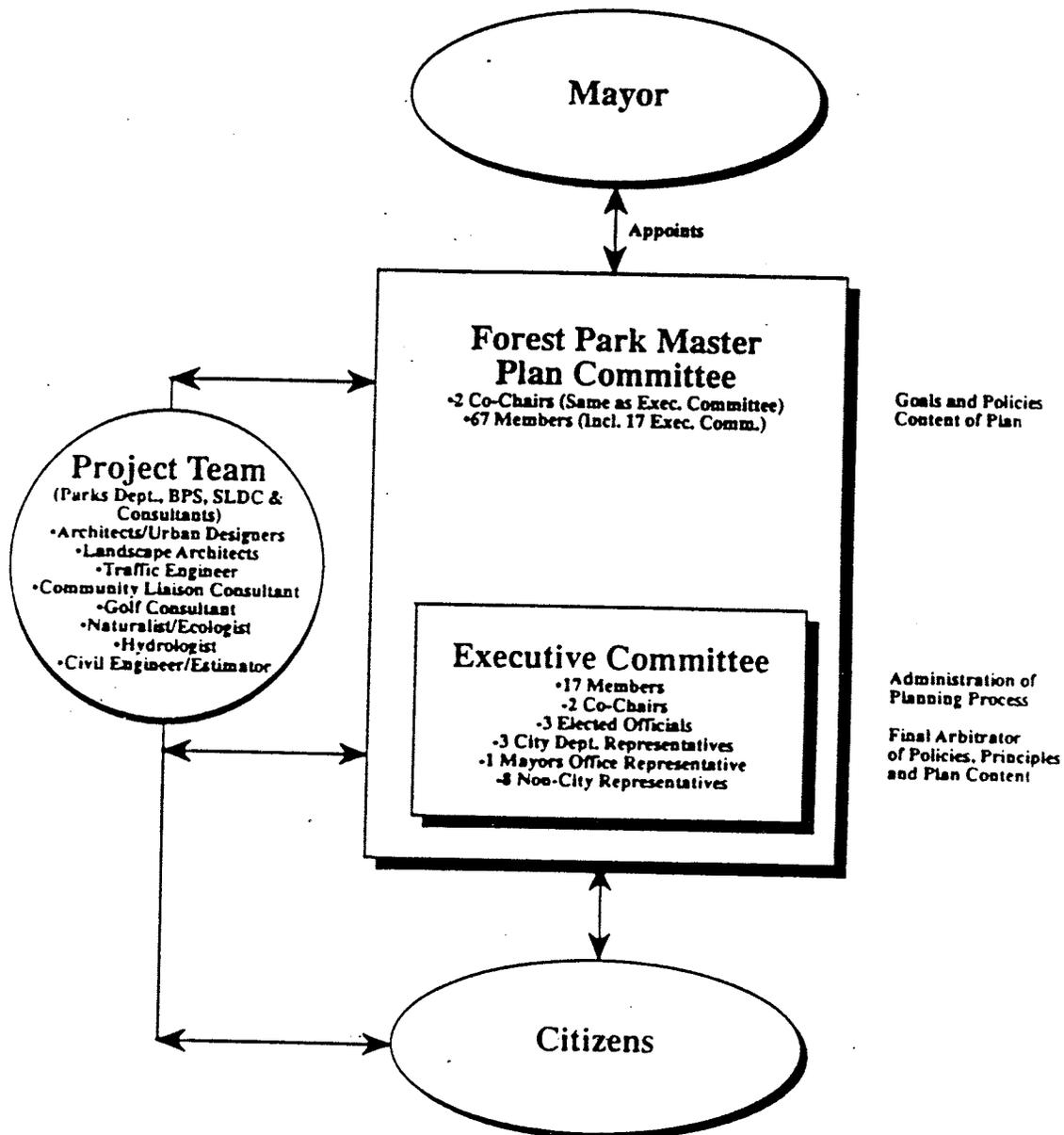
Project Team

The Project Team is chaired by John Hoal, director of Urban Design, St. Louis Development Corporation, and consists of 14 City officials and consultants with professional technical expertise in a variety of disciplines required for analysis and design of the Park. A complete Project Team roster follows this section.

The Project Team's responsibilities include the coordination and supervision of consultants, provision of technical assistance to the FPMP Committee in the development of goals and policies, and coordination of public workshops, user surveys and outreach efforts. In addition, the Project Team will act as the design team, drafting revisions to the existing plan, and preparing the final draft Master Plan.

Membership on the team included a representative of the Mayor's Office, two Parks Department representatives, one representative from the Board of Public Services, two architects/urban designers, two landscape architects, one traffic engineer, a community liaison consultant, a golf consultant, an ecologist/naturalist, and a civil engineer/hydrologist.

Forest Park Master Plan • Administrative Structure A Public - Private Partnership



Citizen Involvement

Throughout the planning process, a high level of emphasis was placed on ensuring that all individuals and groups with an interest in Forest Park were given adequate opportunity to express their views and contribute to the development of the goals and policies, and ultimately, the final revised plan.

The Master Plan Outreach Program consisted of a series of meetings and public forums, as summarized below.

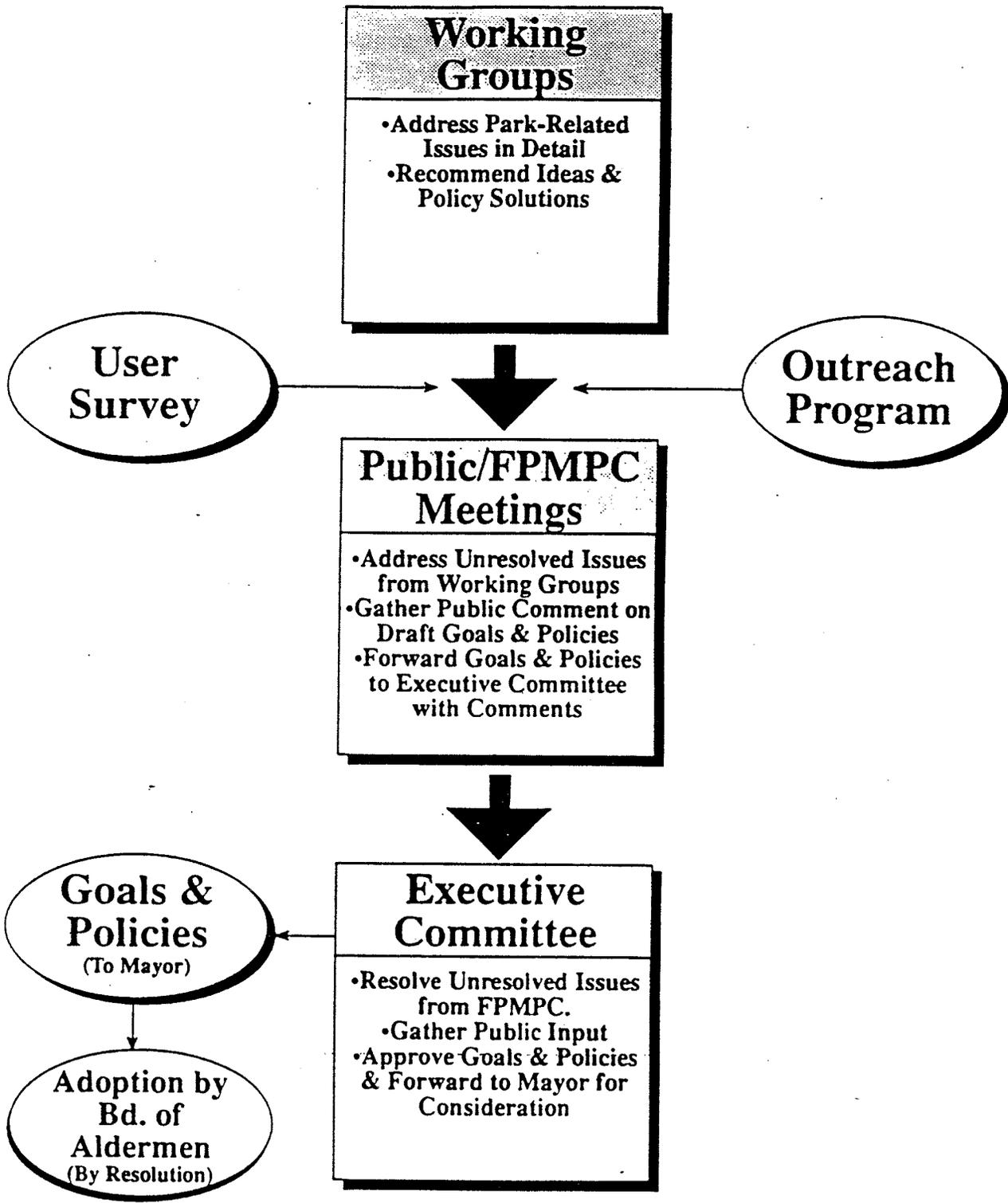
- More than 20 pre-Summit meetings held to build community support for the planning process, and to begin to identify issues to be dealt with at the Summit.
- A Forest Park Summit, open to the public and held over the weekend of December 3-5, 1993 at Forest park Community College, to gather initial public comments on the Park and its needs. More than 300 people participated in the Summit.
- Eleven Public Issue Working Group meetings in June, July and August, 1994 to gather public opinion and ideas, and to develop policy recommendations.
- Eight community outreach meetings, held at various sites in North St. Louis, South St. Louis and in St. Louis County in June and August, 1994.
- Public Comment Meetings, held on September 10, 11, and 24 and October 22, 1994 to provide a forum for the public to respond to drafts of the goals and policies as they evolved.
- Ongoing communications with meeting participants, in the form of mailings, telemarketing, flyers and direct mail, to keep those who expressed interest in the planning process advised on its progress.
- Ongoing public relations/communications efforts, including public notices in local newspapers, press releases, and radio public service announcements, to keep the general public informed about the progress of the planning process and to continue to encourage public participation in the process.

In all, there were 5,000 people hours contributed by more than 1,000 individuals, groups and institutions to the planning process. These goals and policies reflect many of their ideas, concerns, and desires for the future of the park.

Forest Park Master Plan

Community Design Process

Community Goal Setting - Creating A Common Vision



Planning Process Participants

Freeman R. Bosley, Jr.
Mayor

ST. LOUIS DEPARTMENT OF PARKS, RECREATION AND FORESTRY

Gary Bess
Joseph Leisure
Anabeth Calkins
Dan Skillman

ST. LOUIS DEVELOPMENT CORPORATION

Larry T. Bushong
Marion Eisen
John T. Hoal
Carlene Nolan-Pederson
Gregg E. Calpino
Stephen B. Fagan

THE EXECUTIVE COMMITTEE

Gary Bess, *Co-Chair*
Kathryn Nelson, *Co-Chair*
Robert Archibald
Mary M. Bartley
Hon. Paul Beckerle
Joseph Bergfeld
Anabeth Calkins
Sue Clancy
Hon. Irving C. Clay, Jr.
Laura Cohen
James Dwyer
Robert F. Henry, Jr.
John T. Hoal
Michelle Lowrey
Hon. Daniel J. McGuire
Jean Neal
Pat Waterston
Hon. Phyllis Young

THE MASTER PLAN COMMITTEE

Gary Bess, *Co-Chair*
Kathryn Nelson, *Co-Chair*
William Albinson
Robert Archibald
Harold Bailey, Sr.
Mary M. Bartley
Hon. Paul Beckerle

Joseph Bergfeld
James D. Burke
Anabeth Calkins
Sue Clancy
Hon. Irving C. Clay, Jr.
Sen. William Clay, Jr.
Laura Cohen
Jean Cowell
Marsha Crosby
Ari De Andrado
Debra Dee
James Dwyer
Thomas J. Eckelman
Hon. Nancy Farmer
John Feldman
Michael G. Flad
Frank Hamsher
Robert F. Henry, Jr.
John T. Hoal
Charlie Hoessle
Jim Holsen
Michael Kennedy
Greg Kleffner
Randy Korotev
John K. Leary
Marsha Leonatti
Betsy Liberatore
Irving Logan, Jr.
Carolyn Loughlin
Michelle Lowrey
Hon. Daniel J. McGuire
David W. Mesker
Jean Neal
Thomas W. O'Neal
Elmer M. Otey
Alice Pollard
James Pona
Dennis M. Reagan
Eugene E. Reece, Sr.
Don Roe
James W. Schmid
Peter Schmitz
Kate Shea
Lamar F. Smith
Donald Suggs
Gwen Stephenson
Les Sterman
John George Storey
Austin P. Tao
Ralph E. Tharp, Jr.
Carolyn Hewes Toft
Betty Van Uum
Pat Waterston

David S. Weber
Rich Willis
Rose Windmiller
Barbara Woods
J.T. Yarnell
Hon. Phyllis Young

THE PROJECT TEAM

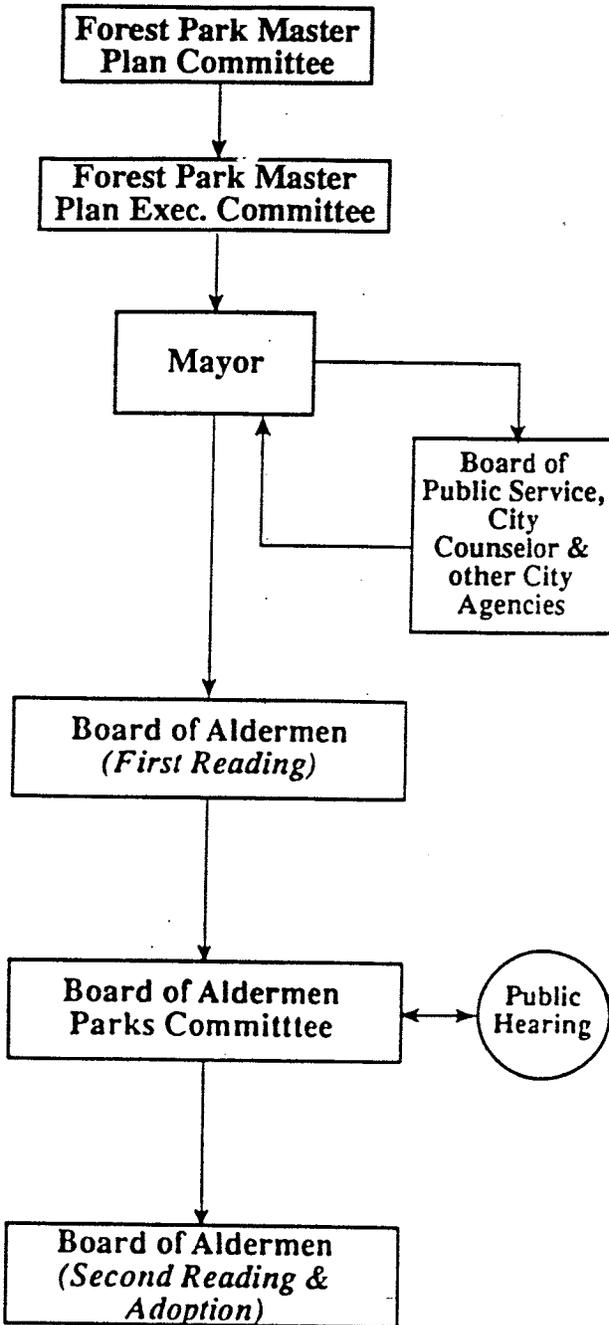
John T. Hoal, *Chair*
Anabeth Calkins
Gregg E. Calpino
Laura Cohen
Stephen B. Fagan
Lyle Maninger
Carlene Nolan-Pederson
Fran Oates
Jill Roach
Dan Skillman
Consultants
Consensus Planning Group
- *Julie Gertler*
Gateway Arch Park
Expansion - *Judy Hinrichs,*
Exec. Dir.
L.E. Haefner Enterprises
Inc. - *Lonnie E. Haefner,*
Ph.D., P.E.
The Lawrence Research
Group - *Lawrence H.*
Boxerman, Ph.D.
LewiSites - *D. Anne Lewis*
Marketing Works - *Debra*
Smith-Shurn, Christal
McKinney, Nicole Jenkins
O'Donnell Communications
- *Jim O'Donnell*

Forest Park Master Plan

~Proposed Adoption Process for Policies~

August 29, 1994

Objective: Board of Aldermen to approve Policies for revision of Master Plan by resolution.



Step 1:
F.P.M.P.C. recommends policies to F.P.M.P. Exec. Committee.

Step 2:
FPMP Exec. Committee recommends policies to Mayor after due consideration and public review.

Step 3:
Mayor sends draft policies to BPS, City Counselor and other City Agencies for review & recommendations.

Step 4:
BPS, City Counselor & other City Agencies forward their recommendations to the Mayor.

Step 5:
Mayor requests that Board of Aldermen review & approve draft policies by resolution.

Step 6:
Resolution introduced & read at Board of Aldermen.

Step 7:
Resolution referred to Parks Committee by the President of Board of Aldermen for consideration & review of draft policies.

Step 8:
Board of Aldermen Parks Committee holds public hearing & adopts Committee Report.

Step 9:
Resolution & report of Parks Committee sent to Board of Aldermen for second reading & adoption.

Step 10:
Policies distributed to City Depts., Agencies & other appropriate organizations.

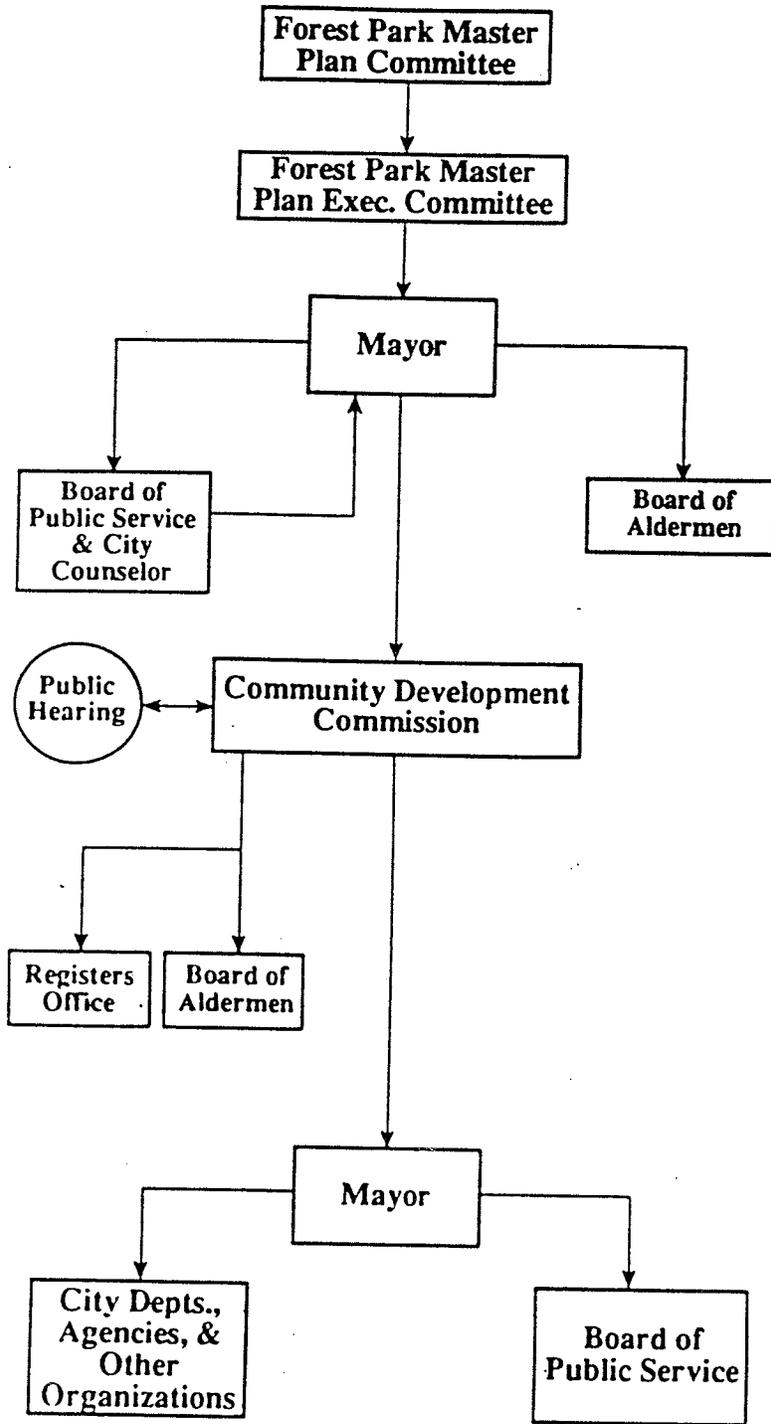
Step 11:
Forest Park Project Team begins drafting Revised Forest Park Master Plan based on approved policies.

Forest Park Master Plan

~Proposed Adoption Process for Revised Master Plan~

January 17, 1995

Objective: Community Development Commission to Adopt Revised Master Plan



Step 1:
F.P.M.P.C. reviews and comments on the Revised Master Plan.

Step 2:
Exec. Committee approves the Revised Master Plan and recommends that the Mayor send it to CDC for consideration.

Step 3:
Mayor sends Draft Revised Master Plan to BPS & the City Counselor for review & recommendation.

Step 4:
BPS & the City Counselor forward their recommendations to the Mayor.

Step 5:
Mayor sends Draft Revised Master Plan to Board of Aldermen for information.

Step 6:
Mayor requests Dir. of CDA to submit Draft Revised Master Plan & recommendations of BPS & City Counselor to CDC for review & consideration as the Revised Master Plan.

Step 7:
CDC holds a public hearing. *(Legal requirement)*

Step 8:
CDC adopts Revised Forest Park Master Plan.

Step 9:
CDC certifies the Revised Forest Park Master Plan to the Board of Aldermen & Registers Office. *(Legal requirement)*

Step 10:
Mayor requests Director of Parks, Recreation & Forestry to submit Revised Forest Park Master Plan to BPS to adopt a Board Order for implementation.

Step 11:
Mayor distributes Revised Forest Park Master Plan to City Depts., Agencies & Other Organizations (Forest Park Forever, Forest Park Conservancy, Landmarks, HUDC, E/W Gateway Council, SLDC, Missouri Dept. of Natural Resources, etc.)

IMPLEMENTATION PROCESS FOR THE REVISED FOREST PARK MASTER PLAN TO BE DETERMINED IN PLAN.

FOREST PARK MASTER PLAN

S a i n t L o u i s

EXHIBIT B

SUMMARY: PROCEDURES FOR FOREST PARK LAND USE CHANGES

January 9, 1995

PROCEDURE FOR CHANGING LAND USE AND ALTERATION OF EXISTING FACILITIES IN FOREST PARK

Chapter 22.42 of the Revised Code of the City of St. Louis establishes a procedure for approval of the use of any land within all Public Parks, Squares or Plazas owned or hereafter established by the City.

This Chapter was authorized by Ordinance 59741 which was approved in 1986.

The provisions of Chapter 22.42 apply to land uses in Forest Park including a permanent or temporary building, structure, or parking lot or facility. The restrictions do not apply to the City for park or recreation proposes.

PROCEDURE FOR ALLOWING THE USE OF NEW LAND IN FOREST PARK

Lease Required:

The use of new land, for more than 30 days by an existing or new entity in Forest Park requires a lease that must be approved by Ordinance of the Board of Aldermen. Section 22.42.030 explicitly prohibits the Board of Estimate and Apportionment from unilaterally authorizing leases; and implicitly prohibits the Director of Parks or the Board of Public Service (B.P.S.) from issuing long term permits.

PROCEDURE FOR APPROVAL OF ALTERATIONS, CHANGES OF LAND USE, OR CONSTRUCTION PROJECTS FOR AN ENTITY WITH EXISTING RIGHTS IN FOREST PARK

Permit Required:

B.P.S. must provide a permit that authorizes proposals to change the actual use or to make any alteration of all or any part of land used in Forest Park by any entity using such land by previous permit, ordinance, lease or statute.

Alterations include construction, demolition, the increase in height of a structure, or any excavation.

Permit Process:

1. Applicants must apply to B.P.S. for approval or denial of a permit.
2. Pursuant to Section 22.42.070, applications to make or perform interior alterations, routine maintenance, replacement of existing facilities, general beautification, or an alteration expressly contemplated or authorized by previous permit, ordinance, lease or statute shall be approved or denied by B.P.S. in accordance with its customary procedures.
3. Except for applications specified in item 2 above, upon receipt by the B.P.S. Secretary, applications shall be delivered to the Clerk of the Board of Aldermen.
4. B.P.S. shall review applications and if denied, B.P.S. shall advise the Clerk of the Board of Aldermen.
5. If B.P.S. approves such application, it shall not issue the permit. B.P.S. shall provide a report pertaining to the approval to the Clerk of the Board of Aldermen.
6. Upon notification of approval to the Board of Aldermen, B.P.S. shall not issue a permit for a 60 day period thereafter, unless a resolution approving the permit is approved by the Board of Aldermen during the 60 day period.
7. Upon receipt of the B.P.S. approval report, the Clerk of the Board of Aldermen shall provide a copy to each member of the Board of Aldermen.
8. Upon expiration of the 60 day period, the Board of Aldermen's authority pertaining to the B.P.S. permit expires.
9. During the 60 day period, any member of the Board of Aldermen may introduce a resolution to grant or deny the application for a permit or to approve such application with conditions.

BOARD OF ALDERMEN PROCEDURE FOR RESOLUTION

1. Resolution to grant or deny application may be introduced at Board of Aldermen.
2. If unanimous consent is granted, the resolution may be considered on the date of introduction.
3. If unanimous consent is not granted, the resolution shall be referred to the Committee on Parks and Environmental Matters.
4. Committee may hold a public hearing. Notice of such hearing must be provided to applicant by certified mail least 5 days prior to hearing date. The Secretary of B.P.S. and Director of Parks shall be notified also.
5. Committee may report resolution out to full board for second reading and final approval.
6. The Clerk shall report the action of the Board of Aldermen to the Secretary of B.P.S. Thereafter, B.P.S. shall grant or deny application in accordance with the action of the Board of Aldermen. However, if the application is approved by the Board of Aldermen with conditions, B.P.S. shall make the final determination whether to issue the permit with the Aldermanic conditions or deny the permit.

∴ This is a summary of the provisions of Ordinance 59741. For more details, a copy of the Revised Code is attached hereto and incorporated herein.

22.42.100	Copy of report to Board members.
22.42.110	Permit—Issuance procedure.
22.42.120	Permit—Resolution to grant or deny application—Hearing.
22.42.130	Permit—Resolution to grant or deny application—Second reading.
22.42.140	Permit—Application modification.

22.42.010 Definitions.

As used in this chapter, the following terms have the following meanings:

A. "Land" means the entire physical territory within all public parks, plazas and squares owned by or hereafter acquired or established by the City and the air space above and the earth or water below the surface thereof, including permanent or temporary buildings or structures of any kind and parking lots or facilities of any kind.

B. "Person" means an individual person, partnership, association, group, corporation, trust, political subdivision, board, or any other legal entity of any kind whatsoever.

C. "Use" means to conduct any activity upon, to have the right to occupy to the exclusion of others or to exclude others (whether or not exercised), to have the right to exclude others from using, or to have the right to construct or maintain any permanent or temporary building, structure or parking lot or facility, on, above, or below. (Ord. 59741 § 1, 1986.)

22.42.020 Use authorization.

On and after the effective date of this ordinance, no person, (other than the City for park or recreation purposes) shall be authorized or permitted to use any land within a public park, square or plaza owned by or hereafter acquired or established by the City except as provided by this chapter. (Ord. 59741 § 2, 1986.)

Editor's Note:

Ordinance 59741 was passed March 4, 1986.

PARK, SQUARE OR PLAZA LAND USE

Sections:

22.42.010	Definitions.
22.42.020	Use authorization.
22.42.030	Lease required.
22.42.040	Lease required—Exceptions.
22.42.050	Lease requirements.
22.42.060	Alteration or construction—Permit required.
22.42.070	Permit application—Granting.
22.42.080	Permit application—Review.
22.42.090	Permit application—Report to Clerk.

22.42.030 Lease required.

Except as provided in Section 22.42.040, no person shall be permitted to use any land except pursuant to a lease authorized by ordinance which lease complies with the requirements of Section 22.42.050. No lease of any land shall be authorized or executed pursuant to Section 5.04.090. (Ord. 59741 § 3, 1986.)

22.42.040 Lease required—Exceptions.

Section 22.42.030 shall not apply to:

A. Persons using land in a park, square, or plaza for thirty (30) days or less, which use does not involve construction of a building of any kind which is intended to be permanent, or of a parking lot; such uses may be permitted by the Board of Public Service or by the Director of Parks, Recreation and Forestry pursuant to and in compliance with the City Charter;

B. Land used on the effective date of this ordinance by any person pursuant to a valid permit of the Board of Public Service or of the Director of Parks, Recreation and Forestry, for the term of such permit or for the term of any renewal of such permit to such person or to the lawful successors or assigns of such person, for use of the same land, on conditions as to use of the land and operations thereon which are substantially identical to the present conditions of such permit, subject, however, to the provisions of Section 22.42.060;

C. Land used on the effective date of this ordinance by any person pursuant to statute, ordinance, or lease, for the term if any authorized by such statute, ordinance, or lease subject, however to the provisions of Section 22.42.060;

D. Persons engaging in athletic or recreational activities on a daily or seasonal basis pursuant to valid permits of the Director of Parks, Recreation and Forest-

E. Persons using land pursuant to a valid concession contract with the City;

F. Persons leasing buildings in the public parks pursuant to Section 22.04.100 (Ord. 59741 § 4, 1986.)

22.42.050 Lease requirements.

Any lease authorized pursuant to Section 22.42.030 shall:

A. Have been reviewed and favorably recommended in writing to the final form thereof by the Board of Public Service prior to the adoption of the ordinance authorizing its execution;

B. Provide for fair and reasonable consideration to the City;

C. Provide that all rental payments under such lease shall be held by the Comptroller in an account for the use and benefit of the Department of Parks, Recreation and Forestry;

D. Provide for immediate termination and forfeiture of such lease in the event of any breach by the lessee of any provision thereof;

E. Contain express acknowledgements by the lessee that neither expenditures of funds by lessee, nor construction of improvements, if any, by lessee, nor any representation by any City official or employee, shall create any valid expectancy or right in the lessee to

renewal of such lease, or obligation by the City to renew such lease, and that the lessee's performance of all its undertakings in such lease, over the term of the lease, is a valid factor for consideration by the City in determining whether such lease shall be renewed;

F. Provide that any and all construction or work on the leased premises by the lessee shall be done in complete compliance with all applicable City, State and Federal Codes and pursuant to plans and specifications approved by the Board of Public Service, the Division of Heritage and Urban Design and subject to approval by or permit of any other City department or agency whose approval or permission may be required under the City Charter or ordinance prior to the commencement of any construction or work;

G. Require submission by the lessee to the Director of Parks, Recreation and Forestry of a written annual report describing in detail the activities and operations of the lessee on the land in the preceding year;

H. Contain such other provisions as are appropriate to the protection of the City's interests;

I. Be approved by the City Counselor as to form and as being in all respects consistent with this chapter prior to the adoption of the ordinance authorizing its execution. (Ord. 59741 § 5, 1986.)

22.42.060 Alteration or construction—Permit required.

Whenever any person using land pursuant to a permit or authorization described in subsections B or C of Section 22.42.040 proposes to change the actual use of all or any part of such land, or to make any alteration, including construction, demolition, or an increase in height, of any permanent or temporary structure or parking lot on such land, or to excavate beneath any existing temporary or permanent building or parking lot on such land, such person shall apply for a permit to the Board of Public Service. (Ord. 59741 § 6, 1986.)

22.42.070 Permit application—Granting.

A. Any applications required by Section 22.42.060 for permits to make or perform interior alterations, routine maintenance, replacement of existing facilities in kind, general beautification, or an alteration expressly contemplated or authorized in the permit, statute, ordinance or lease under which the applicant is using the land, shall be granted or denied by the Board of Public Service in accordance with its customary procedures.

B. A copy of any application required by Section 22.42.060 which is not expressly described in subsection A of this section shall be delivered immediately upon receipt by the Secretary of the Board of Public Service

to the Clerk of the Board of Aldermen. (Ord. 59741 § 7, 1986.)

22.42.080 Permit application—Review.

The Board of Public Service shall review applications described in subsection B of Section 22.42.070, and if such Board determines that any such application should be denied, it shall deny such application and shall advise the Clerk of the Board of Aldermen of such fact in writing. (Ord. 59741 § 8, 1986.)

22.42.090 Permit application—Report to Clerk.

If the Board of Public Service determines that any application described in subsection B of Section 22.42.070, should be granted, it shall report such fact in writing to the Clerk of the Board of Aldermen, together with its findings from its review of such application, and the reason for its determination. (Ord. 59741 § 9, 1986.)

22.42.100 Copy of report to Board members.

Upon receipt of a report from the Board of Public Service pursuant to Section 22.42.090, the Clerk of the Board of Aldermen shall furnish a copy of such report to all the current members of the Board of Aldermen. (Ord. 59741 § 10, 1986.)

22.42.110 Permit—Issuance procedure.

No permit requested in an application described in subsection B of Section 22.42.070 shall be issued by the Board of Public Service for sixty (60) days after the date of the delivery of its report pursuant to Section 22.42.090 to the Clerk of the Board of Aldermen, unless the Clerk of the Board of Aldermen earlier delivers to the Secretary of the Board of Public Service a report approving such issuance as provided in Section 22.42.140. The expiration of such sixty (60) day period without delivery of a report under Section 22.42.140 to the Secretary of the Board of Public Service shall terminate the authority of the Board of Aldermen on such application under this chapter. (Ord. 59741 § 11, 1986.)

22.42.120 Permit—Resolution to grant or deny application—Hearing.

After receipt of a report from the Board of Public Service pursuant to Section 22.42.090, any member of the Board of Aldermen may introduce a resolution recommending the grant or denial of the application, or the grant of such application subject to specified modifi-

cations of the application. Unless such a resolution shall have unanimous consent of the members of the Board of Aldermen present for its consideration at the meeting which it is first read, such a resolution shall be referred to the Committee on Parks and Environmental Matters, or to any successor committee thereto, or to any special committee on the park affected; the committee to which such resolution is referred may hold a public hearing on such resolution. A notice of the date, time and place of such hearing shall be given at least five (5) days before the date thereof in writing by certified mail to the applicant; and by delivery to the Secretary of the Board of Public Service and the Director of Parks, Recreation and Forestry. (Ord. 59741 § 12, 1986.)

22.42.130 Permit—Resolution to grant or deny application—Second reading.

After such hearing, such Committee shall report such resolution, with Committee amendments, if any, to the Board of Aldermen for second reading and final action. (Ord. 59741 § 13, 1986.)

22.42.140 Permit—Application modification.

The Clerk of the Board of Aldermen shall immediately report in writing the final action by the Board of Aldermen on such a resolution to the Secretary of the Board of Public Service, with a copy of any adopted resolution. Thereafter, such Board shall grant, or deny, the application in accordance with the action of the Board of Aldermen. If the Board of Aldermen by resolution recommends grant of such an application, subject to specified modifications of the application, the applicant shall be so advised, and if the application is so modified, the permit may, but need not, be granted by the Board of Public Service, otherwise it shall be denied. (Ord. 59741 § 14, 1986.)

FOREST PARK MASTER PLAN

S a i n t L o u i s

EXHIBIT C - SCOPE OF WORK AND METHODOLOGY FOR DESIGN PHASE AND REVISED MASTER PLAN

January 13, 1995

The design phase of the Revised Forest Park Master Plan is a three-step process which includes the following:

- Step 1 - Analysis and Design Principles
- Step 2 - Conceptual Design
- Step 3 - Revised Master Plan

These steps are outlined in detail later in this document. This phase will be guided by the goals and policies approved by the Board of Aldermen.

Step 1 - Analysis and Design Principles

Step 1 will conclude research and data collection and end with the approval of design principles by the Forest Park Master Plan Executive Committee. It includes at least the following tasks:

- A. Finalize analysis of existing conditions including, but not limited to, the following:
 - governance structure.
 - operations and management of all park facilities.
 - programming at the park's indoor and outdoor facilities.
 - land allocation, leases, permits and other agreements.
 - conditions and character of all landscape, architecture, public art and site furnishings.
 - access, circulation and parking.
 - environmental health of the park's natural systems.
 - condition and location of all infrastructure and utilities.
- B. Document the existing conditions as of November 1983 (the date the 1983 Master Plan was first adopted) and review all subsequent development.
- C. Review the existing (1983) Forest Park Master Plan and all proposed revisions.
- D. Review all proposed projects and planning studies.
- E. Prepare "design principles" which summarize the conclusions of the analysis, review and the goals and policies.
- F. Review design principles with all park entities, affected parties, city departments and appropriate government agencies.
- G. Present conclusions and design principles to the Executive Committee for preliminary review, which will include noting significant proposed changes to the existing (1983) Forest Park Master Plan and comments on the 1993 Forest Park Forever proposed revisions.
- H. Present conclusions and design principles to the Forest Park Master Plan Committee, general public and others as necessary for review and comment.

- J. Review and incorporate the appropriate suggestions received from the Executive Committee, Forest Park Master Plan Committee, general public and others.
- K. Executive Committee to approve design principles.

Step 2 - Conceptual Design

Step 2 will build upon work of the first step and will be a period of proposed design and planning solutions and end with the approval of Conceptual Designs by the Forest Park Master Plan Executive Committee. It includes at least the following tasks:

- A. Produce Draft Conceptual Designs based on Goals and Policies, following the conclusions from step one and the direction of the Design Principles. Consider site-specific recommendations from previous plans and current proposals which meet the criteria contained in the Goals and Policies.
- B. Review Draft Conceptual Designs with all park entities, affected parties, city departments and appropriate government agencies.
- C. Present Draft Conceptual Designs to the Executive Committee for preliminary review, which will include noting significant proposed changes to the existing (1983) Forest Park Master Plan and comments on the 1993 Forest Park Forever proposed revisions.
- D. Present Draft Conceptual Designs to the Forest Park Master Plan Committee, general public and others as necessary for review and comment.
- E. Review and incorporate the appropriate suggestions received on Draft Conceptual Designs from the Executive Committee, Forest Park Master Plan Committee, general public and others.
- F. Executive Committee to approve Conceptual Designs.

Step 3 - Revised Master Plan

Step 3 will build upon the work of the first two steps to produce a Revised Master Plan approved by the Forest Park Master Plan Executive Committee. It includes at least the following tasks:

- A. Prepare Draft Revised Master Plan, including but not limited to:
 - Executive Summary
 - Goals and Policies
 - Design Principles
 - Governance Plan
 - Land Use Plan
 - Access, Circulation and Parking Plan
 - Landscape Character Plan
 - Surface Drainage and Lake System Plan
 - Public Art and Architecture Plan
 - Infrastructure Plan
 - Implementation Plan with Cost Estimates
 - Appendix I: 1976 - 1995 Forest Park Planning and Development History
 - Appendix II: Narrative of significant proposed changes from existing (1983) Forest Park Master Plan and rationale for these changes.
- B. Review Draft Revised Master Plan with all park entities, affected parties, city departments and appropriate government agencies.
- C. Present Draft Revised Master Plan to the Executive Committee for preliminary review.

- D. Present Draft Revised Master Plan to the Forest Park Master Plan Committee general public and others as necessary for review and comment.
- Review and incorporate the appropriate suggestions received on Draft Revised Master Plan from the Executive Committee, Forest Park Master Plan Committee, general public and others.
- F. Prepare comprehensive, detailed Final Draft Revised Master Plan to include items listed under A.
 - G. Review Final Draft Revised Master Plan with all park entities, affected parties, city departments and appropriate government agencies.
 - H. Present Draft Revised Master Plan to the Executive Committee for preliminary review.
 - I. Present Final Draft Master Plan to the Forest Park Master Plan Committee for review and comment.
 - J. Executive Committee to approve Final Draft Revised Master Plan.
 - K. Executive Committee of the Forest Park Master Plan Committee to present Final Draft Revised Master Plan to Mayor with recommendation to submit to the Community Development Commission for consideration as the new Forest Park Master Plan.*

**See Appendix B in Goals and Policies for proposed Master Plan Adoption Process.*

Schedule

Work toward fulfillment of this scope of work has commenced and it is the intention to conclude within 28 weeks of the approval of the Goals and Policies by the Board of Aldermen. A tentative schedule including the following follows:

Analysis - 8 Weeks includes:

- Executive Committee Preliminary Review
- FPMPC Review
- Public Review
- Executive Committee Approval

Conceptual Design - 10 Weeks includes:

- Executive Committee Preliminary Review
- FPMPC Review
- Public Review
- Executive Committee Approval

Master Plan - 10 Weeks includes:

- Executive Committee Preliminary Review of Draft Revised Master Plan
- FPMPC Review of Draft Revised Master Plan
- Public Review of Draft Revised Master Plan
- Executive Committee Review of Draft Revised Master Plan
- Executive Committee Preliminary Review of Final Draft Revised Master Plan
- FPMPC Review of Final Draft Revised Master Plan
- Executive Committee Approval of Final Draft Revised Master Plan

FOREST PARK MASTER PLAN

S a i n t L o u i s

FINAL DESIGN PRINCIPLES Approved by Executive Committee

14 March 1995

PRINCIPLE #1

- Integrate and connect Forest Park to the region, City and adjacent neighborhoods.

PRINCIPLE #2

- Integrate historically significant landmarks, landscape and site relationships.

PRINCIPLE #3

- Utilize land forms to define park experience.

PRINCIPLE #4

- Create a linear connected water system.

PRINCIPLE #5

- Create a passive open space system.

PRINCIPLE #6

- Create active space systems.

PRINCIPLE #7

- Emphasize site relationships.

PRINCIPLE #8

- Create multi-functional zones with shared facilities.

PRINCIPLE #9

- Create a multi-modal, distributed access system.

PRINCIPLE #10

- Emphasize coordinated infrastructure replacement and create underground utility corridors.

FOREST PARK MASTER PLAN
S a i n t L o u i s

LONG TERM PLANNING SUMMARIES
for
FOREST PARK MUSEUMS AND CULTURAL INSTITUTIONS

SAINT LOUIS
ART MUSEUM

August 1995

FOREST PARK MASTER PLAN

S a i n t L o u i s

LONG TERM PLANNING SUMMARIES

for

FOREST PARK MUSEUMS AND CULTURAL INSTITUTIONS

SAINT LOUIS ART MUSEUM

August 1995

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"You will have observed that the Department of Art has a permanent building of stone and brick, while all the other departments have temporary structures, which will pass away when the exposition period is over. This permanency of the art building is part of a plan which we of St. Louis have cherished and have very dear to our hearts, a plan to preserve there, as the one material monument of the Louisiana Purchase Exposition, also as a continual influence among our people, a permanent collection of paintings, sculpture, and art works of all kinds, worthy of that art palace.

We hope that the present art exhibition, in which the people have taken so great interest, will arouse a desire among all who can do so to help us in gathering together such a collection. We are encouraged to believe that we shall succeed; and if we do, even though it may take years, we of St. Louis will feel that all our efforts in working to make this art exposition a success will have been well repaid."

David R. Francis, 1904
President
Louisiana Purchase Exposition Co.

THE ST. LOUIS ART MUSEUM... WINDOW TO THE WORLD'S CULTURES

Since its inception in 1879, the St. Louis Art Museum has been an important and integral part of the fabric of the St. Louis community. With its historic Cass Gilbert-designed exhibition hall gracing Art Hill, the institution holds a unique historical place in both Forest Park and St. Louis as the single permanent contribution to St. Louis from the landmark Louisiana Purchase Exposition of 1904. Its mission and tradition of collecting, preserving and exhibiting works -- past and present -- from all peoples around the globe make the Art Museum St. Louis' window on the world's culture.

Among the 177 museums nationwide, the St. Louis Art Museum ranks ninth in attendance and has ranked among the nation's top five museums in per capita visitation for the past 15 years. But the half million visitors who enter St. Louis' world class museum each year reveal only a fraction of the Art Museum's impact on the St. Louis community. Faithful to its role as a public institution, the Art Museum has an even richer history of community outreach and education, today serving more than 450,000 additional people per year -- by far the largest per capita audience of any museum in the nation -- through a variety of programs throughout the community.

While most mature museums in this country were created principally for the worship of history, the St. Louis Art Museum's innovative forebearers sought to showcase the artistic and cultural continuum between past and present, making the Museum a dynamic reflection of the culture of our times. Founder Halsey Ives' explicit instructions called for the Museum to feature "works of all kinds ... (with) the most inclusive view of world civilization." The result today is a strong general museum with the broadest possible appeal manifest through outstanding collections and programs in modern, as well as historic, art from virtually all of the world's diverse cultures.

The St. Louis Art Museum is the first publicly funded museum in the United States. And it has achieved world class acclaim through an innovative private-public partnership that is a model of support for cultural institutions worldwide. Throughout the years the Museum's governance has been responsive to public needs and a responsible steward of the precious public and privately raised resources that enable it to continue as a vital cultural asset in this region.

But the institution is at a crossroads today. The Museum's governing bodies for some time have recognized that the exhibition space in the historic Cass Gilbert building, which they have twice renovated to maximize its use, is clearly no longer adequate for its current collection or future donations -- its lifeblood. ~~Today the Museum can exhibit only 25 percent of its total collection at any given time.~~ This space limitation also severely constrains the Art Museum from fulfilling its charter to attract and display important contemporary art works and collections, as well as historic pieces. Without space to display new gifts, donors of significant and important collections will frankly look elsewhere.

In response, the Museum launched a three-and-a-half year needs assessment in 1985 to develop a long-range plan for programming and facilities development to carry it through its historic centennial celebration in Forest Park in 2004. Three-phase recommendations from that plan called for the institution to: 1) maintain excellence in education and capitalize on opportunities to present the widest range of the world's cultures in all activities and to all audiences in the short term; 2) build a new exhibition facility to fulfill its community role in the immediate term; and 3) continue over the long term its dynamic balance of old and new ideas in art and culture and universal cultural accommodation outlined in its mission statement. A subsequent space assessment study, developed by The Christner Partnership, Inc., attempted to identify space needs to meet program objectives through the early part of the 21st century.

However, two additional factors today influence and require us to modify our analysis of needs.

A change in federal structural requirements in the wake of the 1992 Bay Area earthquake in California has added to the complexity of the Museum's facilities planning process. Three subsequent Museum-funded studies confirm that the almost century-old Cass Gilbert exhibition hall needs seismic retrofit to increase its stability in the event of an earthquake. While necessary, such a retrofit will be expensive and likely will result in the loss of exhibition space, further diminishing the percentage of the collection that may be exhibited. The Museum is planning additional detailed analysis in the coming months.

The second factor influencing the plan is the long-overdue creation of a master plan for Forest Park, currently being developed under the guidance of the mayoral-appointed Forest Park Master Plan Committee. Since Forest Park's inception, St. Louisans have argued over its use without an overall design for its utilization, governance or funding. That process, though, requires the Museum to define its expansion needs for 50 years, decades beyond the scope of prior Museum needs studies.

While specifics of the Master Plan are currently being debated and developed, its goals specify that "Forest Park's existing cultural institutions are valued and should remain in the park." The goals also specify that "the quality and quantity of open space in Forest Park should be preserved, based on a general concept of no-net-loss-of-open-space" from the Park as it existed in 1983.

As the oldest permanent member of the Forest Park family, the Art Museum is today working to identify its facilities needs for the next half century and beyond. Working closely with the leadership of the environmental community that is involved in the park planning process, the institution took the lead in establishing the Forest Park Assistance Corporation (FPAC), which has proposed to purchase the 26-acre St. Louis Arena site -- arguably the last contiguous piece of property available to Forest Park in the foreseeable future -- in order to address one of the stated goals of the master plan. The use of that site, to be determined by FPAC and through the Forest Park Master Plan process, could serve as a grand entry point into the Park and help address many of the parking and transportation problems of concern to park advocates.

FPAC may ultimately serve as a formal mechanism to bring together all of the cultural institutions located in and around Forest Park to work together on common issues that may best serve the long-range interest of the Park and the community.

Because of the structural and financial complexities its seismic retrofit needs have created, the Museum is working diligently to reassess its space needs for the next 50 years for inclusion in the Forest Park Master Plan. Balancing future needs defined by its own master planning process and its fit with the Park's ecosystem, the Museum has identified a maximum four-acre land addition to serve its expansion needs into the mid-21st century. As they move forward in the coming months to bring more specificity to the actual use and design of that space, Museum officials are fully committed to continuing public inclusion in its facilities and program planning process.

The cost of Museum expansion on Art Hill, including the seismic retrofit, will be in the range of \$100 million and above, which will require the single largest capital campaign in the history of St. Louis. With a time frame of 50 years and the Museum's strong history of community support, Museum officials are confident that they can raise the necessary funds. The Museum has raised over \$90 million in private funds in the past 17 years.

In a world that is becoming increasingly smaller, the role of the St. Louis Art Museum in fostering cultural awareness and understanding can only grow in importance. As the sole permanent legacy of the 1904 World's Fair, the Art Museum pledges to maintain its place as a world class institution vital to both Forest Park and the St. Louis community -- a showcase of cultures old and new. To fulfill that mission, the institution must have room to grow. The St. Louis Art Museum is committed to provide for that growth in a fiscally responsible manner through a process that is responsive to the needs of Forest Park and the diverse community it serves, and inclusive of those interested in the future of the Park and its cultural institutions.

COMPLIANCE WITH FOREST PARK MASTER PLAN GOALS AND POLICIES

The Art Museum's proposed expansion is in compliance with the spirit and the letter of the Forest Park Master Plan Goals and Policies.

In particular, we are in compliance with the requirements of Section 3.1.2. of the goals and policies.

We make our proposal in the context of our existing legal rights and will comply with any necessary legislative or legal steps to implement.

In the answers to this questionnaire, and through years of serious planning and institutional consideration at the highest level, we have clearly established the purpose, demonstrable need and economic viability of our proposed expansion.

Based on the Art Museum's history, original charter, mission, program and role in the community, there are no other alternatives with regard to locations, less development or no development.

The Park's road, transit and parking systems have the ability to provide for increased activity, or we will so provide as we implement our expansion. The access system for our expansion will relieve pressure on the Hampton Avenue entrance to the Park by encouraging access to the Museum from Skinker Boulevard.

In our preliminary planning to date and in our future planning we have and will work diligently with the City in its efforts to enhance the Park's natural systems.

We will add no further administrative space in our proposed expansion and are committed to removing certain functions from the Park over time.

We presently maintain more acres than our proposed expansion requires.

We are proposing exact bounds for our expanded area and we expect and desire that they be set by a lease.

Our proposal to give the City 26 additional acres for the park clearly complies with the general concept of no net loss of green space. In addition, we believe, based on comments from park planners, that our four acres will be more than compensated for by road removal and other changes in the FPMP.

We are also in compliance with Section 3.1.4 of the Goals and Policies.

We have demonstrated in our answers to the questionnaire that we have used the Cass Gilbert building to its maximum potential as exhibit space. Also we have moved storage to an off-site location and will work diligently in our own planning to move other functions out of the Park.

We are making Section 3.1.7 of the Goals and Policies a reality by working through the Forest Park Assistance Corporation to purchase the 26-acre arena site and donating it to the City for the benefit of the Park. This gift also facilitates the goal stated on page 4 in the Goals section of the Goals and Policies: "Available sites along the park's edge outside of its current boundaries, including the Arena site, should be pursued for future park needs."

Our proposed expansion also, at considerable expense to the Museum, complies fully with the General Land Use Policy stated in Section 3.0 of the Goals and Policies: "Forest Park's existing institutions ... are highly valued and should be encouraged to remain in the Park and the City of St. Louis." We fully support the policy of recognition of institutional co-existence and interdependence, and we presently do and intend in the future to share stewardship and responsibility for the future of the Park.

SECTION ONE:

EXECUTIVE SUMMARY

1.

Please outline your proposal, its purpose, need and legal, and economic viability.

Purpose: To incorporate into the Forest Park Master Plan the expansion needs of the St. Louis Art Museum for the next 50 years.

- Premises:**
1. The Cass Gilbert building, the sole permanent contribution of the 1904 Louisiana Purchase Exposition to the City of St. Louis, is among the most important architectural treasures in the region. Perhaps more than any other structure, the Museum's historic exhibition hall is integral to the history of both Forest Park and the St. Louis community.
 2. For more than nine decades the St. Louis Art Museum has been a responsible steward of that important World's Fair treasure. Through a truly unique public/private partnership the Museum has grown both its collection and its outreach efforts in St. Louis to become the largest provider of museum services, per capita, in the nation. Its world class reputation has gained both international recognition and acclaim for St. Louis. However, in the early 1990s the institution learned that it must seismically retrofit the Cass Gilbert building. This initiative will cost between \$50 million and \$65 million to maintain all of the existing display space, or cost the Museum a significant amount of display space, if it chooses to pursue other structural retrofit options for the building.
 3. Because of the building's deep historical significance to St. Louis, Forest Park and the institution itself, the Art Museum is determined to continue its commitment to the Cass Gilbert building and to its Art Hill location. The experience of other museums across the country clearly demonstrates that satellite exhibition space is neither artistically desirable nor economically viable for the institution. A market the size of St. Louis simply cannot support it.
 4. Since its founding in 1879, the Museum's mission has been to provide a general collection reflective of all cultures of the world and inclusive of the art of current times. Throughout its history, Museum leaders have been faithful to that mission, creating a world-class institution in St. Louis that serves as the community's "window on the world's cultures."
 5. The St. Louis Art Museum has carved out virtually all of the display space that the historic Cass Gilbert building has to offer ... to the point where the Museum is able to exhibit only 25 percent of the estimated \$1 billion in art it owns today. The lack of display space severely hampers the Museum from attracting important collections or maintaining its mission of displaying works of current artists.

6. Because of the complexity and expense of its seismic retrofit needs, the Museum today cannot precisely define its expansion needs for the next 50 years. Much work remains to be done ... work the Art Museum is committed to completing as soon as possible through an unprecedented participatory process.

7. Through its three-and-a-half year master planning process, and as a result of its seismic retrofit requirements, Art Museum officials have committed to a maximum expansion of four additional acres to be built on, in phases, over the next 50 years. The phased expansions would be located on the 9.2 acres that the Museum already maintains on Art Hill and would include landscaping, access roads and sidewalks necessary to support the expansion.

8. To demonstrate its commitment to the Park and the City, the Museum leadership has led an effort to create a solution to Forest Park's parking and transportation problems through an \$11 million proposal to acquire the 26-acre St. Louis Arena site and provide benefit to Forest Park through formation of the Forest Park Assistance Corporation, which is designed to bring together all of the Park's cultural institutions to help the City and the community develop and implement solutions to Forest Park problems.

9. The Museum leadership has begun and is committed to continue an unprecedented participatory process that includes involved members of the public at large in its phased expansion planning efforts, including environmental advocates for Forest Park. This process will ultimately determine the specific details of each expansion phase.

10. The St. Louis Art Museum leadership is committed and able to raise the funds necessary to retrofit the Cass Gilbert building and expand its facilities, as outlined above, over the course of its expansion process. In so doing, the Museum will continue to be an economic, as well as cultural, benefit to the region.

Therefore: The St. Louis Art Museum seeks inclusion of its four-acre maximum expansion over the next 50 years in the Forest Park Master Plan.

Please note: The philosophy, scope and process of the facility expansion request are outlined in the opening pages of this document.

SECTION TWO:

EXISTING FACILITIES ANALYSIS

1.

Please provide the following information for all your facilities.

Forest Park Facility:

Name/address

St. Louis Art Museum, Forest Park, St. Louis, Missouri 63112

Facility Use/Description

Art Museum for collection, preservation and display of a general collection of art, past and current, from nations and cultures throughout the world; and cultural resource to more than 600,000 visitors and 450,000 additional St. Louisans per year.

The Museum is located on Art Hill, where it currently owns or maintains at least 9.2 acres of land in Forest Park.

Gross Area (sq. ft.) 250,000 sq. ft.

Net Area (sq. ft.) 200,000 sq. ft.

Mechanical System Heating (BTU) 35,000,000 BTU/hr *Cooling (Ton)* 1600 tons

Electrical System Capacity 2500 KVA (six electric substations)

Plumbing System water consumption 16,000,000 CUFT/year

Primary System

Foundations Drilled piers and spread footings

Substructure Cast-in-place concrete and masonry

Superstructure Masonry, steelframe and CPC

Exterior Closure Spandrel, glass, brick and limestone

Roofing Built-up asphalt, single-ply membrane, standing seam metal, tile

Are there any known structural or service problems in the existing facility? Please describe any improvements together with cost you propose to make to the existing facility.

Through three related studies the St. Louis Art Museum has learned that the historic Cass Gilbert building that provides the institution's primary exhibition space is structurally unable to handle the impact of a major seismic event. Preliminary estimates place the cost of seismically retrofitting the building at between \$50 million and \$65 million, if all Cass Gilbert space is maintained as it exists today. The cost may be reduced, according to some findings, if space in the building is reduced to accommodate new structural elements. Those new elements, however, will have a significant negative impact on existing exhibition space in Cass Gilbert. Further study is required and will be completed in the near future.

In an effort to lessen the demands on Art Hill property, the Art Museum recently contracted for space for off-site storage. The off-site program, which began in the early 1980s, continues today. In 1994 new off-site storage facilities with improved accessibility were leased, and their use was increased in size and effectiveness in 1995. The Museum is committed to move additional support functions off campus, where feasible, to maximize display space on Art Hill and minimize the impact of its expansion on the Park.

SECTION THREE:

PROPOSAL: PURPOSE, DEMONSTRABLE NEED & DETAILED STATEMENT OF NEEDS

NOTE: This section refers only to the facility within Forest Park

1.

Please clearly state the purpose of your "expansion, modification, replacement, relocation, adaptive re-use, or removal of existing buildings, roads, parking lots, paths, recreation, or natural areas."

The purpose of the Art Museum's expansion is threefold, directly related to its mission as established in the nineteenth century by its founders.

First, space is clearly needed for new Art Museum facilities. As stated in previous sections of this questionnaire, the Art Museum today can exhibit only 25 percent of its current collection because of inadequate display space. Additional space is needed to provide for the display and storage of the permanent collection of art works belonging to the citizens of the Zoo-Museum District, for improved facilities for major special exhibitions, for expanded programming in teacher and parent education, for a public resource center (a lending library on art and civilizations of the world), for an expanded public art reference library, for public access to collections of Prints, Drawings and Photography and for other directly related activities that involve the display and understanding of art and culture for our public. The need for these expanded programs has been determined through the Museum's extensive master planning processes.

Second, space is needed for new parking facilities. These would provide for improved public access to the people's Art Museum, eliminating the present parking deficit on Art Hill. Such parking is planned to be built under new facilities for the display of art (as above), and would also provide for the parking demand resulting from increased Museum size.

Third, the Art Museum needs to modify and re-use its present building. The exhibition hall was designed by Cass Gilbert for the 1904 Fair and then donated to the City to provide a permanent home in Forest Park for a new art museum for St. Louis. This structure requires extensive refitting in order to meet new standards for seismic safety for both people and art collections within. This matter is presently under considerable review and investigation. Modification and re-use of the Cass Gilbert building is expected to result in a sizable reduction of already inadequate display space. Through a number of facility improvement programs, the Museum has already maximized interior space in that building for the display of its permanent collection of art. The seismic retrofit of that historic structure, one of the region's great architectural landmarks, is necessary to extend its long-term survival. Such retrofit will create a need for new space construction to maintain, at a minimum, the status quo for exhibits.

It is also important to note that substantial additional space is today required for all departments of the Museum's art holdings, especially modern art (post-1900, Europe and America) and the Arts of Asia, Africa, the Pacific Island cultures and North and South American Native Arts, to maintain the Museum's historic commitment to art of all cultures of the world, past and present. Because the Museum can only display less than 25 percent of its current collection, the institution must have additional space to meet its pressing current needs and to attract and display new collections in the future.

2.

Please provide demonstrable need for your "expansion, modification, replacement, relocation, adaptive re-use, or removal of existing buildings, roads, parking lots, paths, recreation, or natural areas."

The Art Museum's need for expansion is based on factors discussed above, the space needs created by a needed seismic retrofit of the 1904 building, the size of the art collections worthy of display at present and in the future, and the museum's critical need for space to attract and exhibit new collections -- the lifeblood of every museum.

The Art Museum has a unique program and mission. The founders conceived its global agenda in art and culture to contain "art works of all kinds" (David Francis, 1904). This mission has been defined through a comprehensive, rather than limited, art museum collection with its attendant obligation of public edification and instruction. The presentation of all the world's cultures and people as a whole at the Saint Louis Art Museum requires a unity of display, where interaction of all civilization can be fully appreciated. This wholeness of our approach to art and culture creates interdisciplinary opportunities of critical vitality particularly to the curriculum of our schools, colleges and universities. This ideal conception of art stems from our origins as a department in Washington University, where all the world's knowledge is their purpose. and was the basis for the global understanding that is our legacy from the World's Fair of 1904.

There is a cultural necessity to a whole, global Art Museum that is our own very special tradition in St. Louis. Many American cities and museums lack this wholeness and completeness, except for a very few major art institutions that share this agenda: the Metropolitan Museum of Art and the Brooklyn Museum in New York, the Philadelphia Museum of Art, Cleveland Museum of Art, Detroit Institute of Arts, Cincinnati Art Museum, and a handful of others.

In addition, the St. Louis Art Museum mission and history provide that we continue to exhibit and collect works of art by living artists, or, as Halsey Ives stated in 1901, "to secure productions most worthy of permanent preservation as illustrating the highest standards of artistic intelligence and achievement of today." This feature requires a continual growth of the art collections and is, with the global agenda, the other basic tenet of our historic mission.

Crucial, therefore, to the Museum's dynamic collection is its ability to attract important collections in the future. Major potential donors, who are courted by virtually all major art institutions, require space to display their collections and the curatorial staff to manage them appropriately. Without critically needed new display space, the St. Louis Art Museum stands to lose important private collections today residing in St. Louis and elsewhere to institutions in other cities -- priceless collections that literally cannot be replaced.

Therefore, to fulfill its global agenda and growth requirements in recent art into the 21st Century, as well as to retrofit its historic exhibition hall, the St. Louis Art Museum must add to its facilities on Art Hill. Since the mid-1980s the institution has undergone an extensive long range planning process and conducted a study of space needs roughly through the first decade of the 21st century. Given the new uncertainties created by seismic needs of the Cass Gilbert building and the fact that the Forest Park Master Plan requires planning well beyond the scope of the earlier studies, the Art Museum must undergo a thoroughly studied, long-range expansion study based on its vision and program needs in order to specify and meet its long term facility needs.

But one issue is clear: expansion is needed for the museum to maintain its historic commitment to continually revitalize its display with works of present day artists from throughout the globe and to provide the space necessary to attract some of the world class collections from members of the St. Louis community -- and beyond. For the Art Museum to continue its historical mission to be St. Louis' window on the world's culture -- past and present -- expansion is essential.

3.

Please describe your proposal in detail including the development timeline, any expected programming changes and parking requirements. Enclose any documentation, drawings or renderings to illustrate the proposal. Describe any existing or proposed development outside the park that supports or influences your proposal.

Four acres of additional land are requested to be added to the 5.2 acres the Art Museum currently owns, for lease from the City of St. Louis, for phased expansions over the course of the next 50 years. These proposed four acres lie within an area currently maintained by the Art Museum. The need for phased expansions has been described in the previous sections. The first phase, it is noted, likely to the west of the Art Museum, will be developed in the near term, within the next five years. This will accommodate the seismic retrofit necessary for the Cass Gilbert building, permit the Art Museum to exhibit additional amounts of its collection (once the retrofit is completed), and enable it to compete for collections that would otherwise not be possible.

The land area desired for this expanded four acres is addressed under question 4 below.

The phased development of buildings on this additional acreage will be limited to coverage of a maximum of 72 percent of the additional land area and will not exceed a height of the important cornice lines of the Cass Gilbert building. Each phase of expansion development will be important to preserving the history of this world-class institution, will be planned in a careful and participatory manner, and certainly will be expensive. In addition, each phase of building expansion will be subject to the City review process for building permit approval.

The start point for assessment of these space needs was the Art Museum's master plan process, conducted in the mid and late 1980s, and a subsequent space needs analysis conducted in 1993 by The Christner Partnership, Inc. A copy of the Christner expansion requirements is attached as Exhibit C. However it is crucial to note that these figure must be reassessed in the light of the new space needs that the Cass Gilbert retrofit will create and the fact that the Christner study was intended to assess needs over a relatively limited period of time -- approximately 15 to 20 years. A new, thorough study of Art Museum space needs is essential to address the Museum's retrofit issues and the longer-term (50 years) requirement of the Forest Park Master Plan.

Therefore, it is premature for the Art Museum to undertake additional drawings at this time; but the above describes the scope of our responsible long-range planning. When the Art Museum expansion area is included in the Forest Park Master Plan, a participatory planning process will include stakeholders from within and outside of the Art Museum's current governance structure, including representatives of environmental preservation organizations. The details of any expansion will result from this process and be presented to the City for formal approvals.

Underground parking will be developed within the four-acre additional area with 575 spaces the anticipated maximum. No heavy peak loads would be generated by this parking facility (cf., Norm Roden traffic study that indicates there are no significant peak loads generated by Museum visitors). A Museum loop road will be developed, with entry and exit points to the underground parking to the east and west of the Museum, from and onto Fine Arts Drive. Rerouting of Museum traffic is also proposed, from I-64/40 to Skinker Boulevard, through signage and a public information program.

The Art Museum is committed to joining other Park institutions in developing a more effective shuttle system and off-site parking facilities for visitors and to the development of off-site employee parking.

Further, sections above describe the Museum's steps in locating and expanding its off-site storage.

4.

Please describe the exact final permanent boundaries of any expanded open or enclosed area. Please clearly show any required dedicated parking area and the areas which you will maintain.

Attached as Exhibit A is a plan depicting the four-acre addition proposed to be leased from the City of St. Louis. A planned road providing access to underground parking from and to Fine Arts Drive is shown, with access to and from the parking likely midway on the east and west portions of the road. Please note that the proposed additional four acres lies within a 9.2-acre area the Art Museum presently owns or maintains. As a result, no new maintenance requirements are presented by this addition.

5.

Please describe the quantitative limits of any future enclosed expansion within the above mentioned final and permanent boundaries.

Given its importance to Forest Park and the St. Louis community it serves, and the sizable cost of retrofitting the historic Cass Gilbert building, Art Museum policymakers need long-term growth assurances on Art Hill, sufficient for 50 years or more. This would enable the Museum to continue to fulfill its mission, its commitment to the sole permanent legacy of the 1904 Louisiana Purchase Exposition and the Museum's continuity as an "anchor" institution in the Park. While the Art Museum leadership has undergone a long range planning process for the institution through the year 2004, uncertainties and complexities created by the need for a seismic retrofit require it to conduct additional studies to arrive at definitive long-term space needs.

However, the Museum is committed to an expansion that will not exceed four acres, including landscape and access roads and walkways, with building limitations as described in Section 3.3 above. This expansion will be completed on property the institution already maintains in the park. In addition, the Museum leadership is committed to an expansion process that will include park advocates and voices from throughout the community as it arrives at its final needs and design. (Please see the answer under question 3 above.)

Clarifying the Museum's continued location on Art Hill in the Forest Park Master Plan should remove any uncertainties about land use boundaries. At this juncture, the Museum looks for long-term growth which will guide its success in the 21st Century.

Please specify any special space needs that might have an effect on planning adjacent park areas for your facility.

Continued and expanded use of off-site facilities for warehousing and light assembly will have a positive effect in reducing our needs for space in Forest Park, as will potential off-site space that may provide an opportunity for some administrative relocation.

Special space needs in adjacent areas to our facility include accessibility for school and tour buses, for delivery vehicles (truck and van access) and for handicapped persons.

An increasing emphasis on future construction to the west of the existing Art Museum suggests that principal traffic routes could be directed toward Skinner Boulevard, which, with the addition of appropriate signing in the Park area, might serve to lessen the impact on the Zoo and the Hampton Avenue interchange.

6.

Please specify any special needs for your employees and in particular, your views on remote parking with shuttles for your employees.

As stated above, both employees and visitors with special needs (handicapped persons) must be accommodated on the Museum site. Remote parking is anticipated for many, if not most, Museum employees, and can be effectively implemented with the cooperation of other park institutions. Remote parking with shuttle transportation has been successfully used for special events for Art Museum employees and is therefore likely to be continued.

Please specify any special needs for your visitors and your views on remote parking with shuttles for your visitors.

As previously stated, special Art Museum needs include handicapped access for visitors and staff. In addition, the Museum has discussed the possibility of valet parking, a topic which is actively under review.

The Museum feels that visitors may use shuttles, if available, if those shuttles are effectively and efficiently organized. Such service, which the Museum supports, will require the cooperation of most, if not all, of the institutions in the Park. Those institutions can address the problem through the Forest Park Assistance Corporation developed, in part, to serve as a forum for the creation and implementation of solutions to institution-wide problems in the Park. In concept, however, the Art Museum supports shuttle services in Forest Park.

Please provide existing operational plans for special events as they relate to any Park planning considerations.

The Art Museum expects to continue the presentation of large special exhibitions that have broad public appeal, resulting in large museum audiences from time to time. Experience shows that such major and popular exhibitions as the Impressionism exhibit in 1990 or the Plains Indian exhibit of 1993 draw large and diverse audiences to the Museum and the Park. We hope successful park planning will ease access problems for visitors during periods of such peak demands, particularly through the peak summer vacation months.

On the whole, the Museum tends not to present one-day special events of unusually large impact, other than two to four Family Day Sundays per year. But even these events have limited audiences compared to the much larger number of people that attend major special exhibitions. As in the past, the Museum anticipates careful coordination with other Forest Park institutions for such events. Historically, the Art Museum and the Zoo have worked together planning and coordinating such events, as well as activities of security officers who serve both institutions.

Please specify any special access, parking or circulation requirements. Specify any important locations for drop-off at your facility.

Important locations for drop-off and access include:

1. Special handicapped access at the Auditorium entry (south wing). This is presently the Museum's only handicapped-accessible entryway for access to the entire facility. The Museum is required by law to provide handicapped parking nearby.
2. Access is required for trucks to our two loading docks for deliveries.
3. The Museum has important drop-off zones for both tour and school buses at the north and south entries to the Museum complex.

Do you have any plans or desires to convert any of your parking lots to a fee generating lot?

We do not expect the Art Museum's exterior parking to require a parking fee in the foreseeable future. However, the Art Museum would cooperate in Park-wide planning on such an issue.

Please describe your views on the provision of structured or underground parking on existing lots under your jurisdiction, and on structured or underground parking in general in the Park

We are proposing underground parking as part of our initial facilities expansion, which will minimize the impact of such expansion on surrounding Park land. On-street parking around the Art Museum during general hours of operation also is requested of the Forest Park master planners. In addition, the St. Louis Art Museum leadership is committed to working with fellow cultural institutions through the Forest Park Assistance Corporation to develop mutually beneficial solutions for off-site employee and visitor parking, as well as a transit service, that would serve the Park and its institutions.

Please specify any special needs for your employees and, in particular, your views on remote parking with shuttles for your employees.

Some employees and visitors with special needs (e.g., handicapped persons) need to be accommodated on the Art Museum site. As stated above, the Museum is committed to seeking mutual solutions with its fellow Park institutions for off-site employee parking and shuttle transportation. The Museum has successfully used remote parking with shuttles for special events, a practice it intends to continue.

7.

Please describe any parking fee structure that applies to any parking lot under your jurisdiction. Who receives the revenue from the parking lot? What are the operational and maintenance costs of the parking lot? Who determines the fee structure? On what basis is the fee structure determined? Do you expect the rates to be increased in the future?

Parking under the jurisdiction of the St. Louis Art Museum is free. The Art Museum plans to work with fellow institutions through the Forest Park Assistance Corporation to create park-wide parking and a parking fee system. The availability of the 26-acre St. Louis Arena Site for parking and transportation for the Forest Park Master Planning process will provide all of the Park institutions with added flexibility to develop joint solutions to both parking and transportation problems

8.

Please describe your views on the importance of the park-wide Shuttlebug, and MetroLink to your facility.

As demonstrated by the enormous public acceptance of MetroLink to date, the Shuttlebug and MetroLink are very important to Forest Park, fellow institutions and the Museum's future visitation and outreach initiatives. The Museum enthusiastically anticipates the expansion of MetroLink and other forms of public transit, particularly as they serve Forest Park. However, public transit in the Park is fairly new; buses have served the Museum facility for only ten years. The Art Museum would expect to facilitate the increased public use of MetroLink, buses and shuttle services through its publications and advertising.

Please describe your views on the use of a remote parking lots for employees and/or visitors if they are served by the Shuttlebug.

Remote parking and shuttles for Museum employees can be especially effective if other Park institutions participate in the planning and execution of a system-wide solution. Visitors may increase their use of shuttle services if they are efficiently organized, have a reputation for safety, and if parking can be provided in association with them.

9.

Would you support a year-round Shuttlebug system? Describe any important Shuttlebug routing issues as they relate to your facility.

We have supported and continue to support a year-round Shuttlebug system to serve Forest Park and its member institutions. The St. Louis Art Museum plans to cooperate with other institutions in and around the Park through the Forest Park Assistance Corporation to develop a joint plan to address these and other parking and transportation issues.

10.

Do you have any current or proposed policies to encourage employees to use transit on their daily commute?

To date, no. ~~However, the Art Museum is committed to work together with its fellow Park institutions to develop park-wide strategy for off-site employee parking.~~

Specify any other detailed design park-wide improvement and/or site considerations that are important to the success of your facility, including specific hourly, daily or locational parking restrictions in the vicinity of your institution.

1. We require car, bus and delivery (truck and van) vehicle access to the Art Museum.
2. Adequate sidewalks, lighting and other provisions for visitor safety are key to our future.
3. We strongly support the Master Plan's intention to remove golf from Art Hill.
4. We would like to work with the City to slow traffic and provide more crosswalks on Fine Arts Drive.
5. Landscape enhancements throughout the park are important to the success of the Art Museum and fellow institutions.
6. The St. Louis Art Museum wants on-street parking to continue in the vicinity of the Museum during all Museum open hours.

SECTION FOUR:

ALTERNATIVE DEVELOPMENT ANALYSIS

1.

Given your investigation of existing facilities for your institution, please describe how you can increase efficiency of space utilization in order to avoid unnecessary expansion in the Park per policy 3.1.4. Please submit supporting documentation..

To continue to compete as a world-class art institution that reaches more than one million St. Louisans and visitors each year, the St. Louis Art Museum needs to increase its amount of exhibition space. As previously stated, no growth would severely damage the Museum's historic commitment to this community and would cripple future efforts to attract new collections. The Museum feels strongly, as supported by other similar art institutions around the country, that dividing the institution would be a tragic, irreversible mistake. A responsible expansion on Art Hill, in phases over many years, done in ways that maximize exhibition space, is the correct path for the St. Louis Art Museum.

As demonstrated above, we have used the Cass Gilbert building to its maximum potential as exhibit space. In recent years, we also have moved storage to an off-site location. And Museum leadership has committed to moving other support functions out of the Park where appropriate.

2.

If your institution reduced its proposed level of development in the Park per policy 3.1.2, please describe the implications. Please submit supporting documentation.

Not applicable.

3.

Please describe the findings from an investigation of no development in the Park per policy 3.1.2. Please submit ~~supporting~~ documentation.

Please see answer under question 1 above.

Please describe the findings from an investigation of any or expanded land uses outside of the Park per policy 3.1.6. Please submit supporting documentation.

In assessing its future needs, the Museum leadership has looked at a number of future expansion options, primary among them the creation of satellite gallery space outside the Park. However, as other museums have learned, off-site gallery expansion creates duplicated operational and staff expenses in such areas as administration, marketing, maintenance and security.

From an artistic perspective, dual galleries break the continuum of art that a general museum like St. Louis' features. In the words of one long-time trustee: "You can't rob one part of art history of its antecedents ... or its surroundings." Cross-cultural relationships are a significant asset to the St. Louis Art Museum. Many, though, would be eliminated if the collection were segmented.

Many of the nation's major museums that have created satellite galleries find them expensive to operate and unable to capture adequate public support. For example, the Philadelphia Museum of Art attracted 621,867 visitors during the first half of 1995 while its companion Rodin Museum, just minutes away, attracted fewer than 25,000 visitors over that same period. In San Francisco, New York, Los Angeles and at Harvard University satellite galleries also suffer from visitation rates many times lower than their related primary galleries. Studying these and other expansions, St. Louis Art Museum planners conclude that a gallery located away from Art Hill would be both financially unwise and artistically and intellectually disastrous.

And for almost a decade now, both City and County civic and political leaders have agreed that the City of St. Louis is and should remain the cultural hub of the region. The Museum must find a way to meet its expansion needs while remaining faithful to the objectives of the Forest Park Master Plan.

In recent years, Museum officials have moved some storage off-site and pledges to find ways to move more of the institution's support functions and, in conjunction with other park institutions, employee parking out of Forest Park over the long term.

SECTION FIVE:

ECONOMIC VIABILITY

1.

Please provide a cost estimate of the proposed development.

The expansion cost of Art Hill, including the seismic retrofit of the historic Cass Gilbert exhibition hall, has been estimated in the range of \$100 million and above. Further refinement of that figure awaits additional structural seismic analysis and subsequent space needs analysis, which the Museum is in the process of undertaking.

2.

Please provide firm evidence of your financial ability to complete the project. Enclose supporting documentation.

The St. Louis Art Museum has raised more than \$90 million in private funds since 1978 for operational and capital needs. The first phase of expansion would require one of the largest institutional capital campaigns in the history of St. Louis. However, with a 50-year time frame and the strong traditional community support the Museum has enjoyed throughout its history, Museum officials are confident they can raise the funds necessary to fulfill its expansion needs.

SECTION SIX:

LEGAL CONSIDERATIONS

1.

In your opinion and in the context of your proposal dated January 1995 as submitted to the Executive Committee of the Forest Park Master Plan, what are your "rights under existing law, leases or agreements, if any" to expand, modify, replace, relocate, re-use, or remove the existing building, parking lots, roads, paths, recreation, or natural area? (policy 3.1.2) Please attach supporting materials.

The Art Museum Subdistrict is empowered under Section 184.360.1 of the Revised Statutes of Missouri to:

"own, hold, control, lease, acquire by donation, gift or bequest, purchase, contract, lease, sell, any and all rights in land, buildings, improvements, furnishings, displays, exhibits and programs and any and all other real, personal or mixed property for the purposes of the said subdistrict."

There are no other additional leases or agreements with respect to the Art Museum's rights to expand, modify, replace, relocate, renew, or remove the buildings, parking lots, roads, paths, recreation, or natural areas existing at this time except as described in the preceding sentence.

2.

Please state in your opinion, your existing jurisdictional or site boundaries. Please attach supporting materials.

Please refer to Exhibit Section Six; Question 2 for a summary of the history of the Art Museum from 1900 through January 1, 1972.

As of January 1, 1972, the Art Museum Subdistrict became the successor to the Administrative Board of the Control and the Administrative Board of the Art Museum having been duly constituted a subdistrict of the Metropolitan Zoological Park and Museum District of the City of St. Louis and County of St. Louis, pursuant to votes of the qualified voters of the City and County of St. Louis in an election April 6, 1971, pursuant to Section 184.350 et. seq. of the Revised Statutes of Missouri.

The Missouri General Assembly, the voters of the City and County of St. Louis and state law vested title of all property, buildings and facilities of all publicly owned art museums to the Art Museum Subdistrict in 1972. Section 184.360.2 of the Revised Statutes of Missouri provides:

"All buildings, property and facilities of existing publicly owned and operated zoological parks and museums... upon which a majority of the voters of both the City and County have passed upon . . . shall become the property of and vest in the respective and applicable subdistrict on the date such subdistrict shall be established as provided in Section 184.350. Any obligations, duties, rights, privileges of whatever description pertaining to or relating to the maintenance, operation, construction, design or affairs of any such existing zoological park or museum shall be assumed by the respective subdistricts."

The buildings, property and the buildings transferred to the Art Museum Subdistrict includes, the main building known as the Cass Gilbert building, the auditorium, education and restaurant wing, the administrative offices and mechanical systems and the paved parking area immediately adjacent to the Art Museum. Attached as Exhibit B is a site plan setting forth the existing site boundaries of 5.212 acres of property owned by the Art Museum Subdistrict.

As to the building, properties and facilities that became the property vested in the Art Museum Subdistrict by virtue of Section 184.362 of the Revised Statutes of Missouri, the following rights with respect to the property are conferred to the Art Museum Subdistrict Commission:

Said commission shall have exclusive control of the expenditures of all monies collected by the District to the credit of the subdistrict's fund. . . . [and of] the construction and maintenance of any subdistrict buildings built or maintained in whole or in part with money of said fund and of the supervision, care and custody of the grounds, rooms or buildings constructed, leased or set apart for the purposes of the subdistrict under the authority conferred in this law.

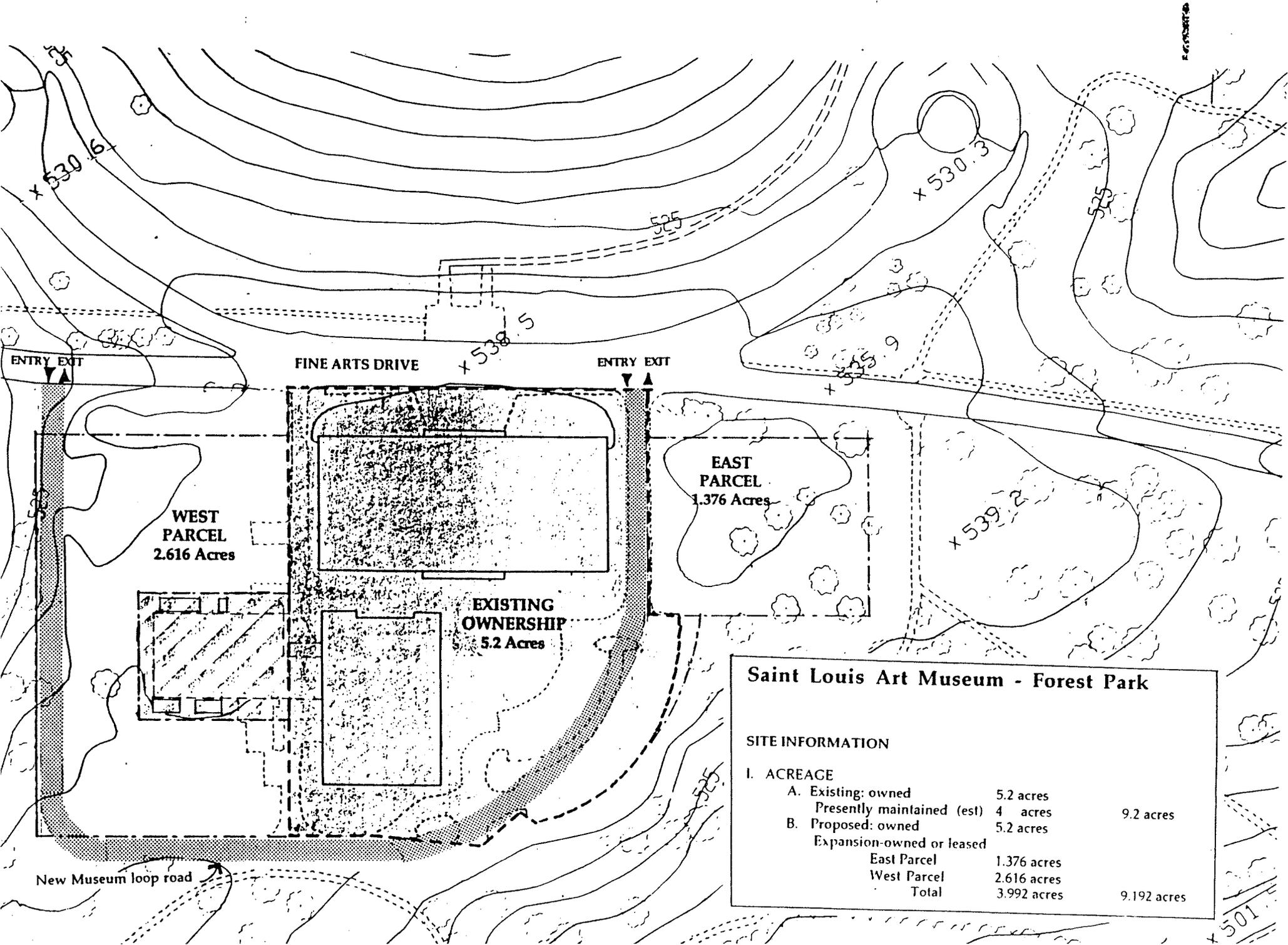
While there are arguments which support an assertion that the Art Museum Subdistrict owns all of the property and grounds which were part of the Museum in the past, or at a minimum that the Museum owns the 9 acres it currently controls and maintains, we are not presenting those arguments here.

3.

Please state the exact proposed boundaries of any expanded area and, if different, the final permanently defined boundaries to development.

Please cross-reference the response in Section Three; Questions 4 and 5.

Exhibit A



Saint Louis Art Museum - Forest Park

SITE INFORMATION

I. ACREAGE

A. Existing: owned	5.2 acres	
Presently maintained (est)	4 acres	9.2 acres
B. Proposed: owned	5.2 acres	
Expansion-owned or leased		
East Parcel	1.376 acres	
West Parcel	2.616 acres	
Total	3.992 acres	9.192 acres

Exhibit B

St. Louis City Ordinance 24195, passed February 23, 1908, created and established the St. Louis Museum of Fine Arts located in the building erected by the Louisiana Purchase Exposition Company on Art Hill in Forest Park. The Ordinance gave the Board of Control (established by state law) the power to manage and control the museum and make necessary repairs and alterations. Ordinance 24524, passed July 6, 1909, amended Ordinance 24195 to change the name of the Museum for the "St. Louis Museum of Fine Arts" to "City Art Museum."

St. Louis Ordinance 26430, passed May 25, 1912, repealed Ordinance 245195 and directed the Board of Control of the City Art Museum to "transfer and deliver all personal property in its possession or under its control belonging to the City to the Art Museum Administrative Board. . . ." Further Ordinance 26430 abolished the Board of Controls created by Ordinance 24195.

Until January 1, 1972, the City Art Museum facilities in Forest Park were operated by the Administrative Board of the Art Museum pursuant to then Sections 184.020 et. seq. of the Revised Statutes of Missouri.

Exhibit C

The start point for assessment of the long-term expansion needs for the St. Louis Art Museum was its master plan process, conducted in the mid and late 1980s.

A follow-up space needs analysis was conducted in 1993 by The Christner Partnership, Inc. in consultation with Art Museum governing bodies, friends, supporters and staff. The following page is an assessment from that 1993 study of Art Museum expansion requirements.

However it is essential to note that the Christner figures that follow must be reassessed in the light of information and issues that have arisen since it was developed. Specifically:

- The Cass Gilbert retrofit will almost certainly eliminate space in the museum's existing exhibition hall, which is already inadequate for current display. (The Museum is able to exhibit only 25 percent of its existing collection). Further seismic study is required to determine the amount of space that will be eliminated and, therefore, needed to be replaced.
- The Christner study was intended to assess needs over a relatively limited period of time -- approximately 15 to 20 years. Because the Forest Park Master Plan requires such assessment over a much longer time period (50 years), a new, thorough study of Art Museum program and space needs is essential to arrive at longer-term expansion needs.

St. Louis Art Museum Space Assessment Survey

	Existing	Immediate	Future	Long Term
Permanent Exhibition Galleries	58,655	78,500	90,275	150,000
Visiting Exhibit Galleries	9,376	17,000	17,000	17,000
Art Storage & Conservation	28,658	34,330	38,483	56,400
Public Space	39,599	42,670	42,760	52,600
Education	5,761	13,000	15,000	17,000
Office Space	11,008	13,000	13,300	13,300
Support	45,685	55,300	61,750	82,027
Total Assignable Area	198,742	253,800	278,568	388,327
Existing Building Area	243,131			
Total Building Area @ 15%		291,870	320,353	446,576
Total Building Area @ 20%		304,560	334,282	465,992
Total Building Area @ 25%		317,250	348,210	485,409

Exhibit D

Museums: The Sluggers of the Culture Lineup

By ANNE CRONIN

NEW YORK, Aug. 8 — If numbers meant as much to art lovers as they do to sports fans, the following statistic would be quoted everywhere: In any given year, New York City art museums draw far larger crowds than all New York professional sports teams combined.

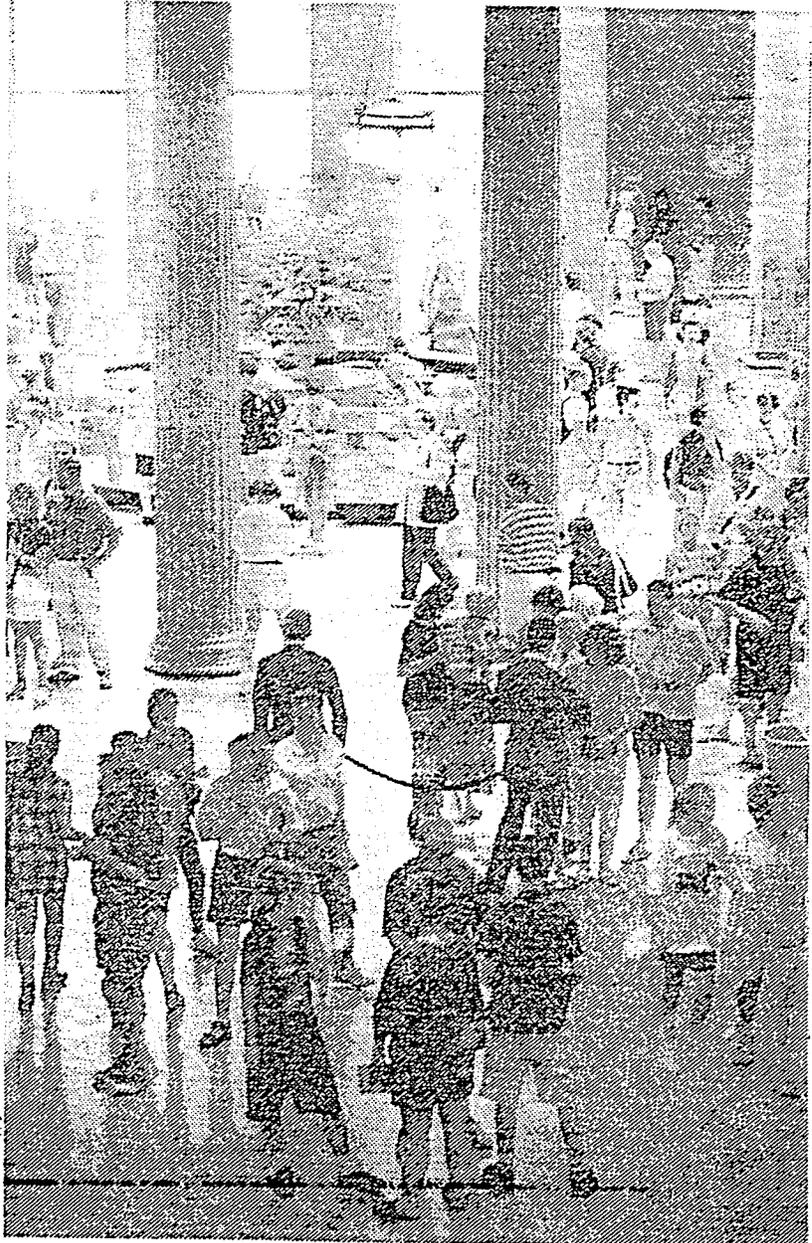
Modern audiences may boycott baseball or cough through Wagner, but the popularity of looking at art has been growing steadily for several years, give or take a few dips and peaks.

In the accounting year that ended June 30, most leading New York museums recorded more visits than in the previous year. And at least four had their highest attendance ever, including the Metropolitan, which counted 4.9 million people, an annual increase of 13 percent.

This summer, crowds jostling for a peek at hit shows like the Edward Hopper exhibition at the Whitney Museum of American Art have sometimes been so intense that one might suspect museums are giving the stuff away. And in a sense, they are. With admission cheaper than a movie ticket and usually free for children, museums are the best entertainment bargain for everyone, from parents with strollers to plane-loads of foreign tourists.

Americans are becoming more sophisticated about art, and big museums are evolving into a blend of playground, cafe and fair, making the experience easy and comfortable. For the foot-weary or the art-overloaded, there are places to rest, to eat, even to hear a string quartet. In many respects, a well-run museum is eerily like an upscale suburban shopping mall.

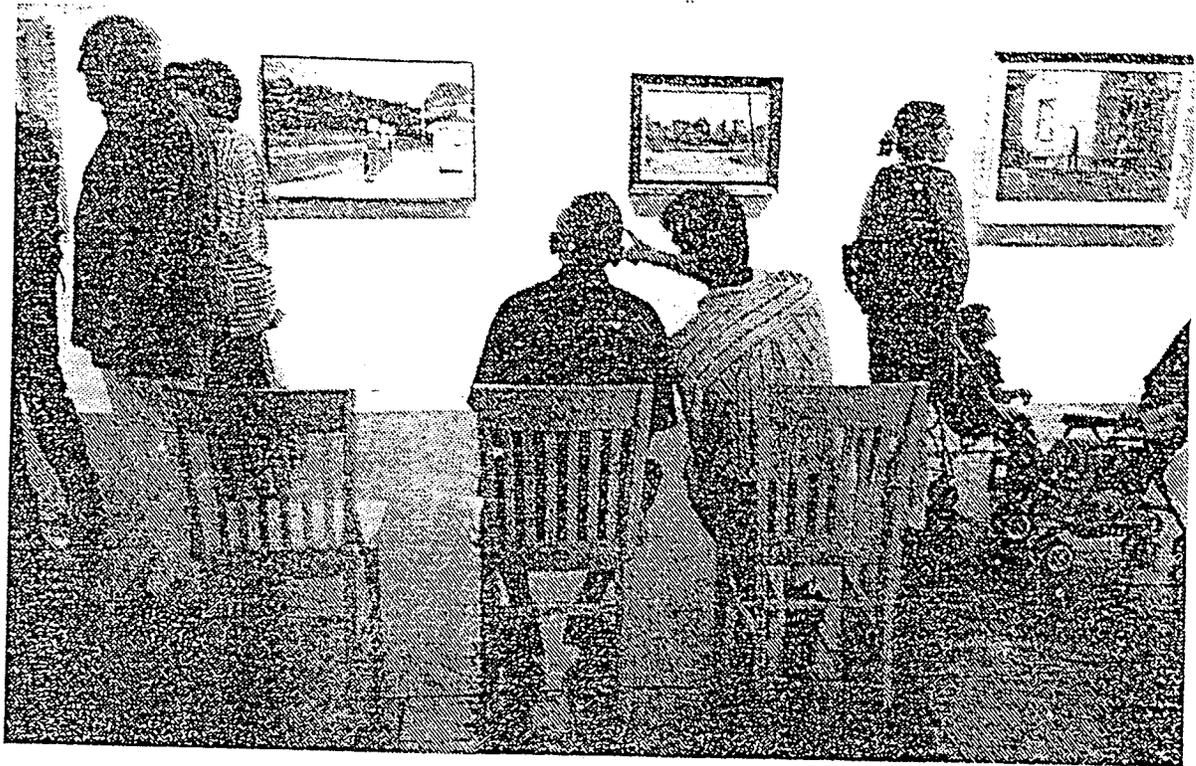
But there's more to it than that, judging from visitor surveys and observations by museum officials. In the age of the Internet and the VCR, museums are drawing people who yearn simply for social contact for a safe place to trade ideas and discoveries with strangers. In particular,



Monica Almeida/The New York Times

Standing room only in main lobby of the Metropolitan Museum of Art.

Continued on Page B2, Column 4



Monica Almeida/The New York Times

People viewing and discussing the paintings in the Edward Hopper exhibition at the Whitney Museum.

The Sluggers of the Culture Lineup

Continued From Page A1

art museums are prime places for single people to make contact.

"In other activities, you are alone," said Ralph Appelbaum, head of the museum design group that created the new dinosaur halls at the Museum of Natural History. "You don't go shopping to share the experience with other people. But museums allow you to look at something and share your feelings with your neighbors."

Museums can also be an antidote for families who rarely sit down to dinner together or talk, Mr. Appelbaum said: the art "provokes people, so they have a conversation with their kids in the car on the drive home."

Though no other New York museum comes close to the Met's attendance numbers, at least two had higher proportional increases over the last year, the new attendance figures show. The Pierpont Morgan Library had 140,105 visitors, up 23 percent from the previous year and almost double the figure for fiscal year 1990. The Jewish Museum recorded 210,000 visitors, up 18 percent. Both attribute the gains to extremely successful shows mounted in renovated, airier exhibition spaces.

The Studio Museum in Harlem also had its best year so far, if not by much: 105,000 visitors, about 5,000 more than a year ago. Moreover, some museums that did not set records, like the Whitney Museum of American Art and the Frick Collection, did better last year than the year before.

And though a few experienced declines, including the Museum of Modern Art, total attendance for all of New York City's museums has been steadily rising over the longer term.

Such growth is also a national phenomenon. A Census Bureau survey conducted in 1992 found that 49.6 million Americans had gone to an art museum or gallery in the last year, against 36.2 million a decade earlier.

Undeniably, the blockbuster show remains the surest way to generate crowds. The absence of such an exhibition at the Modern, still the city's second-most-popular museum, was one reason that attendance slipped; to 1.31 million from 1.47 million the previous year. The Modern's five largest shows last year each brought in healthy crowds of about 150,000. By comparison, its record year — 1993, with 1.89 million visitors — was achieved on the back of its hugely popular Matisse retrospective, which drew 945,000 viewers.

Blair Lee, a 43-year-old mother of two, traveled from her Upper West Side home to the Metropolitan one recent morning and sat while her children played on the cool marble steps leading up to the Temple of Dendur.

"We come here regularly," said Ms. Lee, relieved to escape the shimmering heat just beyond the glassed-in hall. "They especially like the places with water — the American Wing and here."

Her daughter, Brita Lee Cooper, took her first steps in the Met's Impressionist galleries. Now 6, she likes the mummies because "they were once really real people." And having just examined some Egyptian funeral jars in an adjacent room, she had a fresh mummy fact: "After they were dead, they would cut them up." Her 2-year-old brother Lucian preferred the sloped stones flanking the approach to the temple. "They make good slides," his mother noted.

Still, the New Yorkers dropping by the museum are outnumbered by tourists, many of them foreigners. The New York City Convention and Visitors Bureau counted 24.6 million visitors to New York in calendar year 1994, up 2.5 percent from 1993. Three-quarters of the city's overnight visitors have been foreigners, a byproduct of the dollar's continued weakness against the yen and European currencies.

Marcela Chayer de Coulón of Argentina has probably seen more museum collections in the United States than most Americans, and she has a practiced appreciation of their quality. Still, her jaw dropped with the shock of recognition the other day as

she approached van Gogh's "Wheat Field With Cypresses" at the Metropolitan

Mrs. de Coulón and her husband, Geraldo, who just completed a one-year medical fellowship in Dallas and Atlanta, were spending four days in New York before returning home to Buenos Aires. Over the last year they had seen quite a number of museums: "Cleveland has some very fine art," Mrs. de Coulón remarked. "I am amazed at all the European paintings that you have in this country. It comes from the power and money that you have; it is wonderful for you."

Americans, meanwhile, continue to gravitate toward the Impressionists, if the Met's recent successes and the throngs at the Art Institute of Chicago's current Monet retrospective are any indication. Exhibitions (not to mention poster sales) of works by American artists like Georgia O'Keeffe, Andrew Wyeth and Andy Warhol have done very well recently, too.

Capitalizing on such tastes in their drive for new income, leading museums have developed what amounts to a knockoff industry: catalogues and stores selling everything from Diego Rivera scarves to Egyptian jewelry to Chinese porcelain. The Metropolitan now has 16 shops in the United States and 21 abroad, apart from its catalogue business.

Added attention to amenities like restaurants also seems to have paid off for some museums. Indeed, an art crowd marches on its stomach. When Sarabeth's Kitchen opened a

Museums draw
people who yearn
for a safe place to
trade ideas.

third branch in a lower level of the Whitney in 1991, it raised the standard for museum restaurants.

Restaurant patrons helped the Whitney post 293,040 visitors in fiscal year 1995, up from the previous year's 231,100 and the highest total in five years. (The all-time annual record, 637,578, was set when the museum's money player, Hopper, had his last retrospective, in 1980-81.)

James P. Tyler Jr. of Rancho Cucamonga, Calif., who was making his first trip to the museum on Thursday, seemed to have been won over. "I was dubious," he remarked as his grilled tuna on greens and tomato slices (lightly dusted with corn meal) arrived. "But no, it's very reasonable, that is, for a place you want to spend some time in."

The Frick Collection, mostly unchanging in its policies (no children under 10) and design (stately mansion, plenty of antiques, no restaurant), has attendance numbers to match: 227,194 in calendar year 1994, up a bit from 222,537 in 1993, down a bit from 230,655 in 1992. The Brooklyn Museum, which has been overhauling its permanent exhibition space to show its African and Egyptian collections to better advantage, has recorded virtually no change in attendance; 270,000 for the year that ended in June, up negligibly from 269,000 in 1994 and level with the figure for 1993.

The only museum that saw a big drop was the Solomon R. Guggenheim. After the reopening of the restored Frank Lloyd Wright building uptown and the inauguration of a SoHo branch in the summer of 1993, interest flagged. Combined attendance at both branches in the year ended in June was 732,000, down from one million visitors in the previous year.

Those museums that did set attendance records had one thing in common: the big show. The Metropolitan logged 794,108 visitors to its "Origins of Impressionism" show, which ran from late September to January. The Jewish Museum cites its five-month Pissaro retrospective, which closed in July, as a strong draw, though it does not keep separate figures for individual shows. The Morgan's big splash was "The Thaw Collection: Master Drawings and New Acquisitions," with 65,000 visitors.

Of course, there is a limit to how many people can attend a blockbuster. "Matisse was literally a sell-out," said Glenn D. Lowry, the new director of the Modern. "There was a greater demand than space." Yet such big shows are crucial, he added, to subsidizing smaller shows.

Ticket sales for the Matisse exhibition were limited to 6,000 a day. But with at least 500 people crammed into a gallery, he concedes, "works of art are not appreciated at the same level."

Veteran museumgoers seem to agree. "A painting is basically silent, and there should be a contemplative space around it," said the novelist John Updike, who regularly contributes criticism and essays on art to magazines. Mr. Updike says the crowds seem to be attracted partly by the glamour that has rubbed off from the high auction prices for paintings in recent years. But as a culture, "we have become more visually sensitive," he adds. "And we are less ear- and mouth-oriented."

At the Whitney the other day, Blanche Faer, 60, and Linda Miller, "in the vicinity of 60," stood off to the side of the huddle in front of Hopper's "Nighthawks," the 1942 painting depicting lonely city dwellers at a diner counter. Neither woman minded the crowds too much, but Ms. Faer, who had come into the city from Croton-on-Hudson to visit her Manhattan friend, did admit that "you rush yourself a little bit, because there is so much to see and other people are waiting."

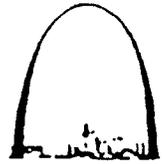
Ms. Miller recognized the blockbuster's importance to the museum — "They have to do this every once in a while" — but she did voice the daydream of all who find themselves in the midst of such popular fare: "Surely it would be nicer if it was your own private collection."

DEPARTMENT OF PARKS, RECREATION & FORESTRY
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August 30, 1995

I would like to take this opportunity to thank you for your recent presentation to the Forest Park Master Plan Executive Committee regarding future plans of your institution. Since your presentation, the Executive Committee has reviewed your proposals in detail and has determined that your plans generally meet the requirements outlined in the Goals and Policies.

Enclosed please find a list of concerns and questions that were generated regarding your proposal. Members of the Design Team will be contacting you in the near future to clarify these points. Your assistance in reviewing this information would be appreciated.

I would again like to thank you for your continued assistance and support in this important project.

If you have any questions, please contact me.

Sincerely,

Gary D. Bess, Co-Chairman
Forest Park Master Plan
Executive Committee

INSTITUTIONAL PROPOSAL ART MUSEUM

Preliminary review - August 24, 1995

comments

1. PURPOSE

2. DEMONSTRABLE NEEDS

- The needs for 4 acres is not clearly established

3. LAND USE

DEVELOPMENT

- GENERAL
- PERMANENT BOUNDARIES
- FACILITIES

More information required to provide assessment

- Need to define max. extent of final building(new & ex.)
- Need to define construction phasing and interim uses
- Need section through final building
- Need more information to provide assessment
- Need commitment to coordinate with adjacent uses
- No discussion of impact zoo parking has on facility

- PROGRAMMING
- IMPACT ON SURROUNDING USES
- ALTERNATIVES

4. LANDSCAPE

- Negative impact on landscape to east of existing building

- Commitment to landscape mitigation unclear

5. ART, ARCHITECTURE, AND INFRASTRUCTURE

- Commitment to surrounding improvements unclear

- Need more information of internal space use

6. ACCESS, CIRCULATION, AND PARKING

- Preliminary concerns: not assessed in detail

- scale of underground parking structure
- location of access road
- require final parking numbers
- eastern entrance to parking structure
- impact of parking fee system

7. ECONOMIC

- Not assessed

8. LEGAL

- Not assessed

9. NO NET LOSS OF OPEN SPACE

- Not assessed

10. GENERAL

- Undefined facility planning process

- Commitment by environmental groups unclear

- Relationship to the Arena site?

FOREST PARK MASTER PLAN

S a i n t L o u i s

LONG TERM PLANNING SUMMARIES

for

FOREST PARK MUSEUMS AND CULTURAL INSTITUTIONS

SUPPLEMENT

SAINT LOUIS ART MUSEUM

September 1995

I. DEMONSTRABLE NEED

DESIGN TEAM COMMENT: *The need for 4 acres is not clearly established.*

DISCUSSION: Before elaborating on the elements supporting the need for expansion set forth in our original submittal to the Forest Park Master Plan Executive Committee, it is important to establish the context for the Art Museum's expansion plans. The Art Museum renovated the Cass Gilbert building in the late 1970s. That renovation was not driven by a master plan, but instead, was constrained by the confines of the Cass Gilbert building. During the mid-1980s the Museum developed a master plan, and from that master plan The Christner Partnership developed an estimate of the Art Museum's expansion needs for approximately 20 years, i.e. until 2005. Christner's work was based on the Museum's present collection and modest anticipated growth over that period. In addition to its 20-year planning limits, Christner could not anticipate the additional space that now will be required to replace space lost due to seismic retrofit. It also did not anticipate the Art Museum's present policy of moving certain activities out of the park. As part of the Art Museum's detailed, inclusive planning process, a new space study will be done, in the context of the need established in our submittals to the Master Plan Committee.

In this context, we present the four key elements that demonstrate the need for expansion on up to four acres on Art Hill. Note that the Art Museum has stated that the four-acre expansion will accommodate its needs for 50 years.

Four principle elements establish the need for the Saint Louis Art Museum to obtain up to four acres of land for use for expansion over the next 50 years. The four elements are presented in summary form below and discussed in more detail in the following pages.

1. The Saint Louis Art Museum presently is able to exhibit only approximately 10 percent of its collection. Museums in similar cities exhibit between 20 percent and 36 percent of their collections. The citizens of St. Louis are deprived of appropriate access to the Art Museum's collection because the Art Museum does not have enough space.
2. In addition to being unable to show more than 10 percent of its current collection overall, the Art Museum has several collections which require additional space for proper exhibition and for growth. Growth is integral to the fulfillment of the institution's mission to be a museum exhibiting the art of the present time.

3. Without expansion, the Saint Louis Art Museum will not be able to compete for nor properly accommodate donation of any of St. Louis' private collections. Other museums are anxious to have these collections. There is compelling precedent for Museum expansion to accommodate important local collections. In the early 1970's the Art Museum was renovated and expanded to enable the Museum to properly show the Morton D. May collection. Had Mr. May not donated his collection, the Museum would have virtually no twentieth century German art, no Pre-Columbian art, no Oceanic art, and much lesser collections of African and Native American Art. Of perhaps equal significance to St. Louis, the Morton D. May collection would be elsewhere.

4. The Art Museum is committed to preservation of the Cass Gilbert building, including a seismic retrofit. The Art Museum is also explicitly committed to remaining in Forest Park and to keeping its collection unified in one facility. These factors indicate that if the Art Museum expands, as it must, it must expand on Art Hill. In addition, the seismic retrofit will result in a significant loss of space in the Cass Gilbert Building, increasing the need for expansion.

1. Percent of Collection Exhibited

The Art Museum presently displays approximately 10 percent of its collection at any one time. This places the museum at the low end of a range of other institutions.

Nelson Atkins Museum, Kansas City	36%	28,000 objects 10,000 on display
Cleveland Museum of Art	30%	33,000 objects 11,000 on display
Dallas Museum of Art	27%	18,000 objects 4,860 on display
Toledo Museum (Ohio)	25%	35,000 objects 8,750 on display
High Museum (Atlanta)	25%	11,000 objects 2,750 on display

Wadsworth Athenaeum (Hartford)	20%-22% 50,000 objects 10,000+ on display
Saint Louis Art Museum	10% 27,000 objects 2,300-2,700 on display

Based on the above data, the analysis suggests that to show a portion of its **present** collection comparable to that shown by museums in similar cities, the Art Museum would be required to expand to two-and-one-half to three-and-one-half times its present size. This calculation does not consider growth of the collection through acquisitions or gifts.

2. Expansion Needs for Specific Parts of the Collection

In *Oceanic Art*, the arts of the people of the Pacific Islands, the Museum has collections of international stature. This is also true of the collections of *Pre-Columbian Art*, the cultures of Central and South America before the arrival of the Spanish. Only a portion of these collections is now on view. The collections are significant because they represent each major historical era and each art-making society in a comprehensive fashion. Despite a recent reinstallation of the Oceanic collection, these two areas do not have adequate space for proper display of these world-class collections.

The *Arts of Africa and the African Diaspora* were reinstalled recently, but are in spaces that are too small for both the art works and the many school children who come to see them. The Museum's collections of *Native American Art*, while the smallest of these four categories, lacks adequate space for the display of Northwest Coast arts and the native arts of the American Southwest.

The department of *Prints, Drawings and Photographs* has had significant growth in the past 15 years. This department presently occupies recovered attic spaces, and needs to be relocated to facilities designed for its purposes. A specially designed gallery for photography should be designated, and an adequate study room for visitors and students provided.

The *Decorative Arts and Design* collection has also been growing very rapidly, particularly as the Museum's original mission and recent Master Plan called for development of collections in 20th century design arts. Significant support from the community has resulted in many new acquisitions, so that an outline of the history of modern design arts has been achieved. Presently gallery space does not provide enough

display space to fully demonstrate this history. These collections are significantly larger than available gallery spaces.

The *Asian Art* collection needs additional display spaces for its significant holdings in ceramics, and for the expanding collection of Japanese art, including screens and hanging scrolls.

Collections of *Islamic Art*, and *Ancient Art of the Mediterranean and Near East* are also in need of more gallery space, in order to better illustrate the development of ancient civilizations of Egypt, the Near East, Greece and the Roman Empire.

The Saint Louis Art Museum is recognized for having one of the largest and finest collections of *Twentieth Century Art* in America. Unfortunately, due to the constraints of our current building, we are unable to share much of that collection with our public. For example, our collection includes 39 paintings by the German artist Max Beckmann (the largest such collection in the world). We now display only 12 of those paintings. Ideally the Museum would double the space devoted to the display of Max Beckmann, and double, as well, the space devoted to the German Expressionist artists of the early twentieth century. We would double the space devoted to the display of European modern art, including works by such artists as Picasso, Matisse, Braque and Chagall, and could increase by 50 percent the space given to American art of the first half of this century, including such painters as O'Keeffe, Sheeler, Hartley and Dove. Our collection has exceptional strength in American art of the 1960s, 1970s and 1980s, a large portion of which goes undisplayed. To display properly and permanently our collection of paintings by such artists as Philip Guston, Frank Stella, Morris Louis, Andy Warhol and Roy Lichtenstein, to name a few, as well as sculptures by Donald Judd, Tony Smith, Mark di Suvero and George Rickey, among others, we would need, at a minimum, to double the gallery space devoted to those artists.

3. Competition for St. Louis Collections / Art of the Times

The foregoing refers only to the needs of the current collection. Future growth of the collection poses even greater challenges. In the past two years, for example, we have acquired large works by such contemporary artists as Brice Marden, Joan Mitchell, Christopher Wool and Louise Bourgeois. To display each of these works, another worthy object has been displaced from view. As we continue to collect, the pressure to displace important works will become increasingly severe. Works acquired years earlier and representing artistic movements of the recent past will invariably lose out to the latest acquisitions. Absent expansion, our ability to present the public with a complete and rational survey of the history of art in this century will be diminished.

The revolutions of *the information age* are affecting the art world no less than other sections of society. Artists are exploring the electronic media of video and CD Rom, digitized images and virtual reality with increasing frequency and sophistication. To fulfill our mission of collecting and displaying the major movements of contemporary art, the Museum will need an entirely new space configured and appropriately "wired" to exhibit these new forms. An increasingly young and electronically educated public will expect no less.

4. A Unified Collection

As stated in our initial submission, we are unable to divide our collection between Art Hill and a satellite site for two reasons: one artistic, the other economic.

Our mission, virtually from the inception of the Saint Louis Art Museum, has been to collect and display art that reflects *all* cultures from across the globe. It is this mission that makes the Art Museum our community's window to the world's cultures. A mission shared by only a dozen or so major art museums in the U.S. today. A division of that collection between sites would require us to decide *which* culture is "less important" to the total spectrum than another. Which culture or cultures would we cast adrift from the continuum of art that reflects all cultures? Any choice would destroy the fabric of our overall collection to the detriment of the important role we serve in our community.

As outlined in our initial submission, experience at other institutions in similar markets (e.g., Philadelphia, Seattle, Harvard) shows that a satellite typically attracts *far* fewer visitors than the "parent" display. The cost of duplicating marketing, security and support services for a satellite facility would make such a move economically unfeasible.

Conclusion

The Art Museum's need for expansion is demonstrated by:

- a) The relatively low percent of its collection presently shown;
- b) Specific needs for additional space for certain important parts of the collection;
- c) The need to properly serve the community by planning for space adequate to compete successfully for the world class private collections held by certain St. Louis residents;
- d) The need to replace present square footage that will be lost when the Cass Gilbert building is retrofitted to deal with seismic issues;

- e) The compelling need to continue to operate the Art Museum as a single collection at a single site.

To minimize the amount of square footage required for future expansion, the Art Museum is fully committed to moving certain non-exhibition activities out of Forest Park. The Art Museum has already rented 32,000 square feet outside the park and is using it for storage. Based on this commitment, the Art Museum has already expanded **outside the park** and will further expand **outside the park** as it expands inside the park.

When reviewing space plans for the future, it is important to note that some non-exhibition activities cannot be moved because they are integral to the exhibition space. Examples include HVAC space, public space and other mechanical space.

The Art Museum is requesting four acres of additional land on Art Hill -- on land it already maintains -- and the right to build on 72 percent of its land. The expansion will make it possible to increase the percent of the present collection on display, to properly accommodate certain key collections, to expand the collection to keep it current, to compete for prominent local collections, and to compensate for space that will be lost. We believe the present proposed expansion, as outlined in this discussion and our original submittal, fully demonstrate the Art Museum's need for four acres on Art Hill for the next 50 years.

II. LAND USE

DESIGN TEAM COMMENT: *More information required to provide assessment*

- *Need to define maximum extent of final building (new and expansion)*
- *Need to define construction phasing and interim uses*
- *Need section through final building*
- *Need commitment to coordinate with adjacent uses*
- *No discussion of impact Zoo parking has on facility*

DISCUSSION: In its previous submittal to the Executive Committee, the Art Museum stated that the maximum extent of final **building** on its property will be 72 percent. Note that this maximum extent is for **50** years.

In response to a recent request for the maximum extent of its **built** space, including buildings, roads and sidewalks, the Art Museum has been advised that roads and sidewalks are not likely to exceed 13 percent of present and new acreage.

The Art Museum anticipates completion of the first phase of its expansion by 2004. The first phase will be, **very approximately**, 150,000 square feet or somewhat more, depending in part on use of underground space, with structured parking under the building. The second phase again depending on underground uses, will be approximately 100,000-120,000 square feet or somewhat more. The third phase would be approximately 100,000 square feet or somewhat more, depending on underground uses. The second and third phases would not be projected to occur until well into the next century. The four acres will be maintained during the periods prior to any construction as they are presently maintained by the Art Museum.

A section through the final building is not available because the building has not been designed. However, the Art Museum is extremely sensitive to the need to properly treat any exposed levels of the proposed parking facility. Any exposed parking area will be appropriately treated, and every reasonable effort will be made to minimize exposed area.

The Art Museum is committed to coordinating with adjacent uses. In particular, the Art Museum will coordinate its planning with planning for the top of Art Hill being done or to be done by the Forest Park Master Plan Committee or by the future Forest Park Governing Board. See Section IX of this document for a discussion of the facility planning process.

The impact of Zoo parking on the Art Museum is substantial. The Art Museum concurs with the generally held belief that Zoo patrons use on-street parking adjacent to the museum. If Zoo parking patterns were to change, the Art Museum's parking situation would change. Please see Section V, Access, Parking and Circulation for a further discussion of this issue.

III. LANDSCAPE

DESIGN TEAM COMMENT: *Negative impact on landscape to east of existing building*

➤ *Commitment to landscape mitigation unclear*

DISCUSSION: The Art Museum is totally committed to landscape mitigation. The Art Museum has maintained more than nine acres for many years, installing an irrigation system for the entire tract and creating new landscaping over the underground conservation facility.

The Art Museum will enhance mitigation efforts on the four acres immediately upon leasing them. These efforts will anticipate the effects of expansion and offset them. The Art Museum will begin planting trees as soon as possible to replace dead and dying trees and to start a new generation of trees so that twenty years from now this part of the park has strong trees of various ages.

IV. ART, ARCHITECTURE AND INFRASTRUCTURE

DESIGN TEAM COMMENT: *Commitment to surrounding improvements unclear*

➤ *Need more information on internal space use*

DISCUSSION: The Art Museum has already made a significant commitment to the park. The leadership of the Art Museum has led the formation of a not-for-profit corporation, the Forest Park Assistance Corporation (FPAC). FPAC has made an offer to the City to acquire the Arena site for \$10 million, plus a total of \$1 million over five years for site maintenance and planning. After payment of the Arena debt and demolition of the building, the City will have \$3 million to use as it chooses. One very attractive possible use is to invest the money in Forest Park. The City could use these funds for improvement adjacent to the Art Museum.

With respect to the use of internal space, the Art Museum has already moved 32,000 square feet of storage out of the park and is fully committed to continuing to move certain activities out of the park. The Art Museum will grow both inside and outside the park as it expands, moving certain non-exhibition activities out of the park over time. The vast majority of the new space in the park will be used for exhibition and directly related functions.

V. ACCESS, PARKING AND CIRCULATION

DESIGN TEAM COMMENT: *Preliminary concerns, not addressed in detail*

- *Scale of underground parking structure*
- *Location of access road*
- *Require final parking numbers*
- *Eastern entrance to parking structure*
- *Impact of parking fee system*

DISCUSSION: The Art Museum requests approval of a maximum of 575 additional parking spaces. It is extremely important to note that these spaces will all be in a parking structure under a building. We concur with the design team that it is presently impossible to assess whether 575 additional spaces is too few or too many, particularly in view of the fact that the Arena site, if properly developed, could provide significant parking for all park institutions, especially, given its proximity, the Zoo. Because structured parking below a building is very costly, the Art Museum has a strong incentive to keep the amount of structured parking at a minimum through cooperative planning for parking. The Art Museum will build no additional surface parking spaces.

As noted above, Zoo parking and Art Museum parking are completely interrelated. At this point, the request for 575 additional spaces is an estimate. The Art Museum will work with the Zoo, FPAC and the City and other institutions to develop a rational parking plan. We will retain a traffic consultant as soon as we receive Master Plan approval for the four acres. The Art Museum is fully committed to moving most employee parking off of Art Hill, and, depending on future developments, out of the park. The Art Museum wants no loss of on-street parking and is prepared to work with the Park Master Plan Committee and the future Forest Park Governing Board to plan for the area around the statue of St. Louis.

The location of our proposed access road is shown clearly in our submittal.

Final parking numbers are not yet known, as noted above. If approval requires a final parking number, that number is 575 additional spaces. We do not anticipate an eastern entrance to the parking structure.

In our original submittal, we stated that we would coordinate any parking fee system with the other institutions and the City.

VI. ECONOMIC - No comments

VII. LEGAL - No comments

VIII. NO NET LOSS OF OPEN SPACE - No comments

IX. GENERAL

DESIGN TEAM COMMENTS: *Undefined facility planning process*

- *Commitment by environmental groups unclear*
- *Relationship to the Arena Site?*

DISCUSSION: The Art Museum is committed to a broad and inclusive planning process for its expansion. Presently the Art Museum plans to establish two special committees, a Committee on Programs and a Committee on Facilities and Financing, each to be chaired by a member of the Board of Commissioners or the Board of Trustees. The committees will be composed of concerned citizens, including environmentalists, museum board members and museum staff. The committees will use paid consultants as necessary to resolve technical issues. Because of this inclusive planning process, the Art Museum's plan will enjoy substantial public input even before it undergoes the normal public approval processes of the City of St. Louis and the future Forest Park Governing Board.

The Art Museum has demonstrated its commitment to inclusive planning by its extensive meetings with the leadership of environmental groups prior to submission of its expansion request. While the design staff has commented that the "commitment by environmental groups [is] unclear," any such commitment is not a requirement of the Goals and Policies for the Master Plan. The cooperation between environmental groups and the Art Museum over the past several months is unprecedented in the history of Forest Park and has been enormously positive and productive. The Art Museum will continue open communication with all interested members of the community as it undertakes detailed expansion planning.

The results of this approach will be an orderly and more participatory process. The benefits to the Art Museum and the greater St. Louis community are clear: an environmentally driven process of preservation and responsible expansion of a world-class Art Museum in St. Louis completed in a manner of which everyone can feel proud.

Conclusion

In our work this year, the Museum took an environment first approach. In collaboration with the environmentalists, we looked for ways to solve some of the park's most pressing problems. Under our plan, Forest Park can expand and address its traffic and parking problems. This is a win-win situation. The City gets \$11 million and 26 acres for the park. And the community can be assured of maintaining its world-class Art Museum well into the future.

FOREST PARK MASTER PLAN
S a i n t L o u i s

LONG TERM PLANNING SUMMARIES
for
FOREST PARK MUSEUMS AND CULTURAL INSTITUTIONS

***MISSOURI HISTORY
MUSEUM***

August 1995

Introduction

The Executive Committee for the Forest Park Master Plan has, to date, approved ten Design Principles, and a more detailed concept design for the passive open space system and the golf course. At this point in the design process, the project team is to develop detailed design recommendations. An essential aspect of this stage of the design process is to analyze the "Long Term Planning Summaries for Forest Park Museums and Cultural Institutions" dated January 1995 submitted to the Executive Committee. The Executive Committee will review the project teams' analysis, and approval or disapprove, in whole or in part, any one of the proposals, after review and comment by the Forest Park Master Plan Committee and the general public.

Review Process

The Executive Committee has agreed to the following decision-making process.

- Step One: Museums and Cultural Institutions complete enclosed questionnaire and have a work session with the Design Team.
- Step Two: Design Team prepares analysis of proposals based upon approved work to date and in particular, the proposals' implications on the natural system, as well as the access, circulation and parking system.
- Step Three: Design Team discusses analysis with respective Museums and Cultural Institutions and makes any necessary modification.
- Step Four: Design Team presents analysis to Ex. Committee. Ex. Committee makes decision on each proposal and instructs design team to incorporate decision into the conceptual design.
- Step Five: Design Team presents conceptual design to Ex. Committee including the findings of the no-net-loss-of-open-space calculation. Ex. Committee reviews, agrees to, or modifies previous decision on the Museums and Cultural Institutions proposals.
- Step Six: Design team presents conceptual design, analysis of Museums and Cultural Institutions proposals, and Ex. Committee recommendations regarding the proposals to the Forest Park Master Plan Committee for review and comment.
- Step Seven: Design team presents conceptual design, analysis of Museums and Cultural Institutions proposals, and Ex. Committee recommendations regarding the proposals to the public for review and comment.
- Step Eight: Ex. Committee makes final draft decision on conceptual plan, and Museums and Cultural Institutions proposals.

Review Criteria

The Goals and Policies dated January 17, 1995 as approved by the Board of Alderman require any "expansion, modification, replacement, relocation, adaptive re-use, or removal of existing buildings, roads, parking lots, paths, recreation, or natural areas" to meet certain criteria outlined in policy 3.1.2. In addition, it is understood that any proposal will also meet all other goals and policies, and the ten design principles and conceptual design completed to date. It is the project teams role to prepare an analysis of the proposals based upon the criteria in 3.1.2, and all other goals and policies.

Purpose of Questionnaire

The purpose of this questionnaire is to collect any necessary outstanding information to prepare an analysis of your proposal and to confirm that we have correctly understood the information we have received to date. In addition to this questionnaire, we would like to tour your existing facility and discuss any aspect of your operations and future plans that you feel needs consideration in this analysis.

This questionnaire has six sections, each addressing an area important to the development of the project teams analysis:

- Section One: Executive Summary of Proposal
- Section Two: Existing Facility Analysis
- Section Three: Proposal: Purpose, Demonstrable Need, and Detailed Statement of Needs
- Section Four: Alternative Development Analysis
- Section Five: Economic Viability
- Section Six: Legal Considerations

Please note: This document and the contents herein together with the project team's analysis of each proposal will be made available to the public.

SECTION ONE:

EXECUTIVE SUMMARY

1. Please outline your proposal, its purpose, need and, legal and economic viability.

We know each other by the stories we tell. And the Missouri Historical Society tells the story of the entire St. Louis metropolitan community. History, the accumulation of all our stories, gives our community a sense of what we are, how we came to the present, and what we may yet become. The hundreds of programs, exhibits, performances, research projects and publications that the Missouri Historical Society sponsors each year reflect the ideas and thoughts of people who have lived here and whose actions molded our multifaceted community and imparted the unique character that distinguishes St. Louis. The Missouri Historical Society seeks to preserve and interpret the St. Louis region through the voices of St. Louisans and this makes the institution as unique as this region and the people who live here.

The Missouri Historical Society has been a part of the St. Louis metropolitan community for almost 130 years and has been an integral part of Forest Park since 1913. Built with profits generated from the 1904 Louisiana Purchase Exposition and located on the exact site of the main entrance to the Fair, the Jefferson Memorial Building was dedicated as the first national memorial to President Thomas Jefferson and his purchase of the Louisiana Territory.

Last year, the Missouri Historical Society was selected as the first historical society to receive the National Award for Museum Service. First Lady Hillary Rodham Clinton presented this distinguished honor in a special ceremony at the White House. Bestowed by the Institute of Museums Services in Washington, D.C., the Missouri Historical Society was recognized for its focus on issues of enduring significance for the metropolitan region and for its inclusion of the community in all aspects of its operations.

Although the Missouri Historical Society is nationally recognized for the quality of both its programming and collections, the physical facility in Forest Park has serious limitations. The present museum facility does not meet base level museum requirements for exhibition spaces. We have no dedicated classrooms and our only auditorium is a multi-purpose space that serves no function satisfactorily. Last year, when our Jefferson at 250 lecture series began to attract over 500 people to a single performance, we had to move

presentations off-site to a rented auditorium. Special programming such as lectures, tours and plays complement special exhibitions and initiatives and it is important that these events are held on site so that the participants can take full advantage of the educational opportunities being offered.

In order to function as a more viable public institution, the Missouri Historical Society is planning for the renovation and expansion of the historic Jefferson Memorial Building that houses the Missouri History Museum and is the center of our community programming activities. Extensive work is required on the exterior of the Jefferson Memorial Building due to age and deferred maintenance over the years. Needed work includes stone restoration and consolidation, caulking and pointing, installation of drain tiles around the lower floor of the original building and landscaping. Construction of ramps and sidewalks to the main entrance and the installation of elevators are needed to bring the institution into full ADA compliance. Additional renovation work will include updating the electrical system throughout the building and installing a heating, ventilation and air-conditioning system that meets museum standards.

The expanded facility will provide for local and regional history exhibitions, expanded collaboration activities, discussion spaces for community based programming, and a multi-purpose auditorium for lectures and theatrical performances that teach the history of the St. Louis metropolitan area. Through the expansion of programming that will be possible with this building project, the Missouri Historical Society will be able to more fully present balanced and well-documented insights into the history of our diverse community.

In 1991, the Missouri Historical Society opened its Library and Research Center on Skinker Boulevard adjacent to Forest Park. Recognizing that the institution could not accommodate all of the institution's needs at the Jefferson Memorial site, the board decided to divide the institution's activities by function. The most public activities such as exhibitions and educational programming remain in Forest Park. The library, collections and research functions of the institution are located in the 104,000 square foot Skinker facility.

Having already moved its collections and research facilities out of Forest Park, the Missouri Historical Society is committed to meeting the growth needs of the Missouri History Museum through renovation and expansion of the Jefferson Memorial Building in Forest Park. The Jefferson Memorial Building is an important local landmark and its expansion will be on land currently leased and maintained by the Missouri Historical Society. This expansion and renovation is needed since there is currently less than 10,000 sq. ft. of

exhibition space in which less than 1% of the existing collection can be viewed. The exhibition galleries are inadequate based both on demand in the St. Louis area for exhibitions based on our collections and through comparisons with major historical museums in the United States. The Minnesota Historical Society has over 35,000 square feet of exhibition space, the Chicago Historical Society has 42,000, Cincinnati has 40,000 and the Ohio Historical Society has over 60,000 square feet. The Missouri Historical Society's historical collections are significant and between 8 and 10% would be a more appropriate amount to be utilized for exhibition and research purposes in any given year.

The museum has only one classroom for educational purposes; virtually no visitor service amenities; major renovation of the HVAC system is required; and the existing facility is not fully ADA compliant. The renovation and expansion will allow for extensive exterior and interior renovation of the existing facility, an additional 25,000 sq. ft. of exhibition space, a new 400 seat auditorium, a new area for reception and information services, a coat room, lockers, updated restroom facilities, an adequate museum shop, and a restaurant to serve our visitors.

The renovated and expanded Missouri History Museum will involve community residents in a variety of activities and discussions and will attract significantly more visitation. The proposed renovation and expansion will make possible a full range of history museum activities and programs. Studies of other major historical museums indicate that annual visitation after renovation and expansion will grow to between 300,000 and 450,000. The increased visitation can be handled through a combination of mass transit and available vehicle parking spaces. Adequate access requires that a minimum of 300 parking spaces be available for visitors to the museum within reasonable walking distances and with good sight lines and pedestrian pathways. The twin lots near the Lindell Pavilion could be reconfigured to serve this need.

SECTION TWO: EXISTING FACILITIES ANALYSIS

Forest Park Facility: *Missouri History Museum in the Jefferson Memorial Building*

Name/address

Jefferson Memorial, 5700 Lindell Boulevard, St. Louis, MO 63112

Facility Use/Description *History Museum*
Gross Area (sq. ft.) *66,970 square feet*
Net Area (sq. ft.) *56,400 square feet*

Mechanical System Heating (BTU) *3,000 MBH* Cooling (Ton) *120 Ton*

Electrical System Capacity (BTU) *1200 A 120/208 - 3 Phase*

Plumbing System (CFM) *4 inch water service*

Primary System

Foundations *Spread Footings*
Substructure *Reinforced Concrete*
Superstructure *Reinforced Concrete, some load bearing masonry*
Exterior Closure *Cut Limestone, Granite at Base*
Roofing *EPDM Membrane (Carlisle)*

Are there any known structural or service problems in the existing facility? Please describe any improvements together with cost you propose to make to the existing facility.

Renovation of both the interior and exterior of the Jefferson Memorial Building is imperative in order for the museum to function as a viable public institution. is urgently needed. Extensive renovation work is required on the exterior due to age and deferred maintenance. The exterior renovation work includes stone restoration and consolidation, caulking, pointing, and the installation of drain tiles. The interior renovation includes ADA compliance and updating the HVAC and electrical systems to meet contemporary museum standards. The current steam heating system is crippled by steam leaks and deteriorated piping which is inaccessible. The original building is currently served by a conglomeration of antiquated boilers, space heaters and window air conditioners. The current underground addition will be replaced due to structural problems with ground water and the resulting deterioration of walls, thus hampering services.

Other Facility:

Name/address **Missouri History Museum Library and Research Center**
225 South Skinker

Facility Use/Description **Library and Research Center**

Gross Area (sq. ft.) **116,100 Square Feet**

Net Area (sq. ft.) **103,200 Square Feet**

Mechanical System Heating (BTU) **5,026 MBH** Cooling **224 Ton (Chiller Mode)**
137 Ton (Ice Maker Mode)

Electrical System Capacity (BTU) **1200 A 277/480V - 3 Phase**

Plumbing System (CFM) **8" Combination Water Service**

Primary System

Foundations **Spread Footings and Drilled Piers**

Substructure **Concrete**

Superstructure **Most Reinforced Concrete; Some Load Bearing Masonry, Some Structural Steel**

Exterior Closure **Brick Veneer with Backup (Concrete, Masonry, Metal Studs)**

Roofing **Ballasted Single Ply EPDM Membrane Roofing, Copper Roof at Dome**

Are there any known structural or service problems in the existing facility? Please describe any improvements together with cost you propose to make to the existing facility.

The Missouri Historical Society completed a 10.5 million dollar renovation and expansion of the former United Hebrew Temple in 1991. This new facility is state-of-the-art but there are certain repairs that are being made over a period of time. The brick and stone facade is being repointed over a five year period and we are currently attempting to resolve some condensation problems in the interior dome. We will be attempting to resolve this issue through HVAC and mechanical adjustments to the treatment of air in this enclosed space.

Other Facility:

Name/address *Central West End Office Space*
(Temporary Rental Space)

Facility Use/Description *Temporary office space for Accounting and Development Staff temporarily moved out of Jefferson Memorial Building so that support space could be used for exhibits and programming*

Gross Area (sq. ft.) *unknown*

Net Area (sq. ft.) *3,600*

Mechanical System Heating (BTU) na Cooling (Ton) na

Electrical System Capacity (BTU) na

Plumbing System (CFM) na

Primary System

 Foundations na

 Substructure

 Superstructure

 Exterior Closure

 Roofing

Are there any known structural or service problems in the existing facility? Please describe any improvements together with cost you propose to make to the existing facility.

There are a number of deficiencies in the rented spaces. However, because we are renting office space on a temporary basis, we have no plans to make capital improvements.

SECTION THREE: PROPOSAL: PURPOSE, DEMONSTRABLE NEED & DETAILED STATEMENT OF NEEDS

NOTE: This section refers only to the facility within Forest Park

1. Please clearly state the purpose of your "expansion, modification, replacement, relocation, adaptive re-use, or removal of existing buildings, roads, parking lots, paths, recreation, or natural areas".

The Missouri Historical Society serves our metropolitan community through historical analysis of persistent themes and significant issues. These discussions are vital to the present and to our future. The current physical plant needs substantial renovation and expansion to provide a quality Missouri History Museum. Expansion is planned upon land already under long term lease from the city of St. Louis. The Missouri Historical Society wants to better serve the St. Louis community through an improved facility on its existing property within Forest Park.

The proposed renovation and expansion will provide needed programming and exhibition space and will improve the efficiency and function of the existing facility. As noted above, the proposal will only effect land already leased from the city by the museum.

2. Please provide demonstrable need for your "expansion, modification, replacement, relocation, adaptive re-use, or removal of existing buildings, roads, parking lots, paths, recreation, or natural areas".

Today, the Missouri Historical Society is planning for the renovation and expansion of the historic Jefferson Memorial Building that houses our museum and community programming activities. The expanded facility will provide for local and regional history exhibitions, expanded collaborative activities, discussion spaces for education and community based programming, and a multi-purpose auditorium for lectures and theatrical performances that teach the history of the St. Louis metropolitan area. Through the expansion of programming that will be possible with this building project, the Missouri Historical Society will be able to more fully present balanced and well-documented insights into the history of our diverse community.

Exhibiting St. Louis and Missouri History

The renovated and expanded History Museum will feature more than 35,000 square feet of exhibition galleries--almost four times the space presently available. Currently, less than 1% of our extensive collections can be shown in our exhibition galleries!

A major permanent exhibition gallery will encourage visitors to learn more about persistent issues of our community's past. A temporary exhibition gallery will allow the Missouri Historical Society to host major national and international traveling exhibitions on historical topics. Currently, St. Louisans must travel to Memphis, Chicago or Denver to see major historical exhibitions. The Missouri Historical Society does not currently have 7,000 to 10,000 square feet of temporary exhibition gallery space to host important traveling historical exhibitions. In addition, renovated galleries on the main floor of the Jefferson Memorial Building will be used to explore topics such as the Native American heritage of the region and how civic memory has been shaped by the myths and legacies of the 1904 Louisiana Purchase Exposition.

Community Program Facilities

A 400-450 seat auditorium with theater seating, stage, dressing rooms, and projection booth is needed for theatrical productions, lectures, films and other programs. Meetings, lectures, discussions and participatory learning activities will take place in new classrooms. These will be adjacent to a teaching gallery and a flexible, flat floor multi-purpose space that will be equipped for audio-visual presentations. In addition, the new facility will include a local history resource center, offices and workspaces, and a meeting room for volunteers. Currently, we cannot accommodate all the requests that we receive from local schools and community groups for history tours and special activities.

Visitor Services

The renovated Jefferson Memorial Building will feature a straightforward central circulation system where visitors enter through the grand north entrance or through a new entrance to the south of the facility. All visitors will be greeted by the monumental statue of Thomas Jefferson that graces the central loggia. A reception area will include an information desk, coat check area, lockers, and pay telephones. All exhibition galleries, meeting rooms, public spaces and offices will be accessible to physically challenged individuals. A retail sales

area will feature St. Louis and regional history books, unique local history gift articles, and items related to themes and topics explored in exhibitions and programs. Reconfigured parking within reasonable sight lines from the new museum entrance should eliminate the current deterrent faced by visitors when the on-street parking spaces are full.

A restaurant overlooking Forest Park would provide both a valuable service to our visitors and an attractive setting for special events. Earned income potential from rentals of public spaces for special events will be incorporated into the operational plan.

Restoration of Jefferson Memorial Building

Between 1911 and 1913, proceeds from the 1904 Louisiana Purchase Exposition built the Jefferson Memorial Building, the first national monument to Thomas Jefferson. Extensive work is required on the exterior of the Memorial due to age and deferred maintenance over the years. Needed work includes stone restoration and consolidation, caulking and pointing, installation of drain tiles around the lower floor of the original building, landscaping and construction of ramps and sidewalks to the main entrance.

Restoration of decorative plaster work is needed in areas that need to be readapted from offices back to public spaces. The electrical system will be updated and the heating, ventilation and air-conditioning system will be replaced with a new sealed system. Temperature and relative humidity will be controlled year round in all exhibition areas.

General Design Parameters

The Missouri Historical Society is committed to a building addition that is architecturally sympathetic to the Jefferson Memorial Building but which allows the entire facility to function in a logical, efficient manner as a major historical museum. The architectural design team will develop an addition to the south of the Jefferson Memorial Building that allows the museum to be a more viable institution while respecting the architectural integrity of the original Isaac Taylor building. The north facade of the building will remain unchanged.

Energy efficient environmental control systems must be retrofitted into the original museum structure in a manner that is sensitive to the architectural and

historical character of the building. The new facility will be designed utilizing environmentally responsible building practices.

3. Please describe your proposal in detail including the development timeline, any expected programming changes and parking requirements. Enclose any documentation, drawings or renderings to illustrate the proposal. Describe any existing or proposed development outside the park that supports or influences your proposal.

The Missouri Historical Society proposes to renovate both the interior and exterior and to expand the Jefferson Memorial Building. Extensive renovation work is required on the exterior due to age and deferred maintenance. The exterior renovation work includes stone restoration and consolidation, caulking, pointing, and the installation of drain tiles. The interior renovation includes ADA compliance, updating the HVAC and electrical systems to meet contemporary museum standards.

The expansion of the Jefferson Memorial Building is required to provide adequate and efficient exhibition space and visitor amenities. The proposed addition will add 25,000 sq. ft. of exhibition space, a 400-450 seat auditorium, an area for reception and information services, a coat room, lockers, updated restroom facilities, an adequate museum shop, and a restaurant.

When the voters of St. Louis City and County approved tax support for the Missouri History Museum through the Zoo Museum District, we pledged to provide St. Louis with one of the finest Historical Societies in the country. Realizing that we could not accommodate all of our needs within the Jefferson Memorial Building, we decided to move certain activities outside of Forest Park. Activities of the institution that are very space intensive and serve specialized audiences, such as collection storage and the library and archives, were moved to our new facility on Skinker--outside of the park. Activities such as community programs and exhibitions, which are very public functions, were kept in Forest Park. The Missouri Historical Society is not utilizing land within Forest Park for collections storage. Opened in late 1991, the Library and Research Center has been nationally recognized as a state-of-the-art research facility. Because the institution created the Skinker Boulevard facility, renovation and expansion of the Missouri History Museum can be contained on the oval land currently under long term lease from the City of St. Louis.

Access to the renovated and expanded Missouri History Museum will require a combination of mass transit and available vehicle parking spaces. Adequate access requires that a minimum of 300 parking spaces be available for

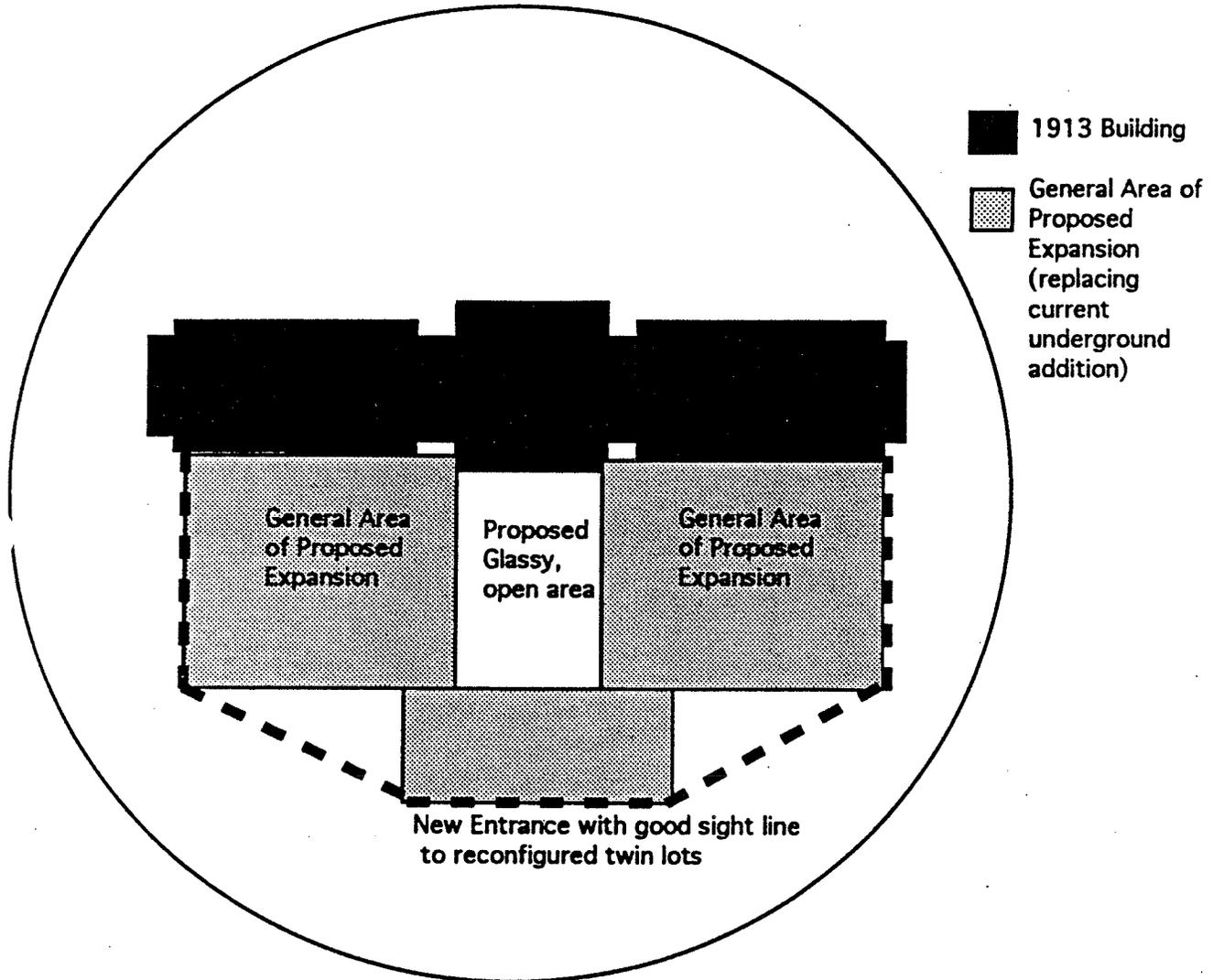
visitors to the museum within reasonable walking distance and with good sight lines and pedestrian pathways. The twin lots near the Lindell Pavilion could be reconfigured to serve this need together with on-street parking along the rear of the museum.

The Missouri Historical Society, as part of this planning process, will continue to refine programmatic needs for the facility and will work with an architectural firm to develop facade drawings for the proposed renovation and expansion. If the renovation and expansion of the museum is included in the Masterplan for Forest Park, the Historical Society is prepared to enter into a contract for architectural design services in early 1996. The institution will then work with the appropriate city boards and agencies for building design and permit reviews. The proposed renovation and expansion is projected to require a construction period of approximately 3 years.

The proposed addition will complement the original Jefferson Memorial Building and, like the original building, will include three levels. It is premature for architectural sketches or drawings of the proposed expansion but the following sketch outlines the general concept. The north facade of the building would remain unchanged. The 1970 addition would be removed and a more complementary addition would be built to the south of the Jefferson Memorial Building. The total square footage of the combined facility in Forest Park would be approximately 129,000 square feet.

The proposed renovation, expansion and access requirements are critical to meeting the current and projected demand of the facility including the ability to program community events and educational opportunities, and to provide the necessary visitor amenities.

**Missouri History Museum
General Area of Proposed Expansion**



4. Please describe the exact final and permanent boundaries of any expanded open or enclosed area. Please clearly show any required dedicated parking area and the areas which you will maintain.

The Missouri Historical Society is not requesting expanded area within the park. It is requesting permission to improve and expand its existing facility on land under long term lease from the city of St. Louis. The Missouri History Museum occupies 4.5 acres under City Ordinance and the State of Missouri Charter. A ground lease was entered into between the City of St. Louis and the Missouri History Museum Subdistrict of the Metropolitan Zoological Park and Museum District of the City of St. Louis and the County of St. Louis. The initial lease term was for a 50 year period beginning in December 1988 and running through December 2038. The property is described in the lease as:

A more or less oval tract of land in Forest Park, immediately south of the intersection of DeBaliviere and Lindell Boulevards, the western half of which tract is bounded by the eastern curb line of Grand Drive and the eastern half of which tract is bounded by the western curb line of Washington Drive ...; subject to a Metropolitan Sewer District sewer easement and other easements or restrictions of record.

City Ordinance 61149 was passed by the Board of Aldermen on December 16, 1988 and signed by Mayor Schoemehl on December 19, 1988. At the same time, the City of St. Louis granted and conveyed title to the Jefferson Memorial Building, the underground structure constituting an extension of the Jefferson Memorial Building, the Stupp Memorial Fountain, fixtures, sewers, water and other utility lines, appurtenances, contained in and under the Jefferson Memorial, the Underground Structure and the fountain to the Missouri History Museum Subdistrict.

The proposed renovation and expansion would occur upon this land already under long term lease from the city.

The Missouri Historical Society will be significantly impacted by the removal of Grand Drive. Currently, many visitors to the Missouri History Museum park along Grand Drive to visit the museum. In addition, Forest Park Goal and Policy #3.7.16 recommends that the parking area in front of the Jefferson Memorial Building be moved "to create a major pedestrian entry to the park and the History Museum." The History Museum does not object to the removal of parking in front of its building so long as alternative spaces in the immediate proximity are provided as replacements. A two part solution for parking might be to expand the circular drive around the museum to allow for angled parking to the south of the Jefferson Memorial Building building line and

to reconfigure the twin lots to bring the parking within a reasonable walking distance and to create good sight lines to a rear entrance of the museum.

The Missouri Historical Society, which has already demonstrated good stewardship within Forest Park, is willing to continue to accept responsibility for landscaping around the Missouri History Museum and is willing to negotiate with the City about the appropriate area of responsibility.

5. Please describe the quantitative limits of any future enclosed expansion within the above mentioned final and permanent boundaries.

The Missouri Historical Society is not seeking to expand beyond the boundaries already detailed in its long term lease with the city of St. Louis.