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The Downtown STL Garment District Placemaking Initiative was developed with thoughtful input and feedback from many people who are committed to creating a dense and vibrant Downtown. We are grateful to the following people who participated in the process and shared their perspectives and passion for rejuvenating the historic Garment District as a vibrant hub for residential and commercial activity with a focus on fashion, creative sectors, and emerging industries. The study was managed by Downtown STL, Inc. in partnership with the St. Louis Fashion Fund, the St. Louis Development Corporation, and the City of St. Louis.

Downtown STL, Inc., a 501(c)6 organization as designated by the Internal Revenue Service, serves as a catalyst for creating and promoting a downtown that attracts investment, economic activity and vibrancy at the hub of our region.

Saint Louis Fashion Fund (SLFF) was founded in 2014 by Susan Sherman, and a small group of passionate Saint Louisans who envisioned an organization that would support emerging designers and promote fashion education and outreach in Saint Louis City, thereby revitalizing its Garment District and growing St. Louis’ impact on the fashion industry. SLFF serves as a fashion retail and education hub for the local design community as well as a catalyst for attracting full-scale garment manufacturing and production to downtown St. Louis.

ST. LOUIS DEVELOPMENT CORPORATION
SLDC is an umbrella, not-for-profit corporation organized under Chapter 355 of the Missouri State Statutes with the mission of fostering economic development and growth in the City of St. Louis by stimulating the market for private investment in City real estate and business development and improve the quality of life for everyone who lives in, works in, and visits the City.

DOWNTOWN STL, INC. BOARD OF DIRECTORS

DOWNTOWN STL, INC. STAFF

PROJECT STEERING COMMITTEE

CONSULTING TEAM

CREDENTIALS

The study was managed by Downtown STL, Inc. in partnership with the St. Louis Fashion Fund, the St. Louis Development Corporation, and the City of St. Louis.
Executive Summary
**Executive Summary**

Downtown STL, Inc. (STL) with funding from the St. Louis Community Improvement District (CID) and its partners have launched the Garment District Placemaking Initiative (T-REX) as a first step toward repositioning this historic neighborhood as a new hub of commercial and residential activity with a particular focus on fashion, the creative sector and emerging industries.

**Key Findings**

The research, stakeholder engagement and analysis have revealed that the St. Louis Garment District – with its historic urban authenticity, emerging fashion culture, centered on the St. Louis Fashion Fund, and its proximity to Downtown, the City Museum and the Arch, is positioned to become a vibrant regional hub for fashion, design, innovation and entertainment. Further, building on the success of the T-REX, and the establishment of the National Geospatial-Intelligence Agency (NGA) West to the north, the Garment District has the potential to become a thriving location for technology, advertising, media and information (TAMI) sector companies.

Civil and private sector leaders in St. Louis have made a significant commitment to the success of the Garment District and considerable capital investment has been made toward improving the streetscape and infrastructure of Washington Ave. Yet, deferred maintenance of street improvements and other public safety have posed challenges to the neighborhood’s success.

Appropriate placemaking interventions in parallel with ongoing support from the City and State mean that the Garment District can be well positioned to become a more “mindful” fashion district, leveraging these attributes, the Garment District can be positioned as a destination for new industries and talent in St. Louis.

**Goals of the Placemaking Initiative**

- Building on the history and assets of Washington Ave., as a historic center for fashion, industry while also serving as a resource hub for this significant turning point was reached not only through the efforts of STL and civic leadership but also through the determination of developers and property owners and their commitment to a vision of a vibrant Garment District.

**Why else are companies choosing to locate downtown?**

- People in the innovation economy, people in the creative industries — and millennials in general — like to be in downtown.

**DEFINING AN URBAN GARMENT DISTRICT IN THE 21ST CENTURY**

Fashion is an industry that has seen tremendous changes over the past two decades, from new manufacturing technologies and processes to unprecedented influence on traditional fashion retail. Considering these evolutions, it is important to ask what it means to be a garment district in the 21st century.

Appropriate placemaking interventions in parallel with ongoing support from the City and State mean that the Garment District can be positioned as a destination for new industries and talent in St. Louis.

**The St. Louis Garment District: Creating a unique historic urban authenticity, walkability and connectivity give the neighborhood a competitive advantage over the nation’s coastal fashion capitals – New York and Los Angeles.**

**Key assets of the Garment District**

- **Organic Authenticity**
  - The Garment District presents a number of strategic opportunities to accommodate the fashion industry while also serving as a resource hub for this
  - New industry and visitors to the Garment District benefit greatly from the concerted commitment and efforts of STL and its civic partners

**Developing a Design and Policy Framework**

- Developing the brand identity of the Garment District
- To accomplish these goals, the Consultant Team
- engaged in comprehensive information-gathering, research, literature review, and best practices analysis that examined the dynamics of urban engagement, research, literature review, and best practices analysis that examined the dynamics of urban engagement, research, literature review, and best practices analysis that examined the dynamics of urban engagement, research, literature review, and best practices analysis that examined the dynamics of urban engagement, research, literature review, and best practices analysis that examined the dynamics of urban engagement,
Overview

This placemaking initiative has found several opportunities to establish a brand identity and sense of place for the Garment District. To pursue these opportunities, the placemaking initiative outlines six overarching strategies. Within each strategy are multiple discrete tactics. These tactics provide a framework for establishing a stronger sense of identity and sense of place in the Garment District that will help to foster the neighborhood as a preferred location for fashion, design, and TAMI-sector businesses.

Vision

The Garment District is a vibrant mixed-use neighborhood with a growing residential population that is increasingly serving as a center for fashion, design, and other creative industries. Branding of the District will embrace the neighborhood’s unique architectural heritage and rich and authentic history as one of the largest garment production centers in the nation and will leverage these attributes to position the Garment District as the hub for 21st century industries in St. Louis.

Goals

- Build on the unique history and assets of Washington Ave. as a historic center of garment manufacturing to reposition the Garment District as a destination for creative and innovative industries
- Develop the brand identity of the Garment District as a destination for new industries and talent in St. Louis
- Identify physical and infrastructure improvements that will enhance the Garment District’s sense of place and shape its character
- Develop a model for financially sustainable investment in the Garment District

Organizational Capacity Building
Partnerships & Collaboration
Program & Events
Capital Improvements
Funding & Sponsorship

How?

The Saint Louis Fashion Fund has shown the bold vision to create a hub for fashion and design entrepreneurs on Washington Avenue in the heart of the once-vibrant garment district,” stated Missy Kelley, President & CEO of Downtown STL. Kelley added, “Our goal is to fill this once vibrant part of the city with new businesses, restaurants, and to activate this space with programming that expresses that creativity, that industry and having bustling sidewalks with residence, businesses, workers and shoppers.”

- Missy Kelley,
  President & CEO, DowntownSTL, Inc.

1 Vision
4 Goals
6 Strategies
20 Tactics

Strategies

A. Define and promote the role of the Garment District in the growing regional creative industry & innovation ecosystem

1. Promote a culture that appeals to innovative companies from around the region
2. Create a brand and marketing strategy including a digital information portal for businesses, residents, and visitors
3. Build partnerships to garner support and resources for the Garment District vision
4. Establish a dedicated Garment District Management Entity under the aegis of DSI

B. Promote the sustainability of the Garment District by building on a revitalized fashion industry as a foundation for broader economic development

1. Support the St. Louis Fashion Fund to grow its role as a leader in the garment industry
2. Foster development of high-tech manufacturing and textile innovation
3. Develop a Garment District Technology and Innovation Center

C. Promote the Garment District as a center for innovation beyond fashion

1. Leverage the National Geospatial-Intelligence Agency West’s proximity to the Garment District
2. Make the Garment District a neighborhood of choice for NGA employees, new Northside businesses, and related tech companies with a downtown ‘campus’ approach that celebrates an integrated mixed-use urban environment

D. Reposition the Garment District as a crossroads for workforce housing and creative living

1. Coordinate with T-REX, NGA, Fashion Fund and others about housing opportunities in the Garment District
2. Engage with previous studies that have demonstrated the feasibility of improved access to the District including a new transit stop at 14th/Delmar Boulevard, 14th/Olive St., and others as presented in the Northside-Southside Metrolink Study
3. Establish phased targets to reduce crime rates and enhance perceptions of safety

E. Create places and programs that celebrate the authentic past, present, and future of the Garment District

1. Brand and demarcate the District’s boundaries and gateways
2. Implement placemaking and programmatic initiatives to enhance quality of life and establish the District as a crossroad for creativity
3. Reinforce the identity of Washington Ave. as the center of the District, and improve connections to adjacent neighborhood assets
4. Reconfigure public rights-of-way to accommodate pedestrians, cyclists and motorists with designs that enhance safety, mobility, and livability
5. Provide the next generation of public spaces by improving their quantity, quality, and suitability for the District’s evolution
6. Implement pilot projects to highlight the Avenue’s potential as center for fashion and creative industries and a destination that supports retail and cultural activities

F. Plan a development framework to guide phased improvements

1. Leverage under-performing real estate assets to provide space for creative industry, cultural, and commercial uses
2. Locate phased interventions, capital improvement projects, and infill development opportunities within the District

Identify Funding Sources and Financing Mechanisms

Public Funding Tools

Established and recent Programs

Private Funding Tools

1. Utilize the proposed new Garment District Management Entity as a funding source.
2. Establish a Strategic Neighborhood Fund, a successful public-private model used in Detroit.
4. Support start-ups through a revolving Tenant Improvement Fund
2

INTRODUCTION
Introduction

Downtown STL, Inc. (DSI), together with the City of St. Louis, the St. Louis County, the City of St. Louis Garment District and the St. Louis Fashion Fund, have undertaken a Placemaking Initiative for the historic St. Louis Garment District.

The vision for this placemaking initiative is to rejuvenate the historic Garment District as a hub for residential and commercial activity with a focus on fashion, creative sectors, and emerging industries. This initiative builds on previous successes realized through coordinated public and private past efforts and identifies a road map for advancing and ensuring the following efforts:

• Expanding and enhancing the fashion, design and creative services industries in the Garment District;
• Leveraging these sectors to position the Garment District as a first choice destination for emerging new industries and talent in St. Louis;
• Strengthening the neighborhood’s identity by increasing activation of the public realm and underused commercial spaces; and
• Addressing infrastructure and public safety concerns that have served as barriers to continued growth and neighborhood vitality.

Background

The Garment District is an historically significant neighborhood on the west edge of Downtown St. Louis, and is part of the larger area known as “Downtown West.” Washington Ave. between Tucker Blvd. and N. 18th St. is the spine of the Garment District. From the late 19th century until the 1950s, Washington Ave. was the heart of the second largest garment manufacturing center in the United States, eclipsed only by New York and popularly known as “Shoe Street USA.” As a hub for the apparel industry, Washington Ave. and nearby streets, including St. Charles St. and Lucas Ave., became lined with large multi-story machinery buildings characterized by large floor plates and significant load capacity in order to accommodate the heavy machinery required for garment production. As a result, the corridor contains an impressive collection of late 19th and early 20th century warehouse and loft buildings built in the Chicago School style that, in recent years, have been occupied by restaurants, bars and retail, and a growing residential population.

With the decline of domestic garment manufacturing and demographic changes in the region, most apparel manufacturing left the district by the 1970’s and the warehouse and loft buildings became abandoned and derelict. Yet, in the 1990s, the Downtown Now! Development Action Plan planted the seeds for the rejuvenation of the district. The Washington Ave. Streetscape Project, funded through $17 million in State and Federal funding (including funds from the US Department of Transportation and the Missouri State Department of Transportation) was one of the first initiatives of this plan to be implemented. The new streetscape brought new custom lighting, plazas, street furniture, landscaping and signature paving that celebrates the district’s roots in the garment industry. In addition, a new Missouri state historic tax credit program aided private developers in the rehabilitation and re-purposing of the warehouse buildings into residential apartment buildings that brought thousands of new residents to the Garment District. These changes, coupled with fashionable retail, restaurants and nightlife, instilled new energy to the area.

A national focus was placed on the Garment District as well through the restored vibrancy and historic integrity of the corridor, complemented by the significant streetscape improvements and new residential and commercial development. In 2011, the American Planning Association (APA) designated Washington Ave. as one of its Ten Great Urban Streets in America, noting its outstanding assemblage of industrial architecture, mix of land-uses and lively atmosphere. Despite this initial momentum, recent years have also brought some setbacks. The reverberations of the 2007-2008 financial crisis hindered the housing market. Impressive initial sales and proposed condominium developments became rental projects or were put on hold until finance markets stabilized. Some retail has struggled, and the early vibrancy of Washington Ave. has been dimmed by street-level vacancies and lack of street traffic. Further, many of the innovative streetscape improvements that were implemented in the 2000s have suffered from street construction and deferred maintenance.
The Return of Fashion to Washington Ave. and New Opportunities

In January 2017, the St. Louis Fashion Fund established a new headquarters in a 7,500 square-foot street-front space in the Art Loft Building at 1533 Washington Ave., that included a fashion incubator, small manufacturing space and retail boutique that was open by appointment only. Despite the space’s relatively small footprint, the decision by the Fashion Fund to establish its facility on Washington Ave. was a move that carried a tremendous amount of symbolism. For the first time in decades, there was a fashion industry presence in the heart of the historic Garment District and public perception was awakened regarding the growth of apparel design and manufacturing in St. Louis and the role that the Garment District could play in this rebirth.

While challenges remain along the Washington Ave. corridor and the larger Downtown West community - including retail vacancies, diminished vibrancy in street life, public safety concerns and a general lack of neighborhood identity – the previous investments made in the district and the neighborhood’s many unique assets provide it with multiple advantages. More than $150 million has been invested in projects along Washington Ave. in the past four years and the Placemaking Initiative - jointly funded by DSI, the St. Louis Fashion Fund, the City of St. Louis Planning and Development Agency, and the St. Louis Development Corporation is noteworthy for its singular focus on strategies to rejuvenate the Garment District and expand the fashion, design and creative services ecosystem.

Goals of the Placemaking Initiative

As the historic Garment District continues to face challenges that are obstacles to further progress, DSI and its partners have engaged Francis Cauffman Architects (FCA), BJH Advisors and Tao + Lee Architects (the “Consultant Team”) to undertake a comprehensive analysis of these impediments and develop a design and policy framework that can guide future development in the district, including:

- Build on the unique history and assets of Washington Ave. as a historic center of garment manufacturing to reposition the Garment District as a destination for creative and innovative industries
- Develop the brand identity of the Garment District as a destination for new industries and talent in St. Louis
- Identify physical and infrastructure improvements that will enhance the Garment District’s sense of place and shape its character
- Develop a model for financially sustainable investment in the Garment District

In people we see…
Resulting in culture…
Inviting public life…
Fostering opportunities…
The Garment District
Where creativity is seen

Where it all started...
3

Methodology + Approach
Methodology + Approach

INTRODUCTION

Working with DSI and a Steering Committee of project partners and stakeholders, the Consultant Team utilized a methodology that included literature and data review, extensive primary data gathering through stakeholder interviews, focus groups and community engagement, and a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis that provided a framework for formulating recommended strategies and tactics.

LITERATURE REVIEW, EXISTING CONDITIONS ANALYSIS, AND BENCHMARKING/BEST PRACTICES

In order to better understand the current context of the Garment District, the Consultant team undertook an extensive review of previous planning initiatives and capital investments along Washington Ave. Recognizing the desired importance of a revitalized fashion industry to rejuvenating the Garment District, the Consultant Team also reviewed current programs and proposals for the Fashion Fund and developments in the apparel and fashion sector in the St. Louis region. The Consultant team also evaluated developing trends in emerging industries such as the emerging digital media and geospatial science employment sectors. Finally, the Consultant Team undertook a benchmarking and best practices analysis that examined the dynamics of urban fashion centers in seven different cities across the United States to understand the best practices and opportunities to address the challenges in both the short- and long-term.

In addition, the Consultant Team engaged in comprehensive primary information-gathering through extensive stakeholder interviews with public officials and project partners, institutional leaders, and community and economic development organizations, local developers and Garment District property owners, fashion and creative sector leaders, business owners, institutional leaders, and others, including T-Rex, the City Museum, the St. Louis Premium Zone and the St. Louis Regional Arts Commission. The Consultant Team also convened a fashion industry focus group with property owners, fashion and creative sector business owners, institutional leaders, and others, including T-Rex, the City Museum, the St. Louis Premium Zone and the St. Louis Regional Arts Commission. The Consultant Team also convened a fashion industry focus group and two community open houses that were held in the Garment District where information regarding the Garment District’s brand and identity, leverage and build upon the Garment District’s existing assets, catalyze development in the Garment District itself.

O U T RE ACH & E N G A G EMEN T

In addition, the Consultant Team engaged in a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis that provided a framework for addressing the report’s objectives. For each SWOT category, the Consultant Team identified specific tactics and recommendations to develop the Garment District’s brand and identity, leverage and build upon the Garment District’s existing assets, catalyze development in the Garment District itself.

The Consultant Team, in consultation with public officials and project partners, developed a set of six broad strategies that serve as the framework for addressing the report’s objectives. For each strategy, the Consultant Team identified specific tactics and recommendations to develop the Garment District’s brand and identity, leverage and build upon the Garment District’s existing assets, catalyze development in the Garment District itself.

Census and Market Data

DEMOGRAPHIC OVERVIEW

The Historic St. Louis Garment District is generally understood to be bounded by Tucker Blvd. to the east, 12th St. to the west, Olive St. to the south and Delmar Blvd to the north. However, it is important to note that the Garment District does not exist in ails and adjacent areas – including Downtown east of Tucker, Carr Square and the Northside and the Jefferson Corridor, while not part of this study, will have impacts on future development in the Garment District itself.

The current population of the Garment District, roughly corresponding to Census Tract 1235 (See Figure 3.4), just over 3,000 and, while relatively small, has grown by over 45 percent since 2011 (See Figure 3.2). The daytime population of the Garment District, however, is over 33,000 as Downtown West is still an important regional center of employment. The average household size in the Garment District, is relatively small, reflecting the lack of development in the apartment sector. The historic St. Louis Garment District is generally understood to be bounded by Tucker Blvd. to the east, 12th St. to the west, Olive St. to the south and Delmar Blvd to the north. However, it is important to note that the Garment District does not exist in ails and adjacent areas – including Downtown east of Tucker, Carr Square and the Northside and the Jefferson Corridor, while not part of this study, will have impacts on future development in the Garment District itself.

The population profile of the Garment District can be generally defined to be younger, educated and higher income.

Just over 50 percent of the population of the Garment District is age 20 – 34, over twice the percentage for St. Louis as a whole in that age range. However, people under the age of 10 or over the age of 65 are very underrepresented and together make up only about ten percent of the district’s population, compared to about one-third of the population of the city as a whole.

The residential population in the Garment District is characterized by high levels of education, with almost three-quarters having a graduate degree or higher and a median household annual income of over $55,000. The only area of the city that the Consultant Team examined with both a population of education and income is the Central West End (See Figure 3.4).

STL Garment District Placemaking Initiative

Figure 3.1 Garment District Census Tracts

Source: US Census Bureau American Community Survey

Figure 3.2 Population change of the Garment District (2010-2021)

Source: US Census Bureau American Community Survey
The Consultant Team reviewed various data sources to develop an overview of the commercial, industrial and residential real estate markets in the Garment District/Downtown West.

DSI’s 2018 Residential Occupancy Report states that, with the renovation of the Monogram Building at 1706 Washington into 164 apartments and the upcoming opening of the Last Hotel at the International Shoe Building, Downtown West and the Garment District have now hit an important milestone as all of the historic buildings along the Washington Ave. corridor have now been renovated and re-purposed.

The Consultant Team’s analysis of data from the US Census American Community Survey shows that, between 2011 and 2016, residential inventory in the Garment District has grown from 2,960 units to 3,330 units and DSI’s data shows over 3,800 residential units in Downtown West. In addition, the proportion of owner-occupied units has increased from eight percent to 18.6 percent during this period with average monthly rents increasing by over 16 percent from $984 to $1,145. Yet, vacancy rates do remain somewhat high in Downtown West, at over 12 percent for market-rate units.

Using Co-Star commercial real estate market data, the Consultant Team identified over 1.2 million square feet of commercial space along the Washington Ave. corridor between Tucker Blvd. and St. Louis Ave. Gross rents are currently $13.50 per square foot, lower than ten years ago but showing steady growth since 2014. Vacancy rates remain relatively high at 9.1 percent but have been seeing a downward trend since 2014.

Co-Star retail market data shows an inventory of over 731,000 square feet of retail space along the same Washington Ave. corridor with gross rents of almost $13.40 per square foot. Retail rents along the corridor experienced a decrease between 2008 and 2015 but have shown steady growth since 2015, although they are still lower than 2008 rents. Retail brokers that spoke with the Consultant Team noted that, despite a challenging retail market, they see current retail rents as stable. The current retail vacancy rate along the corridor is 6.5 percent. Vacancies decreased significantly since early 2015, when they were at 13 percent and have fluctuated between four and six percent since then (see Figure 3.5). Co-Star industrial market data shows an inventory of over 1.6 million square feet of industrial space along the Washington Ave. corridor between Tucker Blvd. and St. Louis Ave. Gross rents for industrial space are $6.75 per square foot, lower than rents reported as to eight years ago although rents have shown an increasing trend since 2013. The vacancy rate for industrial space is just over two percent, its lowest level since 2008. This low vacancy rate has partly been driven by an unusually high absorption of industrial space in 2017.
NEW & PLANNED DEVELOPMENTS IN THE GARMENT DISTRICT

Residential development activity in metro region is currently highest in the Central West End, but Downtown STL is very active as well. Notable recent or pipeline residential & commercial developments in the Garment District include:

RESIDENTIAL
- Monogram Lofts (residential)
  1706 Washington Ave.
- Downtown West
  1815 Locust St.
- Jefferson Arms
  Melrose
  2600 Black of Locust St.
- Malone
  415 N. Tucker Blvd

COMMERCIAL & OFFICE
- Post Dispatch Building
  900 N. Tucker Blvd.
- The Martin
  2315 Locust St.

ENTERTAINMENT/CULTURE/EDUCATION
- MLS Stade
  Union Station at Market and S. 20th St.
- America's Center Expansion
  N. 9th St.
- Soldiers Memorial Military Museum
- St. Louis Language Immersion School
  1881 Pine St.

LAMENT MARKET OVERVIEW

The Garment District is located along the western edge of the densest cluster of employment in the city of St. Louis, with Downtown and the Central West End being the city’s two largest centers of employment. However, it should be noted that the St. Louis region comprises multiple employment centers that compete with Downtown, primarily in the County. Areas with particularly high job concentrations include Clayton, Maryland Heights, Earth City and Creve Coeur. (See Figure 3.6) The Consultant Team spoke with some small fashion companies that have moved their operations to Clayton and Earth City.

2016 Census data show that over 26,000 people work in Census Tract 1255, roughly coterminous with the boundaries of the Garment District. Just less than one-third of these workers live in the City and almost one-half of these workers commute into the District from outside both St. Louis City and county. Less than ten percent of the residents of Census Tract 1255 also work in the census tract. (See Figure 3.7)

Over 40 percent of jobs in the Garment District are classified as public/private administration and support. Wholesale trade, which may include some jobs in the fashion/apparel sectors, is the next largest category of jobs in the Garment District, comprising 13 percent of the total.

St. Louis County has many more production and manufacturing businesses related to fashion/ apparel than St. Louis City, and a significant portion are footwear and clothing wholesalers. The City is relatively strong in footwear merchant wholesalers and cut and sew apparel manufacturing, though there are no such businesses that the Consultant Team was able to identify in Census Tract 1255.
Benchmarking and Best Practices

The Consultant Team undertook a benchmarking analysis of leading urban fashion hubs and other historic garment districts in the United States in order to better understand what it means to be an urban garment district today and to frame and guide the analysis and recommendations for the St. Louis Garment District.

Fashion Industry in the United States

The fashion and apparel industry is characterized by extreme vertical segmentation of the production process – from designer to pattern maker to manufacturer to wholesaler to retailer. This segmentation can lead to inefficiencies and challenges for the industry as a whole. The manufacturing sector, for example, faces difficulties in communicating effectively across these segments, which can result in delays and increased costs. In addition, the industry’s reliance on outsource manufacturers – a separate and disintegrated part of the production process – from designer to pattern maker to manufacturer to wholesaler to retailer. This segmentation can lead to inefficiencies and challenges for the industry as a whole. The manufacturing sector, for example, faces difficulties in communicating effectively across these segments, which can result in delays and increased costs. In addition, the industry’s reliance on outsource manufacturers – a separate and disintegrated part of the production process – from designer to pattern maker to manufacturer to wholesaler to retailer. This segmentation can lead to inefficiencies and challenges for the industry as a whole. The manufacturing sector, for example, faces difficulties in communicating effectively across these segments, which can result in delays and increased costs. In addition, the fashion and apparel industry is characterized by extreme vertical segmentation, with each component of the process standing as a separate, disintegrated part, designers can benefit from being in proximity to manufacturers and proto- 

The fashion and apparel industry is characterized by extreme vertical segmentation, with each component of the process standing as a separate, disintegrated part, designers can benefit from being in proximity to manufacturers and proto-

The Consultant Team examined seven cities across the nation that have either established hubs for fashion wholesale and manufacturing or have developed or reinvigorated garment/fashion districts that serve primarily as retail centers. The seven cities may also include some wholesale and manufacturing. The Consultant Team also examined a failed effort to create a garment district as a cautionary example for St. Louis’s efforts.

The U.S. garment districts and fashion centers as examined by the Consultant Team are diverse and disparate.

• Some garment/fashion hubs are focused on broader fashion industry development and less on a specific historic district: that is wholly committed to the economic vitality and quality of life in its respective districts.
• A focus on multiple components of the industry sector is a key feature of the districts that focus solely on retail are subject to the whims and volatility of the larger retail market while a district that is wholly committed to manufacturing and distribution may be successful depending on its location and supply chain yet is likely to contribute little to an urban neighborhood’s sense of place of vibrancy.

Across many emerging fashion hubs, the low supply of skilled labor remains a significant challenge and has led to a renewed focus on workforce development and skills to the inclusion of both local academic institutions and vocational centers.

A Global Fashion Center

New York is home to the nation’s largest garment district and serves as a global market. The New York Garment District is the most comprehensive in North America and comprises the full ecosystem necessary to support the global fashion industry, from designers to suppliers and from manufacturers to showrooms to retailers. The Garment District is home to over 400 firms – from small to mid-size to established global companies – with a wide range of expertise and specialization and a broad network of local suppliers. The even larger Los Angeles Fashion District also has over 5,000 highly skilled employees and a strong synergy with local academic institutions, including the State University of New York and the Fashion Institute of Technology, that train students in all aspects of the industry.

Defining a Garment District

Fashion is an industry that has seen tremendous changes over the past two decades, from new manufacturing technologies and processes to unprecedented disruptions in traditional retail. Considering these extraordinary evolutions, it is important to ask, what does it mean to be a garment district?

• Proximity between creatives and producers is a key feature in most successful garment districts. While the fashion and apparel industry is characterized by extreme vertical segmentation, with each component of the process standing as a separate, disintegrated part, designers can benefit from being in proximity to manufacturers and proto-

• Some cities are building their local “brands” and identities while leveraging their existing nodes of production and innovation. St. Louis is looking to expand the focus of the Garment District to include tech and media districts while still preserving a robust fashion industry.

• Manufacturing districts have a distinct management entity, such as the Garment District Alliance, the local business district management entity. The New York Garment District is home to the nation’s largest garment district and serves as a global market. The New York Garment District is the most comprehensive in North America and comprises the full ecosystem necessary to support the global fashion industry, from designers to suppliers and from manufacturers to showrooms to retailers. The Garment District is home to over 400 firms – from small to mid-size to established global companies – with a wide range of expertise and specialization and a broad network of local suppliers. The even larger Los Angeles Fashion District also has over 5,000 highly skilled employees and a strong synergy with local academic institutions, including the State University of New York and the Fashion Institute of Technology, that train students in all aspects of the industry.

Yet, despite its position as a leading global fashion hub, the New York Garment District faces several threats and challenges. These include rising rents and other real estate pressures in Manhattan, where fashion manufacturing is often not the highest and best use yet is likely to contribute little to an urban neighborhood’s sense of place of vibrancy. Across many emerging fashion hubs, the low supply of skilled labor remains a significant challenge and has led to a renewed focus on workforce development and skills to the inclusion of both local academic institutions and vocational centers.

Weaker real estate pressures in Manhattan, where fashion manufacturing is often not the highest and best use yet is likely to contribute little to an urban neighborhood’s sense of place of vibrancy. Across many emerging fashion hubs, the low supply of skilled labor remains a significant challenge and has led to a renewed focus on workforce development and skills to the inclusion of both local academic institutions and vocational centers.
In Detroit, civil, business and community organizations are collabo
The effort in Milwaukee to establish a Milwaukee Fashion District focused on retail featuring local designers stands as an instructive example of the hazards of building a fashion-district that doesn’t consider the larger local apparel industry. Milwaukee also failed to recognize the current challenges to independent brick-and-mortar retail.

In hindsight, the Milwaukee Fashion District was facing several obstacles, some of which are relevant to the efforts in St. Louis. The fashion industry in Milwaukee is small and dispersed and the local fashion community didn’t wholly embrace or was ambivalent about the vision of building a designated Fashion District in the Third Ward. In addition, local property owners along Water St. didn’t buy into the vision and did not develop good relations with their tenants. There was little support or comprehensive planning from the City or civic organizations and, ultimately, a Fashion District focused on retail in a location that many felt was inconvenient was going to have difficulty succeeding.

In the past three years, the Milwaukee Fashion community has worked together to promote the local industry but without focusing on a specific neighborhood in the city. Some retail establishments that were on Water St. moved to more trafficked locations and in 2015, local fashion designers, business leaders and pattern-makers worked together to open the MKE Fashion Incubator, which serves as a resource center for entrepreneurs looking to market their brands. While there were original plans to open this facility in the Fashion District, it ultimately ended up in the Haymarket neighborhood of the City as it was deemed more convenient for most users. The incubator has also begun proto-manufacturing and is in partnership with Milwaukee Fashion Week but there are no current plans to revive the idea of a Fashion District in the city.

As a cautionary example, the Milwaukee Fashion District is small and dispersed and the local fashion community didn’t wholly embrace or was ambivalent about the vision of building a designated Fashion District in the Third Ward. In addition, local property owners along Water St. didn’t buy into the vision and did not develop good relations with their tenants. There was little support or comprehensive planning from the City or civic organizations and, ultimately, a Fashion District focused on retail in a location that many felt was inconvenient was going to have difficulty succeeding.

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Findings: Stakeholder Interviews
Stakeholder feedback about the St. Louis market included:

Cost
The fact that it is possible to live well within an affordable range is a strong advantage for St. Louis as a whole. Additional, fixed costs for business start-ups are significantly lower than in many other metropolitan areas, including Houston and Chicago.

Culture
St. Louis has nationally recognized cultural institutions, including the Saint Louis Art Museum, the Opera Theatre of Saint Louis, and the Saint Louis Symphony Orchestra, in addition to vibrant urban neighborhoods and restaurants that contribute to a high quality of life.

Academic Institutions
The city is home to an excellent and diverse network of higher education institutions—such as Washington University and Saint Louis University to Webster University and Saint Louis College of Pharmacy—all of which form a robust city-wide education network. These institutions train talent at multiple levels and can serve as strong resources for sector development. In addition, some schools, including Webster and SLU have city-wide presence across St. Louis and the Greater St. Louis area.

Local Pride and Commitment
The St. Louis Garment District Master Plan was informed by sentiments and ideas shared by many of these stakeholders. In all, the consultant team met with over 60 individuals, organizations or entities.

Many of the themes that arose (summarized below) were generally consistent across stakeholders although perspectives sometimes differed between categories of stakeholders. The following provides a summary of the information and observations that the Consultant Team heard from stakeholders on topics that included: the history, the evolution of the garment district were deeply influenced by the sentiment and ideas shared by many of these stakeholders.

Several stakeholders did note, however, that Downtown growth, which was experiencing recovery in recent years, has now stalled. There are few significant construction projects and property owners and developers are still feeling the lasting impacts of the 2008 recession. Because of this, there has been some reluctance by private investors to take risks in the Downtown property market and there has been stagnation. While the Downtown apartment and loft market has recovered as many condominium developments ended up becoming rental apartments, there was consensus that the apartment and loft market has recovered as many condominium developments ended up becoming rental apartments, there was consensus that the St. Louis market and Local Economy
The St. Louis region, almost equidistant between California, the Northeast and California, is ideally located for warehousing and distribution and has many fulfillment centers, though these tend to be located...

Stakeholder Interviews
The Consultant Team continually heard from stakeholders that St. Louisans are proud of St. Louis. While there may not be an easily discernible St. Louis "brand" and a historic reluctance by the city itself, local residents are committed to St. Louis and want the city to succeed.

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Many stakeholders extolled the positive attributes of the Garment District; its attractive historic buildings, the potential for restaurant and retail, and the opportunities presented by the Fashion Fund. Stakeholders also noted the critical mass of smaller-sized commercial opportunities presented by the forthcoming National Geospatial-Intelligence Agency, the jobs and companies it will attract, and the development it may spur along the Jefferson Ave. corridor to the west.

While stakeholders cited several other challenging factors impacting businesses in the Garment District – crime and safety, lack of parking, competing obstacles could be overcome. If the Garment District is to become a regional destination, many stakeholders noted it must be an authentic destination that builds upon its history, and distinguishes itself from other neighborhoods. High-end fashion, as was sensed at the Fashion Fund and Fashion Incubator, should be a part of this and is an important part of the Garment District’s brand and identity but it is unlikely to be the single “magic bullet.” The National Geospatial-Intelligence Agency is bringing over 3,000 new jobs and catalyzing activity in the Garment District; its attractive historic buildings, and focuses more on supporting the St. Louis fashion industry with a design co-op and co-working space for local designers and a general commitment to being in St. Louis, yet also believe that the Garment District draws or would attract visitors annually, many from outside the St. Louis region.

Many stakeholders noted that while Washington Ave. and the cross streets are at a good scale to encourage pedestrian activity, particularly between 14th St. and 12th St., Tucker Blvd. is too wide and serves as an unintended barrier where foot traffic from the Convention Center and core of Downtown into the Garment District.

The Built Environment

The words that the Consultant Team kept hearing to describe the St. Louis fashion and apparel industry were “small, green, privileged, armed,” and “disenfranchised.” Stakeholders in the local fashion industry who spoke with the Consultant Team noted the critical mass of entrepreneurs and companies in the Garment District and a general commitment to being in St. Louis, yet also the lack of a central local hub for the industry, a sense of disconnection among entrepreneurs, and the lack of resources or networking opportunities.

Almost all stakeholders agreed that the St. Louis Fashion Fund is a great idea and can serve as a strong step towards revitalizing the local fashion industry. Before the creation of the Fashion Fund, fashion in the St. Louis region was described as underground and disorganized, that fashion funds have given the local fashion sector much needed publicity and it has given the St. Louis fashion industry an address in a neighborhood with important historic links to St. Louis garment manufacturing. By locating on Washington Ave., the Fashion Fund gave revitalization efforts for the Garment District a big shot in the arm – it brings itself well to the creation of outdoor seating for Washington Ave. and is building upon a solid vision for creating a fashion hub in the neighborhood.

However, there was also some consensus that the Fashion Fund has not yet optimally served its purpose. While the Fund hosts well-attended events that highlight the impressive quantity of entrepreneurs and designers in the local fashion industry who spoke with the Consultant Team noted the need to describe the St. Louis fashion and apparel industry with a design co-op and co-working space for local designers and a general commitment to being in St. Louis as a unique alternative to mass-market retail. Many stakeholders noted the critical mass of smaller-sized commercial opportunities presented by the forthcoming National Geospatial-Intelligence Agency, the jobs and companies it will attract, and the development it may spur along the Jefferson Ave. corridor to the west.

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However, there was also some consensus that the Fashion Fund has not yet optimally served its purpose. While the Fund hosts well-attended events that highlight designers, including the impressive quantity of entrepreneurs and companies in its incubator program, several stakeholders commented that the Fashion Fund could do more outreach to local designers and serve as a stronger resource and community builder for the local fashion sector. Some small fashion entrepreneurs stated that they wished they knew better how to access the Fashion Fund’s resources. It should be noted, however, that the Fashion Fund leadership is pivoting its mission by ending the incubator program and focusing more on supporting the St. Louis fashion industry with a design co-op and co-working space for local designers and a general commitment to being in St. Louis, yet also believe that the Garment District draws or would attract visitors annually, many from outside the St. Louis region.

Many stakeholders noted that while Washington Ave. and the cross streets are at a good scale to encourage pedestrian activity, particularly between 14th St. and 12th St., Tucker Blvd. is too wide and serves as an unintended barrier where foot traffic from the Convention Center and core of Downtown into the Garment District.
Other suggestions included the development of a supply chain and manufacturing uses in the greater Downtown West area that would contribute to a more comprehensive fashion industry ecosystem in the city while also addressing critical needs. T-REX is planting soil for "just-in-time" production by local fashion companies, such as is done in leading US fashion centers like New York City and Los Angeles.

**Emerging Sectors**

The Consultant Team spoke with stakeholders beyond the fashion industry to identify key emerging industry sectors that may provide additional opportunities for the Garment District. These sectors include advanced information technologies, transportation/locational sciences as a key focus with the opening of the National Geospatial-Intelligence Agency-West (NGA) facility in the St. Louis Northside neighborhood. In addition to geospatial sciences, financial technology, cybersecurity, artificial intelligence, logistics and data sciences are all sectors experiencing growth in the region and are represented by start-up companies at the T-REX incubator.

The financial technology sector, in particular, has strong growth potential for Downtown St. Louis because of the city’s strong national position in the financial services and being a home to a federal reserve bank. Banks aggressively seek technology to streamline processes, and the industry is interested in locating within Downtown STL, near NGA facilities. Many small companies graduating from T-Rex, and other incubators, are interested in the Garment District because of the city’s strong national position in the financial technology sector, both companies and employees use advanced information technologies, with particular interest in advanced data sciences and geographic information analysis. A key focus is the opening of the National Geospatial-Intelligence Agency-West (NGA) facility in the St. Louis Northside neighborhood. In addition to geospatial sciences, financial technology, cybersecurity, artificial intelligence, logistics and data sciences are all sectors experiencing growth in the region and are represented by start-up companies at the T-REX incubator.

For both the fashion sector and the emerging technology sector, both companies and employees use a number of location decision-making factors that are generally favorable to the Garment District. For employers in all sectors, access to workforce talent is a key factor in location decisions. Because of its available housing stock, good school districts, open space and ample parking, the suburbs of St. Louis County have historically been more competitive than locations in the city of St. Louis. However, workforce of more recent years, particularly the workforce that is employed in the emerging technology sectors and the fashion industry, which tends to be younger and more geographically flexible, is showing a preference for more urban locations where desired amenities – particularly quality food offerings – are in walking or biking distance.

Many small companies graduating from T-REX and other incubators desires remodeled and re-purposed spaces that are open and flexible with high ceilings and ample natural light. Companies at T-Rex often have attachments to the city and their employees often live downtown.

However, it is important to note that crime and safety continue to be factors considered by both employers and employees, in addition to school districts. As employees get older, these factors become more important and may drive decisions to locate outside the city. Crime and safety are addressed in greater detail below.

**Crime and Safety**

Crime and safety, whether they be just a perception or a reality, are a real challenge and seem to be the principal hurdles for attracting people from the greater St. Louis region to the Garment District and Downtown. Some stakeholders told the Consultant Team that the perception of crime and safety concerns is stronger among natives and long-time residents of the St. Louis region than among transplants. However, two fashion industry entrepreneurs that the Consultant Team spoke with, in addition to the leadership of the T-REX, noted that, for them, the threat of crime is more of a perception than a reality. Downtown, though after dark there is a safety concern. These stakeholders recommended that efforts focus less on crime and safety specifically and more on opportunities and events that bring a larger "critical mass" of people Downtown and cause people to want to come Downtown and to the Garment District.

**Institutional Partnerships**

St. Louis benefits from the large number of academic institutions in the city, many of which have shown an interest in a revitalized Downtown by opening satellite campuses or programs near the Garment District. These include Webster University, University of Missouri campus, and Lindenwood University’s Downtown Campus in the Old Post Office Building in addition to the St. Louis University School of Law.

Stakeholders noted that the Fox School at Washington University provides great access for design talent and, together with Washington University’s Olin School of Business, has provided support and expertise to the Fashion Fund. Stakeholders also discussed the potential for design-focused programs, including those at the Fox School and Webster University, and more vocational and technical programs, such as fashion merchandising programs at Fontbonne University and Lindenwood University, to collaborate with each other to build a fuller complementary fashion sector in St. Louis. St. Louis Community College, with campuses Downtown and Grand Center, provides opportunities for workforce training that could contribute to a stronger garment industry in St. Louis. It is also important to consider the role that the Stevens Institute of Business & Arts might play in the rejuvenation of the Garment District considering its location in the heart of the district and fashion-related programs that can be expanded to meet industry workforce needs.
In July 2018, DSI and the Consultant Team organized a St. Louis Fashion Industry Roundtable, with participants from across the spectrum of the local fashion and apparel sector. Participants included representatives from established large companies, smaller start-ups, representatives of the Fashion Fund, and local academic institutions. The primary topics discussed at the Roundtable were the needs for workforce development, the increasing importance of technology, and the desire to have a unified voice promoting local fashion and the Garment District.

**Workforce Development**
Roundtable participants concurred that attracting talent and skilled labor remain one of the biggest hurdles to building a more vibrant fashion sector in St. Louis and that skills training is one of the greatest needs. For example, Johnna Beckham of Boost Apparel noted that she has 50 industrial sewing machines and an acute need for skilled labor. Lydia Merritt operates a sewing training center at T-REX and stated that, while there are many sewers in St. Louis, most don’t know how to use industrial machines and cannot do production on home machines. Merritt says that more comprehensive training programs are the answer.

While sewing skills needs are pressing, local companies require the full spectrum of fashion talent. Higher education institutions, community colleges and technical high schools can help address these needs while training and incubating new designers. The Fox School at Washington University is among the most prestigious design programs in the country but institutions such as St. Louis Community College are a strong resource for skills training. In addition, many high schools in St. Louis have fashion programs and have approached the Fashion Fund as a resource.

Participants also spoke to the importance of investing in labor vs. investing in capital. While investment in capital projects is considered more high-profile, investment in labor is sustaining and means investment in more jobs and higher wages.

**Technology**
Roundtable participants all noted how the lines are increasingly blurring between fashion and technology and that both need to be tied together and not thought of as separately. Mary Ruppert-Stroescu of the Fox School emphasized this movement toward technology and process in the fashion industry and believes that St. Louis is well positioned for this new direction. One example cited was textile development and innovation. This is seen at the Textile Development Center being established at the Fox School and the proposed development of a state-of-the-art automated knitting factory utilizing new 3D knitting technology such as Browzwear.

**Promoting Local Fashion and the Garment District**
With a fashion and design community anchored by several large players and a growing entrepreneurial sector in a market that is two days away from 80 percent of the United States via FedEx ground shipping and considerably less expensive than coastal cities, St. Louis is well positioned as a fashion center. Participants agreed that, with coordinated efforts, St. Louis could attract a large portion of the vertical ladder of fashion production; however, only some of those components will be on Washington Ave. Instead, Washington Ave. could serve as the St. Louis fashion industry’s “front door” with the Fashion Fund, local designers and companies and resources such as a training center and textile library.

Participants also stressed the importance of St. Louis having a unified voice speaking for its fashion industry. For example, both Detroit and Nashville now have coordinated messages and outreach strategies related to local fashion development – from the mayor to industry leaders and on down. St. Louis does not have this.
Community Engagement
In addition to the consultant team’s extensive stakeholder engagement, STL PRK held public outreach throughout the process to ensure a range of opinions were heard about the future of the Garment District. Public input was gathered through a widely publicized project kick-off event, an-18-member Steering Committee, two open house events, on-line information outreach throughout the process to ensure a range of In addition to the consultant team’s extensive stakeholder engagement, STL PRK held public outreach throughout the process to ensure a range of opinions were heard about the future of the Garment District. Public input was gathered through a widely publicized project kick-off event, an-18-member Steering Committee, two open house events, on-line information outreach throughout the process to ensure a range of attendees, but there were some frequently expressed thoughts that are summarized below.

PEDESTRIANS AND BICYCLISTS
An overwhelming number of participants expressed concern about the traffic and parking conditions with concern for pedestrians and bicyclists. Many commented on the lighting levels, clearer wayfinding, and improved walkability.

NEIGHBORHOOD SERVICES
Approximately ten individuals commented on the issue of neighborhood services and amenities including a grocery store (now under construction at the Monogram Building), drug store, greater density of general shopping outlets. One participant lamented a small-format Target would be nice in one of the large street-level spaces of a loft building.

POLICE PRESENCE
While many one-on-one stakeholders expressed concern about crime and the perception of safety downtown, only 3 open house attendees shared that sentiment. Their attendance at the downtown events likely suggested a willingness to be in the Garment District and/or work nearby.

WHAT CAN THE GARMENT DISTRICT OFFER?
A few conversations and posted ideas were singular in nature but posed an intriguing idea or reaffirmed the consulting team’s assessment as a whole. One participant commented on Kansas City’s success with regular and frequent First Friday programming at the Crossroads Arts District. First Friday’s have become a tradition in many cities and Kansas City has seen attendance up to 10,000 at each event. A second notable interchange suggested that the Garment District could have a more comprehensive design focus while continuing to support the fashion industry.
6

Physical Assessment
The Garment District Boundary

The Garment District boundary centers on the 39-acre Washington Ave. Historic District as filed with the United States Department of the Interior in 1986. Over the years, the sanctioned boundary has been expanded, and in 1999 the Downtown Development Action Plan used the nomenclature "Loft District" and included an area as far east as N 9th St. and south to Locust St. At some point thereafter, the Garment District was loosely defined as bounded by Delmar Blvd. to the north, Locust St. to the south, 8th St. to the east, and 18th Street on the west. For purposes of this placemaking initiative, the Garment District Boundary is proposed to overlay the national register historic district outline with adequate additional area to form a complete district experience, and including important neighborhood institutional guarantees such as the City Museum and St. Louis Public Library.

The proposed boundary (See Figure 6.1) totals approximately 80 acres, and stretches from N. 18th St. (west) to Tucker Blvd. (east) and from Delmar Blvd. (north) to Olive St. (south). The District encompasses the extents of a five-minute walking radius centered at the intersection of N 16th St. and Washington Ave. The following criteria were used in shaping the proposed District Limits:

1. National Register Historic District Boundary (US Department of the Interior)
2. Downtown Action Plan ‘Loft District’
3. Extend across streets and regularize ‘sawtooth’ edges
4. Include adjacent surface parking lots for future development sites

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The placemaking initiative area of focus is centered on Washington Ave. and includes 2 0.5-mile walking radius that totals approximately 250 acres. Beyond the immediate environs, analysis was completed for St. Louis’s city-wide network of neighborhoods, transportation corridors, and for activity generators across Downtown East and West.

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A qualitative and quantitative physical inventory and assessment of the Garment District was completed as part of this placemaking initiative. Findings were based on direct observation of the neighborhood and specific facilities, data collection, stakeholder interviews, and previous studies completed independently from the placemaking initiative. Many recommendations of previous studies has been implemented by the City of St. Louis, Downtown STL, Inc., St. Louis Development Corporation, and the STL Partnership. Many of the ideas described in previous plans are germane to the Garment District’s future and were foundational in the shaping of this placemaking initiative including:

• Downtown STL Public Art Plan (2016)
• Next NGA West (NOW) Presentation (2016)
• Downtown MultiModal Access Study (2016)
• Downtown STL Transportation Study (2018)
• Chapter 59 Elevating Study and Redevlopment Plan (2016)
• Downtown St. Louis Residential Occupancy Report (2016)
• Project Connect Action Plan (2017)
• North 14th Street Strategic Plan (2018)
• STL Streetcar Feasibility Study (2013)
• Downtown Next: Downtown Development Action Plan (1999)
• Washington Avenue Historic District Map and Register Report

One constant in defining the District has been the centrality of Washington Ave. The Avenue itself had been dubbed "Show Street, USA," and once claimed more shoe manufacturers than any other street in the world. The prevailing building stock is an exemplar representation of its time with late 19th to early 20th-century manufacturing and warehouses. Most recently, the St. Louis Fashion Fund called for the creation of a vibrant manufacturing and warehousing corridor in the once thriving Garment District in an area that extends from W. 16th St. to North 9th St. between Washington Ave. and Olive St.

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3. Extend across streets and regularize ‘sawtooth’ edges
4. Include adjacent surface parking lots for future development sites
While residential developments such as Monogram (18th St. and Washington Ave) will have a significant impact on the west side of The District, overall residential density remains at 17 dwelling units/acre (d/ha). Given 70% of the Downtown West population is made up of one-person households, the approximate residential population of The District is 1,960 residents or 21 residents/acre. While population levels have not reached a tipping point where retail is following residential development in significant amounts, the Garment District has an impressive density compared to the City of St. Louis as a whole to other well established neighborhoods such as the Central West End (see Figure 6.5) Sixteen years later the influx that was accompanied by growth in restaurant factory buildings resulted in a significant population foundation of approximately 15,500 residents. According to the 2018 DSI Residential Occupancy Report, there are approximately 9,609 residents within the Garment District could double its population with an additional 2,000 residents. Nearby neighborhoods such as the Central West End (See Figure 6.5) have a strong propensity to serve as a crossroads for adjacent neighborhoods and a destination for visitors. With 50% of the City’s overall infrastructure (roads) in particular capacity remaining at historic levels of residential infill the Garment District could double its population with an additional 2,000 residents.

Support a high level of neighborhood retail, amenities, and commercial services. For contrast, the Central West End’s vibrant neighborhood life and market for local restaurants and shops is supported by a foundation of approximately 15,000 residents.

Despite divergent findings, the District has outpaced its adjacent areas with a tightly knit residential cluster making up 20% of the downtown area and 41% of Downtown West’s population. The neighborhood is poised to become a vibrant mixed-use neighborhood with a strong propensity to serve as a crossroads for support a high level of neighborhood retail, amenities, and commercial services. For contrast, the Central West End’s vibrant neighborhood life and market for local restaurants and shops is supported by a foundation of approximately 15,000 residents.
The Avenue varies widely

There are four character zones along Washington Avenue. (See Figure 6.6) From N. 10th St. to N. 11th St. In large part, these zones reflect changes in streetscape, variations in pedestrian activity, and street-level frontage. Generally, one moves from east to west the level of activity decreases and the number of surface lots and vacant storefronts increases dramatically.

Zone A

Running from N. 18th St. to N. 19th St., this zone is characterized by a surface parking lot that takes up the entire northern block frontage. To the east, the street transitions to head-in parking and low-rise buildings in architectural style loosely mimicking Tudor Revival. This zone includes custom street lights, sidewalk treatments and special street paving elements.

Zone B

Extending from N. 18th St. to 14th St., this zone features street-center cobblestone strip that is a material extension of the custom "zipper paving" located in Zone C. Custom pedestrian-level light standards are evenly spaced and accompanied by tree pits with metal grating surrounds. Crosswalks are treated with brick pavers and sidewalks include a 14’ width of pavers surrounded by poured-in-place concrete. The zone has approximately 1,025 linear feet of surface parking fronting Washington Avenue and terminating intersections (18th and 14th Streets) include parking lots on their corners.

Zone C

Between N. 14th St. and Tucker Blvd., this zone includes the most extensive installation of the 2003 Washington Avenue Streetscape Improvement Project that included custom street lights, trash receptacles, widened sidewalks, and a ‘zipper’ paving pattern with LED ‘runway lights’ embedded in the street centerline. This zone also is paved in brick from sidewalk to sidewalk at a uniform elevation to create a ‘curb-free’ environment.

This is the only character zone without significant surface parking lots fronting on the street, and is occupied predominantly by a vibrant mixture of ground floor commercial uses with residential uses above.

The intersection of N. 13th St. is a lively mix of restaurants and cafes – the ‘100% corner’ – and operates as a shared street with a one vehicular travel lane, on-street parallel parking, a bike share dock, and landscaped areas with cafe seating.

Zone D

This zone, separated from the formal Garment District by the extremely wide Tucker Boulevard (+/-145’ right-of-way), has some special streetscape elements including a brick verge, tree pits, double-headacid-street lights, and seasonal flower planters. There is notably fewer street-level uses, with the north and southwest corners of the 11th St. intersection occupied by surface parking lots.
The Washington Avenue Inventory
Nearby amenities allow neighborhoods to differentiate local culture and nearby amenities. Streetscape elements, low pedestrian counts, and high-circulation. Given this, visual cues such as... approximately 60% (5.5 acres) is devoted to vehicular way is 80' wide totaling 9.2 acres in area. Of this area, public open space and accounts for 1% of the District's area. Similarly, The Washington Ave. public right-of-way is upwards of 300 lf with a maximum of 2 entry points or a ratio of 0.02 – indicating a very low proportion for street activity.

Comfort plays an important role in public perception of a neighborhood. Parks, plazas, sidewalks, seating, and landscape area that buffers the streetscape including sidewalk, street trees, and a linear landscape area that buffers the surface parking lots (70’7 and 712- 23 Washington Ave).

People tend to gather where they feel safe, have comfort, and find enjoyment through amenities or programmed activities. Neighbors must get the basics right in order to be a great place to live. This is both common sense and reflected in findings from the American Livability Survey data.

Safety and Protection Public safety was addressed in a previous chapter of this study, but a sense of security for pedestrians comes in many forms including ease of navigating walkways. West of 14th Street an increase in the frequency of curb cuts (parking lot entrances and exits) for surface parking lots interrupts the visual continuity of the corridor and hinders the free flow of pedestrians from vehicular traffic turning in and out of lots. Vacant building frontages at street-level further diminish a feeling of safety and discourages promenading. Of the approximately 5,000 linear feet (lf) of parcel frontage along the Avenue, approximately 2,700 lf is vacant or without any active use.

Comfort and Ease Comfort plays an important role in public perception of neighborhood. Parks, plazas, sidewalks, seating, and open space offer people pleasant places to go, to gather, and to engage in community activities. This is brought together, find the setting comfortable, and feel safe. People tend to gather where they feel safe, have comfort, and find enjoyment through amenities or programmed activities.

Local Culture and Nearby Amenities Equipment through programming in public spaces or nearby amenities allow neighborhoods to differentiate themselves and forge their own unique identities. A sense of community spirit is forged when people are brought together, find the setting comfortable, and feel safe.

Below: The Monogram Development includes street-level uses with a facade footprint (rendered & constructed), and improvements to the Washington Avenue streetscape including sidewalks, street trees, and a linear landscape area that buffers the surface parking lots (20-712-23 Washington Ave).

Ground Floor Vibrancy

Another indicator of experiential quality along the Avenue is a Ground Floor Vibrancy Rating (See Table 6.7). This metric is observed at street level and considers features and the character of the immediate environs.

Findings from the Vibrancy analysis (See Table 6.8) shows peak levels between Tucker Boulevard and just west of North 14th Street pending the spring opening of the Last Hotel. The average vibrancy rating along Washington Ave., between N. 10th St. and N. 19th St., was recorded at 4.4. While some areas display higher levels of activity, this metric is most active in Spending Glover Park and environs of the district act having a ‘minimal’ level of activity and vibrancy overall.

The Washington Avenue corridor has a ratio of 0.02 scoring a ‘C’ in the evaluation matrix (See Figure 6.4) accounting for a total of 144 doors.

Local Culture and Nearby Amenities

Equipment through programming in public spaces or nearby amenities allow neighborhoods to differentiate themselves and forge their own unique identities. A sense of community spirit is forged when people are brought together, find the setting comfortable, and feel safe.
There are dispersed assets within and near the District

Within the 92-acre district and its immediate environs there are dispersed community assets and activity generators. (See Figure 6.11) The City Museum is a unique visitor attraction that is unrivaled nationally. Together with America’s Center there are approximately 1.3 million visitors passing through or immediately adjacent to the Garment District. The Central Library building at 13th and Olive Streets was built in 1921 and is an iconic civic anchor for the neighborhood. In recent years the Central Library has reinvented itself as a dynamic community center offering an innovative digital makerspace for media creation, a hands-on drop-in place for arts and crafts, a film screening studio, and a café. Its front steps offer a place to listen to music during summer evenings and its majestic architecture can be viewed through the eyes of trained docent tours.

Beyond these large scaled civic-minded assets are scattered unique points of interest that serve residents and attract visitors. Wave Taco opened a beach volleyball, restaurant, and tiki bar in 2009 on a formerly vacant lot at North 34th Street and Constitution Avenue. The 13,000 square foot (.3-acres) lot offers space for two regulation-sized courts, and a seating area on a green lawn. Popularity of the combination beach volleyball tiki bar-restaurant has continuously grown since opening with 32 teams participating in leagues in 2016. Expanded programs now offer leagues, tournaments, and camps for junior volleyball players ages 14-17. Immediately west of Wave Taco, Urban Harvest STL operates a nonprofit organization dedicated to providing equitable access to fresh, healthy food regardless of socioeconomic status, race, or location. The Tucker Boulevard and Convention Plaza location includes 1 of 6 urban farms in downtown and North St. Louis. The rooftop farm offers a 10,000 square foot area for urban agriculture, educational programming, community workshops and special events that include Farm Flow Yoga and Harvest Dinners.

At the center of the Garment District, the St. Louis Fashion Fund operates at the corner of North 16th and Washington Avenue. After graduating its first class of 6 designers through an incubator program the Fund announced it would broaden its mission and open The Design Co-op creating collaborative, rental work spaces for fashion and design businesses. The Design Co-op will continue to have a retail component and offer numerous events and speaking engagements including the ongoing Creative Process Series. Since conception the Fund has been generous with its flexible storefront space and hosted public gatherings including an open house for this study.

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The District is boundless

The limits of the District are not well defined and in large part due to the overlapping notions of what the neighborhood is formally called, recent private-sector efforts at branding, and its authentic place in St. Louis’s illustrious history as a global garment producing powerhouse. Beyond the centrally focused Washington Avenue corridor the neighborhood’s edges are porous with large swaths of surface parking lots and a lower building density and height. North-south boulevards present significant schisms in the area with extremely wide rights-of-ways, underutilized corners, and barren streetscapes.

Resources and amenities are unevenly spread within the neighborhood

Based on observed pedestrian counts, Washington Ave. displays relatively low levels of activity overall, with a precipitous decrease west of N. 13th St. Along the Avenue, counts ranged from 38 persons/hour (p/hr) on a Sunday at 7pm to 80 p/hr on a Tuesday evening. Weekend evening levels appear to peak at +/-110 persons/hour, but with the majority centered around the ’100%’ block between Tucker Boulevard and North 14th Street. The McGowan Properties in this area offer an active mix of retail, restaurants, residential, and a sizable cluster of commercial office use including the tech firm LockerDome. Blondies, Lucas Park Grille, and Rosalitas surround a very pedestrian friendly urban space a North 13th Street that overflows with outdoor seating lined with landscape planters that are well maintained. The intersection offers a nexus of local culture, commerce, and neighborhood services ironically marked with signage.

For many in the neighborhood, Blondies has taken on a role of a 3rd place where students work in groups, people gather for business meetings, nearby employees of emerging industry share ideas, and nearby residents have coffee. These types of social settings outside of the home (the first place) and the workplace (second place) are an important part of community building that affirms shared investment in a common place, helps retain existing populations, and attracts new arrivals. Lucas Gardens Park is a City of St. Louis park and houses the Lucas Park Dog Run. Together, both have become another important third place. The dog run underwent major renovations in 2015 and offers annual memberships for a fee of $55. Lucas Dog Park is managed by Lucas Park Beautification Project, a Missouri 501(c)(3). The park itself serves as a neighborhood oasis and a 1-acre front lawn to the Central Library. Support from Friends of Lucas Park has ensured unmet maintenance needs and upgrades were provided with a new playground, installation of an irrigation system, and overall landscaping improvements.

The upcoming opening of the 142-room boutique Last Hotel in the International Shoe Building and Fields Foods market in the recently completed Monogram apartment building are significant newcomers that will provide a much-needed infusion to the area west of North 14th Street. The full-service grocer will provide relief for the Garment District neighborhood and Downtown West’s food desert. Development of the ten-story, 160,000 square foot Last Hotel will bring overnight guests and local visitors to an amenity-rich facility that includes restaurants, a rooftop pool with a bar, and a teaching kitchen alongside banquet facilities.
The District’s iconography provides delightful cues for neighborhood identity and district branding.

The American Planning Association (APA)-named Washington Avenue one of the Great Streets in America. A fifteen-block area between Eads Bridge to the east and 18th Street to the west was designated for the distinction. Late 19th and early 20th century warehouse, manufacturing, and corporate headquarters architecture punctuates Washington Avenue. The impressive architecture and scale of the avenue reflects the rich history of St. Louis, a city once on the nation’s western fringe that grew to become an industrial powerhouse and population center of national significance. In addition to the robust building ornamentation with intricate brick and stonework are vibrant signs. Turn-of-the-century postcards illustrate Washington Avenue’s dotted with large-scale vertical building signs and pedestrian level storefront hanging marquees. A postcard market 1913 shows a view of Washington Avenue from West 6th Street where the Barnum Hotel boasts a 2.5-level sign. This single dynamic snapshot in history illustrates 10 graphic signs including banners, painted brick, marquees, and a rooftop billboard. As part of this study an inventory of notable signage was taken between North 11th and 18th Streets and recorded 12 impactful locations. Off the Avenue and facing the Central Library and Lucas Garden Park the former Shell building’s top is adorned with an iconic neon sign. Together, this cacophony of powerful symbols overlaid on historically significant architecture provide the Garment District with an authentic iconography.
Creating The Value Proposition
Creating The Value Proposition

**Introduction**

The opportunity and enthusiasm for fostering and supporting the fashion industry in St. Louis has always been a popular topic. However, it was not until recently that this trend has gained momentum and achieved recognition. The Garment District, a historic neighborhood located in the heart of St. Louis, has emerged as a resource hub for creative industries. This trend has been evident in St. Louis and has been supported by various stakeholders, including local elected officials, the St. Louis Economic Development Partnership, and the St. Louis Development Corporation.

**Assets**

Unlike many urban “destination” neighborhoods developed around the country, including DUMBO in Brooklyn, South of Market in San Francisco, and LoDo in Denver, the Garment District has been evolving over time and has built on its existing building stock and amenities. The Garment District’s location west of Downtown and just south of the St. Louis area, in addition to its rich history and cultural history, has given it a competitive advantage over many other areas of St. Louis City and County. The following are the key assets of the district identified by the Consultant Team:

**Culture + Commerce + Recreation**

**Historically**

The Garment District is known for its rich history and cultural heritage. The district has been a center of the fashion industry for over a century. The Garment District is home to many fashion companies, including the iconic St. Louis Novelty Mill, which was founded in 1875. The district also has a number of historic buildings, including the Paristyle Building Exterior, which is a popular destination for tourists.

**Authentic**

The Garment District is known for its unique character and charm. The district has a number of rustic and industrial buildings that add to its aesthetic appeal. The district is also known for its creative residents and entrepreneurs, who have helped to revitalize the neighborhood.

**Implementation of the plazemaking vision for the Garment District and pursuance of development that successfully adheres to that vision will require the continued commitment and collaboration of all stakeholders and the leadership and management provided by DSI.”

**Development and Property Owner Commitment**

The study was funded through a request for proposals that led to this study. The implementation of the plazemaking vision for the Garment District and pursuance of development that successfully adheres to that vision will require the continued commitment and collaboration of all stakeholders and the leadership and management provided by DSI.”

**Conclusion**

The Garment District has a rich history and cultural heritage. The district has been a center of the fashion industry for over a century. The district is also known for its creative residents and entrepreneurs, who have helped to revitalize the neighborhood.

**Appendix**

The Paristyle Building Exterior, which is a popular destination for tourists.
By making the conscious decision to locate itself on for apparel sector skills, education, and networking. entrepreneur, and serves as a resource center

The St. Louis Fashion Fund plays an important role
In promoting the local fast fashion industry, fostering

education, the St. Louis Fashion Fund has the potential

With its focus on local collaboration, connections and

For a new generation of developers to build upon that
has now been established while opening opportunities

a local fashion ecosystem.

The Fashion Fund’s original incubator program played
a critical role in raising the national profile of St. Louis as a place to produce fashion by bringing together a cohort of designers from around the country. The program will be renewed with some changes that will transition its incubator program to a design collaborative. Under this model the program will provide co-working space for six local fashion businesses, studio space, showrooms, and critical scale-up space with amenities as the program expands.

With its focus on local collaboration, connections and education, the St. Louis Fashion Fund has the potential to address the needs of the local fashion industry, become a central resource in the Garment District, and support the growth of a local fashion ecosystem.

T-Rex, NDA, and the new St. Louis economy

While the rebirth of the fashion industry is an important factor in the growth of the Garment District, Washington Avenue has been a key focus of development strategies in the city’s downtown. Washington Avenue is a tribute to the Garment District’s history. Funded primarily through state and federal tax credits, these investments included expanded sidewalks, new lighting, new street furniture and the signature “zipper” paving and runway lights along the avenue that served as a tribute to the Garment District’s history. As noted above, T-Rex is also establishing an on-site Geospatial Research Center that it hopes will spin off more companies that will be looking for space nearby.

Hagan notes that, in the past three years there has been a maturing of the innovation ecosystem in Downtown St. Louis and more clear trends are emerging and identifying what businesses and employees downtown are looking for. Washington Avenue is an example of expanding and a flexible with lots of natural light. The historic commercial loft buildings of the Garment District lend themselves well to this purpose. The employees demographics in the TAMI sectors are younger, college-educated and diverse and seek walkability and other amenities.

Many of these creative technology firms are increasingly part of a cross-sector ecosystem and prefer to locate near each other. Downtown and the Garment District are the traditional heart and economic hub of the region and offer opportunities for clustering that are unparalleled elsewhere in the City or County.

City of St. Louis Economic Development

The Garment District is surrounded by several key attractions that can be leveraged to draw more visitors inside the City Museum and the Washington Ave. corridor. These include the America’s Center convention complex and the National Blues Museum to the west and the emerging Jefferson Corridor to the east. With over 700,000 annual visitors, the City Museum is the single biggest magnet to the neighborhood and brings more out-of-town visitors than eight sold-out Rams games did when they still played at the Old Dome. While the success of the City Museum has not had to pay great attention to the surrounding neighborhood, there are strong opportunities to work with the museum to forge stronger physical and programmatic links between the museum and the Washington Ave. corridor.

Similarly, America’s Center brings hundreds of thousands of visitors to Downtown St. Louis, many of whom are looking for unique dining and retail experiences. While Tucker Blvd does serve as a boundary, ameliorating this boundary is addressed later in this report and collaborations with Explore St. Louis to promote the Garment District should continue to move forward.

In the 2000s, the City of St. Louis invested almost $17 million into renovations and other street improvements along Washington Avenue. These capital investments included expanded sidewalks, new lighting, new street furniture and the signature “zipper” paving and runway lights along the avenue that served as a tribute to the Garment District’s history. Funded with federal and state tax credits, these features helped promote the neighborhood’s potential as a pedestrian-friendly mixed-use historic district and attract much of the residential loft development that would transform the neighborhood over the next decade and a half. In addition, electric rail cars running along Washington Avenue were enhanced to allow for outdoor street festivals, concerts and other events. While some of these features, notably the elevated piers and LED runway lighting, may have been too “high concept” and difficult to maintain, and other improvements have suffered from lack of dedicated maintenance funding, most of these capital improvements remain and are a key asset for the area.

In the report and collaborations with Explore St. Louis to promote the Garment District should continue to move forward.

These features are important qualities of the corridor that can be built upon and improved.
There is very little general retail other than restaurants. This has led to a specialization in apparel and underneathing spaces on Washington Ave., creating a sense of “broken teeth” along the spine of the neighborhood. The Garment District and underperforming corridors such as 10th and 18th St. Specifically, retail has not worked along Washington Ave. corridor. This is due to a host of unique factors:

- It is too scattered and there are too many vacant lots that impair foot traffic and no critical mass of retail activity that would attract additional foot traffic.
- Tucker Blvd. is too wide and serves as a barrier to attracting retail to the neighborhood. This is true whether we look at retail in the suburbs or along Washington Ave.

In addition, the property floor plates along Washington Ave. are too large for today’s retail needs and likely need to be subdivided. The sites were designed with a major hindrance to creating a critical mass of clustered retail uses small enough so that rents are affordable for the desired tenants.

In the near future, retail is very limited and will likely need to be subdivided to be economically viable. As noted above, while there has been a major hindrance to creating a critical mass of clustered shopping yet it will still be challenging to keep retail spaces small enough so that rents are affordable for the desired tenants. A growing population coupled with activation of the area and a growing retail market. While retail Downtown is very limited it should also be noted that retail in the suburbs is facing challenges.

As the residential and employee populations in the Garment District increase, other independent retailers may wish to locate in the area. However, the corridor’s image is still not widely known, even among local residents. Much as the Fashion District in Los Angeles had evolved to accommodate a diverse group of new economy companies while retaining its apparel industry roots, the Garment District in downtown St. Louis should be designed in a way that is both memorable and distinctive. As noted above, while the City of St. Louis invested $17 million in street improvements in the Garment District and left parts of Washington Ave. beleaguered even more basic investments in the neighborhood, the Garment District has not seen any capital investment in the neighborhood. As noted above, crime and public safety continue to present challenges to attracting new residents and companies to the Garment District. While perception of crime is often more acute than actual criminal activity, data do show that both violent crime and property crime continue to present a significant problem in downtown St. Louis. This is a serious problem exacerbated by local media coverage.

As noted above, while the Garment District and Downtown West have had little traction developing a strong widely recognized identity across the region or even within the city. The challenges that the Garment District will need to address in order to fully meet its potential and build its identity or “brand” are outlined below.

Challenges

- Public safety
- Crime and public safety continue to present challenges to attracting new residents and companies to the Garment District. While perception of crime is often more acute than actual criminal activity, data do show that both violent crime and property crime are declining in downtown St. Louis. This is a problem exacerbated by local media coverage.

Areas for Investment

- The Consultant Team found some concern that the current environment by bringing more “eyes on the street” and eliminating empty spaces that can attract criminal activity. Other initiatives to address public safety concerns are discussed in the Recommendations section.

Deferring Maintenance

- Many of the improvements were deferred to accommodate new residents and companies in the Garment District, and left parts of Washington Ave. looking worn. Proposed new street improvements should be designed with consideration for maintenance requirements and to support local street and property operations funding sources that are both consistent and permanent.
Opportunities + Recommendations
Opportunities + Recommendations

Introduction
This placemaking initiative proposes short-, medium, and long-term recommendations for the District to address the challenge it faces, and to provide a framework for establishing an identity and sense of place while developing itself as a preferred location for fashion, design and TAMI-sector businesses within the St. Louis market. The recommendations and initiatives are prioritized based on impact, implementation requirements and available funding sources to develop a timing and phasing strategy to guide implementation of the placemaking initiative.

Previous initiatives along the Washington Ave. corridor relied on significant public funding input. Furthermore, DSI’s existing relationships with the City of St. Louis, the St. Louis Development Corporation and the St. Louis Economic Development Partnership put it in an excellent position to encourage government action. The current political climate, however, makes it unlikely that public funding sources will be readily available. Therefore, DSI must begin to leverage its community and business relationships, work closely with other stakeholders (the St. Louis Fashion Fund and local fashion companies, T-REX, Explore STL, the real estate community, local businesses and local academic institutions, etc.) to identify innovative funding sources and public-private partnerships to implement its strategic initiatives and build the Garment District as the address-of-choice for emerging fashion and design in St. Louis and the region.

Vision
The Garment District is a vibrant mixed-use neighborhood with a growing residential population that is increasingly serving as a center for fashion, design, and other creative industries. Branding of the District will embrace the neighborhood’s unique architectural heritage and rich and authentic history as one of the largest garment production centers in the nation and will leverage these attributes to position the Garment District as a hub for 21st century industries in St. Louis.

Opportunities

Brand, demarcate, and market the District
Create an identity that lends an authentic ‘vibe’ and clear graphic brand to the District that differentiates it from other neighborhoods and destinations within St. Louis and the region.

Build on the Garment District identity and presence of the St. Louis Fashion Fund
Leverage the nascent technology and start up culture of the District to establish it as a hub for creative and technology sector companies that including purposeful development of flexible office and ‘step-out’ space for graduates from T-REX, start-ups and geospatial sector companies attracted by NGA.

Make the Most Out of Public Spaces
Leverage public spaces and rights-of-way to create a sense of place and interest within the district that provides places for gathering, interaction and programming. While there may be future opportunities for development of the public spaces, near-term activation will likely need to rely on the use of existing public spaces and public rights-of-way for programming, events, and pop-ups.

Promote Engagement With Programs + Activities
Develop a sustainable operational model that can properly maintain the physical infrastructure of the District and manage the coordination of program activities, events, and installations.

Fund the District and bring together partners to forge new possibilities.
In an era of scarce public funds for urban planning initiatives, employers and firms within instrumental in forming new partnerships and stimulating localized revitalization within the District. Sources for capital funding may include State, Federal, City programs, TIF financing plus private discretionary funding sources (including St Louis CDFI coalition institutions and private philanthropy) or project-by-project basis. Operating funding sources are more challenging and could include dedicated assessments from Garment District property owners and businesses.

Opportunities

Build on the strengths and successes of Washington Ave. to give the District greater depth, and connect it to activity generators with the City and economic engines within the Region.

Promote Engagement With Programs + Activities
Develop a sustainable operational model that can properly maintain the physical infrastructure of the District and manage the coordination of program activities, events, and installations.
Strategy A
Define and promote the role of the Garment District in the growing regional creative industry & innovation ecosystem

Tactic 1
Promote a culture that appeals to innovative companies from around the region

APPEAL TO THE CREATIVE WORKFORCE AND CULTURAL ARTS COMMUNITY THROUGH PROGRAMS AND EVENTS THAT FOSTER A SENSE OF SHARED EXPERIENCES WITHIN THE DISTRICT

Initial efforts might be modeled from the Meet-up approach using on-line groups to organize in-person events for people with similar interests. In addition, networks of professional organizations (i.e., ASIDSTL, Fashion Fund, AI) should be brought together with regular gathering within the District at the same location or rotating venues.

Model: Los Angeles Fashion District
As noted in Section III, the Los Angeles Fashion district, the nation’s second largest apparel hub, has undergone a remarkable evolution in recent years. As the domestic apparel industry went through significant changes and Downtown Los Angeles experienced an urban revitalization, the Fashion District recognized the need to expand and enhance its brand. This included complementing traditional wholesale and manufacturing operations with a unique retail marketplace that has repositioned the Fashion District as a retail destination that showcases local designers. The Fashion District has also seen an influx of technology-related businesses, e-commerce and design, reflecting trends in the Los Angeles economy, in addition to a growing residential population in several new developments. Despite this diversity, the neighborhood has maintained its brand and identity as the “Fashion District” and has continued to promote itself as such.
Tactic 3
Build partnerships to garner support and resources for the Garment District vision

Identity Approaches to Fill the Gaps between Commercial Real Estate, Life & 19th-Century Loft Buildings and the Future of Retail and Workplaces

For example, small retailers can economize by sharing storefronts. This can defer costs, build their business, and provide an exciting mix of offerings in one space. It can also be very attractive for high-rent areas to find a shoe store sharing space with a coffee shop and purveyor of sunglasses. A mix of retailers combined in a small space can attract traffic at different hours, each spawn heightened levels of foot traffic with special events, and increase their exposure with customers that might otherwise step into their storefronts and not visit the space. Many urban area retailers are bunking up to combination tenant space - cafe for fair-trade coffee & light fare in rustic digs also selling Toms shoes & eyewear. 264 Elizabeth

Tactic 4
Establish a dedicated Garment District Management Entity

Fostering a robust fashion and design ecosystem in the Garment District is a top priority for the City of St. Louis and private-sector stakeholders. This report details the significant assets of the Washington Ave. corridor and the challenges to meeting this goal. Translation of this report’s recommendations into action is the desired outcome, but DSI may not have the capacity or dedicated resources to implement them in the near term. Therefore, this study recommends the establishment of a dedicated management entity, under the aegis of DSI, to help execute the initiatives for placemaking and programmatic investments that are outlined in this report.

A principal challenge that the Consultant Team identified is a general lack of knowledge among many people in St. Louis, including many entrepreneurs working in the local fashion industry about the assets and opportunities that exist in the Garment District. The entity would coordinate closely with DSI, with additional support from the St. Louis Development Corporation, Explore St. Louis, and other organizations. This new entity would likely coordinate closely with DSI on many CID activities, including oversight of district-wide services including streetscape improvements, street cleaning, and security. However, the entity would also be charged with implementing the specific needs of the Garment District and the implementation of many of the placemaking initiatives outlined in this report.

Specific responsibilities of this new entity can include:

- Targeted Marketing Efforts

In order to build awareness and change perceptions, DSI and this new entity can initiate a robust marketing campaign that highlights the Garment District’s unique assets and character. Such a campaign could highlight the retail, dining, cultural, and social opportunities that the neighborhood has to offer. This and other campaigns could be built upon to target fashion and design companies, potential employees and investors. Additionally, this marketing effort could highlight local resources and service providers, such as the Fashion Fund and T-REX, that make locating in the Garment District more advantageous.

- Company Outreach

The growing number of new incubators in St. Louis over the past few years means a large new cohort of start-up companies will require space as they grow or “graduate.” Demand for small turnkey space will only increase among companies sponsored by NSDA and the new repositioned Fashion Fund. By working with its network of real estate brokers and other experts, and protectively repositioning Fashion Fund, DSI and this new Garment District entity can initiate a robust marketing campaign that highlights the Garment District’s unique assets and character. Such a campaign could highlight the retail, dining, cultural, and social opportunities that the neighborhood has to offer. This and other campaigns could be built upon to target fashion and design companies, potential employees and investors. Additionally, this marketing effort could highlight local resources and service providers, such as the Fashion Fund and T-REX, that make locating in the Garment District more advantageous.

- Identify approaches to fill the gaps between commercial real estate, life & 19th-century loft buildings and the future of retail and workplaces

The new entity would work closely with the St. Louis Development Corporation, the St. Louis Economic Development Partnership and others to guide companies and private developers through applicable financial, incentive programs, work force development initiatives and other programs.
Promote the sustainability of the Garment District by building on a revitalized fashion industry as a foundation for broader economic development.

Tactic 1
Support the St. Louis Fashion Fund to grow its role as a leader in the garment industry

Support the Fashion Fund in its repositioning as a resource center for local designers and fashion manufacturers.

Consider establishment of textile library, education center, or other resource that support the Garment District in becoming a convening center for local industry and regional stakeholders.

Heighten the visibility of the new Design Co-op with a ‘marquee’ that identifies resident companies and showcases a broader design community.

Tactic 2
Foster development of high-tech manufacturing and textile innovation

Textile and textile innovation is one area where St. Louis could distinguish itself, in addition to advanced knitwear. This is the next generation of apparel manufacturing and does not really exist currently in the US. While most manufacturing is currently outsourced, the US, however, is relatively competitive in the manufacturing of fabrics, such as yarns and fibers, and other materials such as Kevlar.

Downtown West has been identified as a site of interest for an advanced knitwear facility that would utilize 3-D knitting, which is one of the fastest growing apparel industry subsectors in the application of new technology and innovation. DSI and the Fashion Fund should continue to coordinate in facilitating the development of such a facility in the Garment District.

Tactic 3
Develop a Garment District Technology and Innovation Center

The St. Louis Fashion Fund has been instrumental in catalyzing a fashion industry ecosystem in the Garment District and building an identity for Washington Ave. as the once and future garment district of the city. With its new mission to “enrich St. Louis through the business of fashion” and its focus on community, connections and collaborations through a Fashion Lab and co-op in addition to education programs, the Fashion Fund is well positioned to serve as a vital industry and community resource for the local fashion sector.

The Fashion Fund is challenged in meeting its full potential, however, by its current limited space at 1533 Washington. While this facility was sufficient to serve as a design incubator and retail space, it is not adequate for accommodating a far more expansive vision. With the Fashion Fund’s lease at 1533 Washington set to expire in 2020, now is the optimal time to envision a new home that places the Fashion Fund and the Garment District at the intersection of design, technology and education.

The Tech and Innovation Center could also include event and convening space, a café and a textile library that would truly establish Washington Ave. as St. Louis’ front door for fashion.

Program Component Area (nsf) Area (gsf) Description
1 Arcade + Lobby 225 300
2 Cafe 900 1,250
3 Event + Conference 2,800 4,200
4 Fashion Tech Lab 2,400 3,600
5 Garment District Suite 400 500 DSI Garment District Info Desk
6 Maker Space 400 600 Modeled after STL Shoelace Factory
7 Museum + Gallery 1,800 2,500
8 Textile Library + Resource Center 3,600 5,050 Modeled from Mood NYC.
9 Training + Workforce Development 1,200 1,800 Skills training

Subtotal 13,725 19,800

Possible Tech+Innovation Center Site (Washington + 14th St)
Tactic 1

Coordinate with T-REX and leverage the NGA-West’s proximity to the Garment District

- Provide an NGA-Campus a designated circulator bus that is safe, frequent, and convenient. A longer-term solution such as this may be beneficial until decisions are made regarding a northside MetroLink (bus rapid transit, streetcar, or train) via 14th St.
- Improve Jefferson Ave. and Tucker Blvd. as connecting multimodal thoroughfares to Washington Ave.
- Improve connections between the NGA site and Downtown with the Garment District Neighborhood serving as a connector.

Tactic 2

Make the Garment District a neighborhood of choice for NGA employees, new Northside businesses, and related Tech companies with a Downtown ‘campus’ approach that celebrates an integrated mixed-use urban environment

- Cater to the National Geospatial Agency West and its economic partners with opportunities to locate their workforces within the Garment District.
- Retain a higher percentage of T-REX alumni with offices and/or homes within the District.
- Promote a cross-over strategy wherein Tech, Technology, Advertising, Media and Information (TAMI) corporations and Garment Industries are coupled through events and shared spaces.
- Highlight step-out opportunities for emerging companies that desire proximity to creative incubators such as T-REX and the NGA site.

Model: Boozestorming Communities by Travis Sheridan

Partner with the Downtown STL Boozestorming group and others to locate events in the District. Dana Kay Goddard is the host of the downtown group and a local entrepreneur that thrives on helping people, businesses, and the St. Louis community. As someone who lives, works, and plays Downtown her guidance would be invaluable. Some of her current roles include: Co-Founder of Wonderii (boutique marketing agency), Founder of STLive (Live Music Initiative on Washington Ave), Vice Chair for the Downtown Neighborhood Association, Board Member of YMCA - St. Louis, Rotarian, and crazy dog Mama.

Promote the Garment District as a center for innovation beyond fashion
Strategy D

Reposition the Garment District as a crossroads for workforce housing and creative living

Tactic 1

Coordinate with T-REX, NGA, Fashion Fund and others about housing opportunities in the Garment District

- Support existing housing, and foster a market that supports new residential development
- Promote the Garment District as a welcoming place for new Americans where the international community can gather, train, and work.

Model: International Institute of St. Louis

While IISTL guides lower income newcomers with access to affordable housing, food, transportation, and services, the District can become a place for training and working in the garment industry or ancillary creative industries.

Support non-traditional work structures that foster cohorts of entrepreneurs, co-workers and “free agents.”

Model: Workplace Strategies for Free Agents, Ed Gubman, Ph.D. – Engaging Leader

As more individuals choose to live in cities and subsist via an ongoing series of temporary work relationships, the lines are being blurred between work, home, and lifestyle. Upwards of two-thirds of today’s workforce have a free agent mindset. Cities are recognizing the need to support such informal social networks, which are reshaping our collective definition of contemporary urban life.

Tactic 2

Engage with previous studies that have demonstrated the feasibility of improved access to the District including a new transit stop at 14th/Delmar Boulevard, 14th/Olive St., and others as presented in the Northside-Southside Metrolink Study

Triangulation between NGA West, Grand Center, and the Garment District Neighborhood offers an opportunity to remake the 1.5-mile gap into a more seamless corridor – an extension of America’s Great Street.

Model: International Institute of St. Louis

86 87

STL Garment District Placemaking Initiative

STL Garment District Placemaking Initiative
**Case Study**

**RiNo (River North Arts District): Ground Zero for Mile High Millennials**

The River North Arts District, or RiNo as locals refer to it, is situated immediately north of Downtown Denver at the junction of Interstates 70 and 25. Coors Field and the LoDo (Lower Downtown) neighborhood mark RiNo’s southwestern boundary, while Interstate 25 acts as its western border. Interstate 70 serves as the neighborhood’s northern edge, while the Curtis Park and Five Points neighborhoods immediately to the east. The RiNo neighborhood is traversed by the South Platte River, with the heart of the District’s retail situated on the east side of the river. Brighton Boulevard, Larimer St., and Downing St. are the primary retail arteries, though a number of other commercial corridors have seen increased activity as this emerging neighborhood continues to develop.

Denver’s arts community was already established in RiNo prior to 2010, converting many of the district’s vacant warehouses to loft and gallery space. But residential growth throughout Denver’s urban core began to explode around 2010. This first wave played a big role in the RiNo neighborhood. RiNo’s southwestern boundary, while Interstate 70 serves as the neighborhood’s northern edge, while the Curtis Park and Five Points neighborhoods immediately to the east. The RiNo neighborhood is traversed by the South Platte River, with the heart of the District’s retail situated on the east side of the river. Brighton Boulevard, Larimer St., and Downing St. are the primary retail arteries, though a number of other commercial corridors have seen increased activity as this emerging neighborhood continues to develop.

Denver’s arts community was already established in RiNo prior to 2010, converting many of the district’s vacant warehouses to loft and gallery space. But residential growth throughout Denver’s urban core began to explode around 2010. This first wave played a big role in the RiNo neighborhood. RiNo (River North) Arts District:

**Table: RiNo Data**

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<td>Median Household Income</td>
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<td>Percentage of People over 65</td>
<td>16.4%</td>
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<td>Percentage of People under 18</td>
<td>27.6%</td>
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**Mapping:**

- **Green Greenville**
- **River North Arts District (Oak Cliff)**
- **LIVABILITY SCORES RETAIL FLAVOR DEMOGRAPHICS**

**Figure: RiNo Map**

RiNo Map

- **Community Data**
  - **Population Density**
  - **Residential Rents**
  - **Retail Rents**

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Create places and programs that celebrate the authentic past, present, and future of the Garment District.

Tactic 1

**Brand and demarcate the District's boundaries and gateways**

- Define an identity centered on the historic role of the District as a garment producer overlayed with imagery symbolic of nascent creative industries and technologies.

- @theGarmentSTL evolved from a recognition of the District's past with a twist that allows any activity to precede the phrase (e.g., SHOP@theGarmentSTL, LIVE@theGarmentSTL, etc.). Several other variations have been considered including GarmentSTL on the Avenue. A comprehensive branding and identity study should follow as part of a marketing and communications program.

- The Garment District brand will power new perceptions about the neighborhood. We believe the foundation of the brand rests on the notorious history of the garment industry, its namesake as Washington Ave., and in part by its former status as the mecca for St. Louis club culture after dark. The challenge is to infuse a newer side of the downtown life that includes art, culture, design, technology, and food. Reconciling these differences offers an opportunity to differentiate the District as a place that embraces creativity, technology, fashion, and a neighborhood where things are happening. The District is poised to become a thriving place of contradictions — night and day; culture mixed with commerce, industry mingling with residential lofts; and chic style overlaid on gritty side streets. The branding and identity should reflect these split personalities making a nod to the past and the District’s future.

- Urban interventions that include creative placemaking can use concepts of branding as a strategic tool for economic and cultural transformation of the neighborhood. Branding in urban design includes the expression of identity, whether of an enterprise such as fashion, a neighborhood like the Garment District, or the City of St. Louis, to enhance their images, generate economic value, and elevate their visibility. Leveraging less capital-intensive creative making projects will make a significant difference in developing a District identity and increasing its vitality.

- While continuity and visibility are crucial, strong edges are not intended to be impenetrable. The District’s edges can be softened to provide a sense of containment and legibility. The District’s edges should be defined as unifying seams rather than isolating barriers. This approach evokes the notion of an urban campus with porous boundaries and fluid connections to Downtown STL and nearby neighborhoods.

- Clearly communicating a graphic brand that introduces the neighborhood to residents, workers, and visitors is an important part of repositioning the Washington Ave. corridor as a comprehensive Garment District. The position and configuration of these gateway elements will provide neighborhood identifier (symbol) directed towards establishing a sense of place. A vertically oriented design will reduce sight-line interruptions and emphasize the District as a whole rather than only the Washington Ave. corridor.

Up to 3 gateway signs along Washington Ave. at the intersections of Tucker, 14th, and 18th will make the best first impressions and maximize the number of passersby. The marquee signs should:

- Reflect the historic spirit of place.
- Convey the District’s desired image.
- Differentiate the area and draw attention.
- Become an amazing point.
- Evolve into a place and less of a sign.

**Boundary Frames**

- The District should be explicitly demarcated at its six corners: the intersections of 18th St., 14th St., and Tucker Blvd. with Delmar Blvd. and Olive St.

- Darts share the same design form and graphic iconography as gateways but offer a more delicate imprint. These signifiers are small in scale and require less area making them ideal for dispersing in a wider pattern on the District's parapets and secondary streets.
Encourage maintenance of existing ‘historic’ building signage and promote installation of new iconic structures. Building, event, and/or neighborhood signage.

Infill buildings and/or pavilions with destination uses that offer a visual impact (i.e., Shake Shack, Citygarden’s Kaldi’s Coffee, etc.).

Locations to consider include:
- The 14th St. Wedge between Washington Ave. and Lucas Ave.
- On the Avenue – Washing Ave. right-of-way follies
- The Tucker Silver – located on the southeast corner of Tucker Boulevard between Washington Ave. and St. Charles St.
- City Museum Plaza – located on North 16th St. between Lucas Ave. and Washington Ave.
- Library Square at Lucas Park (BELOW)

Support implementation of the Downtown STL Public Art Plan

The Downtown STL Public Art Plan could be a powerful tool for to attract and welcome people to the District, and differentiate its unique history and characteristics. Art Installations could be located at:
- Gateway Interactions
- Connecting Corridors
- Blank Buildings
- Avenue Stitches
- Public Space(s) for an iconic destination artistic installation.

Downtown STL Public Art Plan

Survey Question #8

What are the priority LOCATIONS in Downtown for new public artworks?

Pedestrian spaces 64.9%
chosen
Chouteau Greenway 49.8%
Major to Downtown gateways 39.0%
Along Riverfront 38.6%
Metrolink stations and MetroBus stops 33.4%
Central Business Dist 27.4%
Washington Ave/Garment District 23.9%
Gateway Mall 23.6%
Downtown West 20.0%
Parking garages 17.7%
Laclede’s Landing 8.3%
Ballpark Village 7.7%
America’s Center Convention Center 7.1%
Washington Ave East/West Corridor Washington Ave. is an important pedestrian street, but deserves special consideration in the blocks connecting America’s Center to the Gateway Arch. This path is used by people who live and work Downtown, and by thousands of tourists each year. Consideration should be given to small scale interventions that enliven the pedestrian experience, and to a large-scale project at the terminus of Washington Ave. that takes advantage of the view corridor to the river.

This study suggest extending interventions west along Washington Ave. to include area destinations such as the City Museum and the new Last Hotel. The pedestrian-only passageway at West 18th St. and Washington Ave. has been identified as an ideal location for a near-term public art intervention and is described in detail later in this chapter.

Downtown STL Public Art Plan

Building Partnerships for a New Generation of Public Art

Downtown

Many walls downtown are potential sites for murals or projections.
Tactic 2

IMPLEMENT PLACEMAKING AND PROGRAMMATIC INITIATIVES TO ENHANCE QUALITY OF LIFE AND ESTABLISH THE DISTRICT AS A CROSSROAD FOR CREATIVITY

1. The Avenue
2. Garment District
3. The Hub
4. Flex Zone

IDENTIFY THEMATIC RESIDENTIAL SUB-DISTRICTS THAT Align REGIONAL CHARACTERISTICS WITH PROGRAMMATIC NEEDS AND DEVELOPMENT OPPORTUNITIES

Investment in the District is desirable, but preservation of existing residential enclaves with a local neighborhood experience is vital. Each neighborhood should be defined and strengthened through residential intensity and the profile of retail, amenities and services.

Washington Ave. (The Avenue)

Encourage mixed-use neighborhood with destination retail, restaurants, and services that speak to the potential of The Avenue to be the focal point of the neighborhood experience.

Garment District

Prioritize secondary streets and intersections with designations within the Washington Avenue for improvements to streetscape and public realm that re-enforce the perception of a district beyond the Washington Ave. Corridor.

Washington Ave. Corridor

The Downtown Multimodal Access Study prioritized a major pedestrian and bicycle path along a 14th St. Corridor with emphasis on Metrolink Route, designated bicycle lanes, and the proposed North Side MetroLink or Bus Rapid Transit (BRT) Streetcar. In the more recent 2017 Downtown STL Transportation Study 14th St. is also identified as a primary pedestrian path and as a T-lane with required enhancements. It is a vital corridor connecting a series of neighborhood destinations, Eiteljorg Museum, and Memorial Plaza (Gateway Arch). The corridor links several civic and entertainment assets including the Public Library, Soldiers Memorial Military Museum, Enterprise Center, and Stifel Theatre. Additionally, there are several important neighborhood activity generators that can be better integrated into the Garment District and lend themselves to important partnerships for programs that activate public spaces.

Tactic 3

REINFORCE THE IDENTITY OF WASHINGTON AVE. AS THE CENTER OF THE DISTRICT AND IMPROVE CONNECTIONS TO ADJACENT NEIGHBORHOOD ASSETS

TUCKER BOULEVARD AT WASHINGTON AVE. GATEWAY – ARTERIAL CORRIDOR

The Tucker Blvd. extension north of Gay St. was an infrastructure project that aligned the 1-70/ Stan Musial Veterans Memorial Bridge with downtown. Early phases of the corridor have been completed with 2 vehicle lanes in each direction, 2 parking lanes, and a 2’ concrete median. The Tucker Blvd. extension of The Avenue between 18th St. and Convention Plaza (Delmar Boulevard) will improve the pedestrian corridor between 18th St. – Arterial and District Neighborhood Gateway West.

Prioritize secondary streets and intersections with designations along Washington Avenue for improvements to streetscape and public realm that re-enforce the perception of a district beyond the Washington Ave. Corridor.

Garment District

Ensure mixed-use neighborhood with destination retail, restaurants, and services that speak to the potential of The Avenue to be the focal point of the neighborhood experience.

Washington Ave. Corridor

The Downtown Multimodal Access Study identified this intersection as having excessively long east-west pedestrian crossings with Tucker Blvd. consisting of 6 traffic lanes, 1 parking lane, and a 2’ concrete median. The Tucker Blvd. extension of The Avenue between 18th St. and Convention Plaza (Delmar Boulevard) was an important development interest along the Tucker Blvd. Extension north of Gay St. On the east side of Tucker Blvd. at 12th St. and Circuit Center, is another important activity generator with a robust volleyball league.
Network of Neighborhoods

1. Garment District
2. Central Library and Lucas Park
3. City Museum
4. Reynolds - The Institute of Business and Arts
5. Anheuser-Busch Center
6. Webster University
7. Lindenwood University
8. SLU School of Law
9. Old Post Office Square
10. Ball Park Village
11. Enterprise Center
12. Union Station
13. MetroLink Rail
14. Maplewood
15. Inner-ring suburb

Infrastructure to be built for NGA opening

- Washington Ave.
- Interstate 70
- Interstate 64
- Scott Ave
- Cass Ave
- St. Louis Ave
- N. Florissant Ave
- N. Jefferson Ave
- N. 14th St
- N. 20th St

Project Connect - Action Plan

Image Street (zoo front door), Commercial, Shared Streets with BRT Rapid Transit

14th St.
Bike and Pedestrian Connector with Potential Transit Route to NGA

Cass Ave.
Bike and Pedestrian Connector, and Medium Capacity Traffic

St. Louis Ave.
Bike and Pedestrian Connector, and Low Capacity Traffic

20th St.
Bike and Pedestrian Connector

Existing and Potential transit access

14th St. - preferred route to the Garment District

The Grove Neighborhood Iconography
Tactic 4
Reconfigure public rights-of-way to accommodate pedestrians, cyclists, and motorists with designs that enhance safety, mobility, and livability.

The Downtown Multimodal Access Study prioritized pedestrian access along Washington Ave. and recommended shared lanes with provisions for the Downtown Trolley, MetroBus 97, and bicycles.

Phase in maintenance-free street surfaces between 14-18th St. and reclaim cobble stone (i.e., medieval, zippers, etc.) for plaza/urban application.

Sort out the rights-of-way with healthy corridor concepts that improve livability for residents and enjoyment for visitors.

Complete a detailed feasibility study to realign parking lanes, travel lanes, and walks.

Complete street treatments are widely accepted methods of improving the perception of auto-oriented districts. At a minimum the a streetscape in the district could be implemented to include these zones with Washington Ave.’s 80’ right-of-way.

- 10’ vehicular travel/transit lane (each direction)
- 8’ buffered bike and scooter lane (each direction)
- 8-12’ Flex Zones for public space, parking, landscaping, parklets, street cafes, and pop-up ‘follies’.
- 8’ (max.) Parking lane
- 16’ (max.) Sidewalks (each direction)

Reduce the negative impact surface parking lots have on the pedestrian experience and continuity of architectural character.

- Restrict curb cuts on Washington Ave., and work with property owners to relocate curb cuts to service streets;
- Promote a ‘park once’ district to allows drivers to remain in the area without re-parking vehicles;
- Develop a parking management plan that prioritizes pedestrian experience while providing adequate parking inventory;
- Incentivize temporary and semi-permanent development of surface lots facing Washington Ave.

Semi-permanent programmatic pavilions will offer local brands, service providers, cultural arts organizations, and restaurateurs opportunities to have a transformational effect for the District. Such interventions will offer powerful branding with an overlay of contemporary design.

Illustrated Right
’Flex Zones’ are similar to those recommended in the 2018 Downtown STL Transportation Study page 24.

Curb space in Downtown is at a premium. Understanding this is important to realizing that onstreet parking may not be the most effective use of curb space in Downtown. Implementing flex zones in key locations will assist with enhanced street activity, better mobility, and increased transit service. A flex zone is an area of the curb with an equivalent width of an on-street parking stall by the length of the flex zone.

Existing Conditions along Washington Ave.

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Reducing the impact of a single event is critical to maintaining the pedestrian experience and livability of the district.
Tactic 5

Provide the next generation of public spaces by improving their quantity, quality, and suitability for The District’s evolution

Double the District’s amount of open space

Beyond reconfiguring the Washington Ave. right-of-way, there may be an opportunity along the Delmar Boulevard edge where its uneven development patterns could be given increased value with open space. Working with public-private partnerships it may be possible to increase the amount of open space from the existing 1% of total area (0.98 Acres) to 2% of total area (2.0 Acres). The Social Security Administration’s facility at North 16th St. and Delmar Boulevard offers one specific opportunity. The existing surface lot could be developed as a new neighborhood green, with special arrangements for service employees, customers, and clients arriving by car to be accommodated in nearby parking lots.

Front Yards – a destination park

Establish a new ‘front yard’ at the heart of the District with adequate space for gathering, entertainment, and events. Previous plans have recommended development of “Garment Square” as a place for open-air markets, artists, and entertainment. Provisions for a new green in the heart of the District are possible through a public-private partnership between existing landowners, temporary use of the Avenue’s right-of-way through vehicular street closures, and/or as part of a longer-term project to re-prioritize Washington Ave.’s public spaces.

One preferred site is the surface parking lot located at 1504-14 Washington Ave. and held by Saggar Holdings. The .44-acre parcel is adjacent to the geographic, historic, and institutional center of the District. With the opening of the Last Hotel and the nearly 1m visitors the City Museum draws annually the site offers significant

The City Tree

The City Tree holds 1,682 pots of moss and absorbs as much pollution as 275 trees.

Model: Fresh Air Squares

Fresh Air Squares, an organization launched in 2015 to focus public attention on health, sustainability, and community engagement through micro parks. Each micro park uses public rights-of-way and is made possible by a Business Improvement District, Transport for London, local plant suppliers. Further partnership was provided by King’s College, whose air quality experts were involved in the design process and ongoing monitoring of air quality at each site.

The Tooley Street site in the London Bridge Neighborhood named ‘The Parked Bench’ features a simple, modular and flexible design. The Streets for London's Futures Incubator funded the Fresh Air Square initiative with £2.3m for up to 5 locations.
Lucas Ave & N. 16th St.

1. Mixed-Use Retail/Residential Development
2. Public Plaza and Open Space
3. Shared & Complete Street Treatments
4. Infill Pavilion / District Beacon
5. Community Partner Branding & Signage
6. Spin-off / Start-Up Retail Stalls
7. Graphic Art & Murals
opportunity for crossover strategies bringing together culture, commerce, and recreation. Another site to consider is the Social Security Administration (SSA) surface parking lot. It sits in the ‘heart’ of the District, directly across from the City Museum and a node to the Fashion Fund Incubator. If provisions can be made to accommodate parking needs for SSA staff and clients, the space could be transformed into a public asset that offers an entirely new value proposition for development along the Delmar Bluff edge.

Re-consider ‘The Zipper’ as an opportunity for public art. These interventions should continue to focus on the needs of residents and offer educational outreach opportunities through the library.

Reinvent the Zipper and make Stitches

Re-conceive ‘The Zipper’ into strategically located ‘Stitches’ that offer moments of pause along Washington Ave. ‘The Zipper’ will improve the appeal of Washington Ave. ‘The Stitches’ will offer moments of pause along the Avenue and will provide enough traffic calming effect to suggest an environment shared equally by pedestrians and vehicles. For this Stitch, a purposeful extension of the signature streetscape and paving as well as the introduction of additional activities and amenities on the south side of Washington Ave. would solidify its relationship to Lucas Park. Despite the modest amount of space for canopy on north 16th St. also provide a strong basis for improvements to the landscape and streetscape elements that will help broaden the perception of the district beyond the Washington Ave. corridor. Finally, the presence of activity generators in the district. The presence of catalytic sites and activities on Lucas Ave. would be an important programmatic differentiator and catalytic spark to extend activity further west along Washington Ave. Additionally, as the development sites along Lucas Ave. and St. Charles Ave. develop, this pedestrian connection will be a critical link between the north and south portions of the district.

Activate the W. 16th St. Stitch

In conjunction with the West 16th St. Stitch, the north-south connection at N. 17th St. proactively anchor at the district. Significant improvements, activation and development are needed to fully realize the potential of this intersection. However through programmatic streetscape improvements and development of the surface lots this pair of stitches will aid in creating a sense of arrival from the west and extend activity to secondary streets as part of a loop of activity that can reinforce and anchor the west end of the district.

Maintain and improve the N. 13th St. Stitch

The N. 13th St. Stitch is a living example of the important role of north-south connections along The Avenue. Its documented success is witnessed in the thriving outdoor café environment that lends a signature identity for this connection between the district and Lucas Park. Despite the modest amount of space for sidewalks and pedestrian, the narrow dimensions of the street, multiple outdoor eating areas, bike racks, streetscaping, and cobble paving (north of Washington) provide enough traffic calming effect to suggest an environment shared equally by pedestrians and vehicles. The N. 13th St. Stitch is a living example of the important role of north-south connections, punctuating Washington Ave. and catalyzing site and activities on Lucas Ave.. Recent development of the Ely Walker lots on Washington and the potential increase in vibrancy and activity of this intersection make it a compelling terminus for a connection to the City Museum – one of the biggest activity generators in the district. The presence of a 3-way intersection and the highly developed tree canopy on north 15th St. also provide a strong basis for improvements to the landscape and streetscape elements that will help broaden the perception of the district beyond the Washington Ave. corridor. Finally, the presence of activity generators in the district. The presence of catalytic sites and activities on Lucas Ave. would be an important programmatic differentiator and catalytic spark to extend activity further west along Washington Ave. Additionally, as the development sites along Lucas Ave. and St. Charles Ave. develop, this pedestrian connection will be a critical link between the north and south portions of the district.

Develop a N. 16th St. Stitch/City Museum Connector

The north 16th St. Stitch provides an opportunity to develop a signature connection between new residential and retail development on Washington Ave. with catalytic sites and activities on Lucas Ave.. Recent development of the Ely Walker lots on Washington and the potential increase in vibrancy and activity of this intersection make it a compelling terminus for a connection to the City Museum – one of the biggest activity generators in the district. The presence of a 3-way intersection and the highly developed tree canopy on north 15th St. also provide a strong basis for improvements to the landscape and streetscape elements that will help broaden the perception of the district beyond the Washington Ave. corridor. Finally, the presence of activity generators in the district. The presence of catalytic sites and activities on Lucas Ave. would be an important programmatic differentiator and catalytic spark to extend activity further west along Washington Ave. Additionally, as the development sites along Lucas Ave. and St. Charles Ave. develop, this pedestrian connection will be a critical link between the north and south portions of the district.

Develop a N. 17th St. Stitch

This intersection make it a compelling terminus for a connection to the City Museum – one of the biggest activity generators in the district. The presence of a 3-way intersection and the highly developed tree canopy on north 15th St. also provide a strong basis for improvements to the landscape and streetscape elements that will help broaden the perception of the district beyond the Washington Ave. corridor. Finally, the presence of activity generators in the district. The presence of catalytic sites and activities on Lucas Ave. would be an important programmatic differentiator and catalytic spark to extend activity further west along Washington Ave. Additionally, as the development sites along Lucas Ave. and St. Charles Ave. develop, this pedestrian connection will be a critical link between the north and south portions of the district.

Increase the amount of open space from the existing 1% of total area (0.98 Acres) to 2% of total area

INCORPORATE THE EXISTING NORTH-SOUTH STITCHES ACROSS WASHINGTON AVENUE

West 16th St. Stitch

The West 16th St. Stitch, which is already established as a pedestrian-only connection between Washington Ave. and Lucas Ave., should be activated to provide an important programmatic nexus on the west side of the Washington Ave. corridor. Encouraging active ground floor uses and a major focus on the installation of public art to draw people to and through this connection would be an important programmatic differentiator and catalytic spark to extend activity further west along Washington Ave. Additionally, as the development sites along Lucas Ave. and St. Charles Ave. develop, this pedestrian connection will be a critical link between the north and south portions of the district.

Location of north-south ‘Stitches’ across Washington Ave.

"Stitch" verb

1a. to fasten, join, or close with or as if stitches stitched a seam
b. to make, mend, or decorate with or as if with stitches
2. to unite by means of staples

INTRANSITIVE VERB

SEW
1. Maintain and Repair Signature Streetscape Elements
2. Active Retail and Ground Floor Uses
3. Improved North-South Pedestrian Connections & 'Stitches'
4. Public Art & Sculpture Installations
5. District Branding & Identity Signage
6. Reconfigured Right-Of-Way & Traffic Calmings
7. Shared & Complete Streets Treatments

Washington Ave. and 16th St. Stitch
Implement Pilot Projects to Highlight the Garrett District’s Potential for Fashion and Creative Industries and a Destination that Supports Retail and Cultural Activities

Overview

The consultant team explored several concepts for deployment of intervention projects in the Garrett District that will highlight the Washington Avenue corridor’s potential as center for fashion and creative industries and a destination that supports retail and cultural activities. A defined space with activities that attract a wider audience.

Opportunities to Explore and Lessons to Learn

A variety of receptors are interested in serving wine, hosting testing events, or selling craft beer rather than serving hard liquor. Changes to city alcohol laws required action by the City Council.

Vendor

Containers are shipped by truck from a California-based vendor.

Vendor Agreement

The City provides utilities and a foundation with an additional incentive to relocate and utilize an Electric Vehicle charging station provided by the City of Ocala.

Procurement

The City of Ocala, Department of Growth Management. The City manages the Farmer’s Market.

Model: Ocala Downtown Market Pop-Up Retail (Local, Non-Profit-Based) Deepening a Destination through a Pop-Up Retail Location

Site

The Ocala Downtown Market (ODM) is where farmers, artists, craftsmen, and food trucks come together to sell their products from Ocala, Marion County, and beyond. A destination location, ODM is located in an open-air market pavilion, just blocks from the Ocala Downtown Square. The market pavilion includes permanent roof cover and includes spaces usage of city-owned surface parking lots (up to 2 rows of spaces) a top priority. City leadership recently approved deployment of a shipping container to offer a café, experience adjacent to an outdoor market pavilion. The container was modified over 12-weeks, and vendor partners are rotated out on a monthly basis. Individual spaces a top priority. City leadership recently approved deployment of a shipping container to offer a café, experience adjacent to an outdoor market pavilion. Depending on the outcomes the pilot interventions could become a permanent feature for the area in which construction of brick and mortar retail is unlikely to occur. Details include:

- Three sides open to provide air flow with an ADA door
- 8’-0” high ceiling to accommodate displays
- 10’ (1/2 standard length) deep
- 8’ (standard container width)
- Electric panel, GFCI Outlets, 2-bay sink and an alcohol laws required action by the City Council.
1. Gateway Meadow
2. Façade Projections
3. Plaza Gateway
4. Beachside Café
5. Cabana
6. The Beach
7. Color Factory
8. Plaza Center
9. Promenade
10. Plaza Green
11. The Market
12. Promenade - Sculptures
13. Plaza Porch Front
14. Fashion Fund
15. Landscape
16. Fashion+Design Warehouse
17. The Avenue Graphics
18. City Museum Stage
19. The Runway
20. Art Alley
21. Crossroads
22. Lighting
23. Traffic Guides

Washington Ave. Conceptual Plan 14th St. to N. 16th St.
Not a traffic calming exercise, but a placemaking initiative. It is about leveraging public space to catalyze activity, heighten visibility of creative industry, and elevate the Garment District (past, present, and future) as a neighborhood of choice.

**Why this location for a ‘pilot project’?**

- Threshold location along the Washington Ave.
- Adjacent to well-traveled north-south traffic
- Minimal streetscape & trees provides programmatic flexibility
- Surface lots provide additional opportunities for expansion & activation
- Proximity to neighborhood/programmatic partners

**Supporting land owners (King Realty Advisors LLC)**

**Supporting business owners interested in activation**

- Commercial business owners interested in activation (e.g., sliced pint and hineno asian kitchen)
- Fashion fund, city museum (Last Hotel, King)
- Commercial business owners interested in activation (e.g., sliced pint and hineno asian kitchen)
- Supporting land owners (King Realty Advisors LLC)
Washington Ave. and N. 15th St.

1. Intersection Bump-Outs & Seasonal Planting
2. Public Art & Sculpture
3. Temporary Markets & Festivals
4. District Branding & Signage
5. Temporary Pop-Up Retail
6. Infill Pavilion / District Beacon
7. Reconfigured Sidewalks & Pedestrian Seating
8. Shared & Complete Street Treatments
9. Bicycle Parking
Strategy F

Identify a development framework to guide phased improvements

**Tactic 1**
Leverage under-performing real estate assets to provide space for creative industry, cultural, and commercial uses

The parcels below total 6-acres of surface parking located at critical locations within the District. These sites should be considered for strategic investments, upgrades and development to invigorate the District.

- 1727 Washington Avenue (.28-acres) - Westend Pige, Inc.
- 1711-23 Washington Avenue (4-acres) - King Bee Building, LLC
- 1801-37 Washington Avenue (1.1-acres) - 1801 Washington Avenue, LLC
- 1600 Washington Avenue (65-acres) - 1600 Washington Avenue, LLC
- 1504-14 Washington Avenue (4-acres) - Saggar Holdings, LLC
- 1407-09 Washington Avenue (2.6-acres) - Starr Park, LLC
- 523-9 North Tucker Boulevard (.14-acres) - AT Missouri, LLC
- 1401 Lucas Avenue (2.9-acres) - Starr Park II, LLC
- 1421 Lucas Avenue (1.7-acres) - Starr Park II, LLC
- 1425-29 Lucas Avenue (1.3-acres) - Starr Park II, LLC
- 1431-37 Lucas Avenue (1.3-acres) - Starr Park II, LLC
- 1400-22 Delmar Boulevard (.56-acres) - Starr Park II, LLC
- 1324 Convention Plaza/Delmar (.6-acres) - Seven Brothers, LLC
- 503-9 North Tucker Boulevard (.14-acres) - AT Missouri, LLC
- 1423-33 Locust Street (4.4-acres) - Saggar Holdings, LLC

**Tactic 2**
Locate phased interventions, capital improvement projects, and infill development opportunities within the District

This document articulates a clear vision for the regeneration of the District based on the findings in the previous report sections and accompanying Strategies and Tactics in this chapter. It overlays near to longer-term interventions and provides a rational rationale. It is necessarily general in nature as it is intended more to articulate the big picture ideas, goals, and principles that will guide changes over time. This type of planning framework is to be differentiated from a traditional “comprehensive plan” that attempts to address in depth and in detail all of the elements required to govern the long-range growth of the neighborhood. In essence, the planning framework is conceptual. While providing a powerful long-term vision, it does not attempt to define each and every policy and detail necessary to achieve that vision. The data included in this framework plan is of sufficient detail to support the Placemaking Initiative’s vision, promote consensus, and motivate action. Below are additional steps that will supplement the overarching ideas presented in this study.

- Complete a detailed inventory of key elements outlined in the development framework map
- Maintain a detailed granular-level information on the location of residential, employment, and visitor uses
- Maintain an up-to-date ‘living’ map with geolocated data
- Launch a project specific feasibility study when greater specificity is required for advancement
- Complete implementation planning and/or pre-design as needed to garner funding

Levine Hat Company was established by Benjamin Levine in 1903. The store is now operated by a third generation at 1416 Washington Ave.
Federal, State and City funding sources have been instrumental in reviving efforts in the Garment District in recent decades and are expected to continue to do so in the future. However, tax credits and federal transportation TIGER grants, which were effectively used to fund many of the original streetscape improvements along Washington Ave., have run their course. In the current political climate, it will be essential for DSI to work with its partners and engage a cost estimator to develop detailed costs for each of the priority recommended capital actions.

Any subsidies, however, should be site-specific and, in the future, will need to be reviewed with an eye toward sustainability and economic viability. Therefore, in addition to the existing public incentives and other programs, including the Missouri State Historic Tax Credit program, the State of Missouri has other programs that could be used to fund many of the potential economic development projects. While the BUILD program has prioritized grants funding for transportation infrastructure projects; the NMTC Extension Act of 2017, which would fund the program indefinitely, is still under consideration. Additionally, the State of Missouri is one of the largest employers in the U.S. Senate.

Economic Development Partnership who lead both the Opportunity Zone and Promise Zone initiatives in North St. Louis, and they welcome collaborative partnerships and engagement entities and third parties to provide the backdrop for continued success. These initiatives will require time, stakeholder engagement and coordination with government entities and national philanthropic funding sources by way of the Economic Development Partnership and the Consultant Team has spoken with staff at the St. Louis Branch of the Community Development Financial Institutions.

The new Opportunity Zone that encompasses North St. Louis and adjacent areas of St. Louis County, is the next step in a series of public-private investment needs in the district. In addition, DSI can engage local and national philanthropic funding sources by way of the Economic Development Partnership and the Consultant Team has identified in this report. These initiatives will require time, stakeholder engagement entities and third parties to provide the backdrop for continued success. These initiatives will require time, stakeholder engagement and coordination with government entities and national philanthropic funding sources by way of the Economic Development Partnership and the Consultant Team has spoken with staff at the St. Louis Branch of the Community Development Financial Institutions.
As part of this initiative, seven private companies with major operations in Detroit – including American Axle & Manufacturing, Blue Cross Blue Shield of Michigan, Chemical Bank and the Penske Corp. – committed $5 million each to leverage an additional $70 million in order to meet the mayor’s $100 million goal. The Kresge Foundation, which is based in Detroit, donated $55 million to the Fund. The Fund’s Commercial Corridors initiative includes:

- Commercial development to fill vacant storefronts and lots along commercial corridors;
- Streetscape improvements, including street and sidewalk repairs and redesigns to create walkable and attractive streets that are appealing to both pedestrians and local businesses;
- Park and open space improvements, including the creation of new open spaces and improvements to existing parks and open spaces by adding amenities based on residents’ and local employees’ needs.

Developed in 2016 to build upon the public-private and philanthropic partnerships that were the foundation for successful development in the Midtown area of Detroit, the Strategic Neighborhood Fund was a combined effort between the City of Detroit, JP Morgan Chase, and several private foundations, including Kresge, Knight, and Kellogg. Initially focused on three neighborhood districts that were viewed as a tipping point in their revitalization, the fund dedicated $30 million to neighborhoods that were viewed as at a tipping point for success. In Detroit, the creation of a vehicle for use going forward. Loans for tenant security and/or if large investment rounds were made in the particular needs. As the tenant’s lease term progressed and TAMI sector companies to tailor spaces for their areas, that would allow a wide variety of start-up fashion and TAMI sector companies to take spaces for their particular needs. As the tenant’s lease term progressed and/or if large investment rounds were made in the tenant company, the money would be repaid into the revolving fund for use going forward. Loans for tenant security deposits, to be amortized over the company’s lease term, would also be helpful with landlords requiring large lump sums up front.

4. SUPPORT FASHION MANUFACTURING THROUGH A REVOLVING TENANT IMPROVEMENT FUND

One additional tool that DSI and its public economic development partners may consider is a revolving tenant improvement fund, linked to the geography of the Garment District and though it could be expanded to other areas, that would allow a wide variety of start-up fashion and TAMI sector companies to take spaces for their particular needs. As the tenant’s lease term progressed and/or if large investment rounds were made in the tenant company, the money would be repaid into the revolving fund for use going forward. Loans for tenant security deposits, to be amortized over the company’s lease term, would also be helpful with landlords requiring large lump sums up front.

AS St. Louis is known for big ideas, remaking the Garment District into a downtown neighborhood that rivals the vibrancy of any in the region is a BIG idea.

STL Garment District Placemaking Initiative

WHERE CFTA has been working with the Nashville Fashion Alliance.

DSI, the Fashion Fund and the St. Louis Development Corporation may wish to engage local designers and garment manufacturers and to establish a Fashion Manufacturing Initiative in Downtown West.
### Implementation Matrix

<table>
<thead>
<tr>
<th>Tactic 1: Establish an iconic and permanent concierge/security pavilion - welcome center</th>
<th>Implementation</th>
<th>Timing</th>
<th>Lead Partners</th>
<th>Funding Sources</th>
<th>Cost Intensity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create a branding &amp; marketing strategy including a digital information portal for businesses, residents and visitors</td>
<td>Ongoing</td>
<td>DSI, T-REX, NGA, Fashion Fund</td>
<td>DSI, T-REX, private partners</td>
<td>$$$</td>
<td></td>
</tr>
<tr>
<td>2. Foster development of high-tech manufacturing and textile innovation</td>
<td>Ongoing</td>
<td>DSI, T-REX, NGA</td>
<td>DSI, T-REX, private partners</td>
<td>$$$</td>
<td></td>
</tr>
<tr>
<td>3. Leverage the close proximity of NGA West Campus and pursue programmatic connections with commercial property owners</td>
<td>Ongoing</td>
<td>DSI, T-REX, brokers, sponsors</td>
<td>DSI, T-REX, private partners</td>
<td>$$$</td>
<td></td>
</tr>
</tbody>
</table>

### Implementation 2: Define and promote the role of the Garment District in the growing regional creative industry & innovation ecosystem

<table>
<thead>
<tr>
<th>Tactic 2: Support the St. Louis Fashion Fund to grow its role as a leader in the garment industry</th>
<th>Implementation</th>
<th>Timing</th>
<th>Lead Partners</th>
<th>Funding Sources</th>
<th>Cost Intensity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work with T-REX and others to promote the Garment District as an optimal location for spin-out companies</td>
<td>Immediate-2019</td>
<td>DSI, Fashion Fund, sponsors, others</td>
<td>DSI, Fashion Fund, sponsors, others</td>
<td>$$</td>
<td></td>
</tr>
<tr>
<td>2. Foster development of high-tech manufacturing and textile innovation</td>
<td>Immediate-2019</td>
<td>DSI, Fashion Fund, sponsors, others</td>
<td>DSI, Fashion Fund, sponsors, others</td>
<td>$$</td>
<td></td>
</tr>
<tr>
<td>3. Develop a larger Garment District Technology &amp; Innovation Center in Garment District as new home for emerging TAMI and fashion/design sector</td>
<td>Immediate-2019</td>
<td>DSI, T-REX, NGA, Fashion Fund, sponsors, others</td>
<td>DSI, T-REX, NGA, Fashion Fund, sponsors, others</td>
<td>$$</td>
<td></td>
</tr>
</tbody>
</table>

### Implementation 3: Promote the sustainability of the Garment District by building on a revitalized fashion industry as a foundation for broader economic development

<table>
<thead>
<tr>
<th>Tactic 3: Build local and regional partnerships to garner support and resources for Garment District vision</th>
<th>Implementation</th>
<th>Timing</th>
<th>Lead Partners</th>
<th>Funding Sources</th>
<th>Cost Intensity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create a branding &amp; marketing strategy including a digital information portal for businesses, residents and visitors</td>
<td>Ongoing</td>
<td>DSI, T-REX, NGA, Trailnet (partners)</td>
<td>DSI, T-REX, NGA, Trailnet (partners)</td>
<td>$$</td>
<td></td>
</tr>
<tr>
<td>2. Support implementation of the Downtown STL Public Art Plan</td>
<td>Immediate-2019</td>
<td>DSI Regional Arts Partners, STL Garment District Placemaking Initiative, private partners</td>
<td>DSI Regional Arts Partners, STL Garment District Placemaking Initiative, private partners</td>
<td>$$</td>
<td></td>
</tr>
<tr>
<td>3. Deploy demonstration pilot projects to highlight the Avenue’s potential, including pop-up retail &amp; public spaces</td>
<td>Immediate-2019</td>
<td>DSI, Fashion Fund, private partners</td>
<td>DSI, Fashion Fund, private partners</td>
<td>$$</td>
<td></td>
</tr>
</tbody>
</table>

### Implementation 4: Revisit the Garment District’s role as a local manufacturing hub and regional innovation incubator

<table>
<thead>
<tr>
<th>Tactic 4: Enhance the visual identity of the Garment District</th>
<th>Implementation</th>
<th>Timing</th>
<th>Lead Partners</th>
<th>Funding Sources</th>
<th>Cost Intensity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Brand and demarcate the District’s boundaries and gateways</td>
<td>Year 1</td>
<td>City of St. Louis, State of Missouri</td>
<td>City of St. Louis, State of Missouri</td>
<td>$$$</td>
<td></td>
</tr>
<tr>
<td>2. Foster ongoing efforts with greater security presence and consider exclusion of bicycle parking</td>
<td>Year 1</td>
<td>DSI</td>
<td>DSI</td>
<td>$$$</td>
<td></td>
</tr>
<tr>
<td>3. Engage with previous studies that have demonstrated the feasibility of improved access to the District including a new transit stop at 14th/Delmar Boulevard, 14th/Olive St., and others as proposed in the Northside-Southside Metrolink Study</td>
<td>Year 1</td>
<td>DSI, City of St. Louis, State of Missouri</td>
<td>DSI, City of St. Louis, State of Missouri</td>
<td>$$$</td>
<td></td>
</tr>
<tr>
<td>4. Introduce traffic calming measures along 14th Street as recommended in the Downtown STL Pedestrian Study and the Downtown STL Transportation Study</td>
<td>Year 1</td>
<td>DSI, City of St. Louis, State of Missouri</td>
<td>DSI, City of St. Louis, State of Missouri</td>
<td>$$$</td>
<td></td>
</tr>
</tbody>
</table>

**Strategies**

**Strategy A** Define and promote the role of the Garment District in the growing regional creative industry & innovation ecosystem

- **Tactic 1:** Establish an iconic and permanent concierge/security pavilion - welcome center
- **Tactic 2:** Support the St. Louis Fashion Fund to grow its role as a leader in the garment industry
- **Tactic 3:** Build local and regional partnerships to garner support and resources for Garment District vision
- **Tactic 4:** Enhance the visual identity of the Garment District

**Strategy B** Promote the sustainability of the Garment District by building on a revitalized fashion industry as a foundation for broader economic development

- **Tactic 1:** Develop a larger Garment District Technology & Innovation Center in Garment District as new home for emerging TAMI and fashion/design sector
- **Tactic 2:** Foster development of high-tech manufacturing and textile innovation
- **Tactic 3:** Leverage the close proximity of NGA West Campus and pursue programmatic connections with commercial property owners
- **Tactic 4:** Enhance the visual identity of the Garment District
1. Reconfigure public rights-of-way to accommodate pedestrian, cyclist and motorists with designs that enhance safety, mobility, and livability
   - Complete detailed feasibility study for changing parking areas, intersections and sidewalks within the Avenue's 80’ right-of-way
     - Timing: Year 1-2
     - Lead: DSI, Planning, Streets
     - Partners: TBD City of St. Louis
     - Funding Sources: TBD
     - Cost Intensity: $$

2. Redesign and reconfigure public rights-of-way to accommodate pedestrian, cyclist and motorists with designs that enhance safety, mobility, and livability
   - Promote a "park in the road" that reduces the propensity of drivers to repark while in the District
     - Timing: Year 1-2
     - Lead: DSI, Planning, Streets
     - Partners: TBD City of St. Louis, State of Missouri
     - Funding Sources: TBD
     - Cost Intensity: $$

3. Address surface parking lots fronting Washington Ave. and north south arterials
   - Restrict new curb cuts along Washington Ave and work with surface parking lot owners to reconfigure entrances to service streets.
     - Timing: Year 3-5
     - Lead: DSI, Planning, Streets
     - Partners: TBD City of St. Louis
     - Funding Sources: TBD
     - Cost Intensity: $$

4. Provide the next generation of public spaces by improving their quantity, quality, and suitability
   - Rear Yards at Lucas Park - maintain and enhance with library square intervention
     - Timing: Year 3-5
     - Lead: DSI, Planning, Streets
     - Partners: TBD City of St. Louis, Strategic Neighborhood Fund, Foundation/Philanthropy
     - Funding Sources: TBD
     - Cost Intensity: $$-$

5. Work to leverage under-performing real estate assets with temporary and permanent uses
   - Locate phased interventions, capital improvements, & infill development opportunities
     - Timing: Now/Ongoing
     - Lead: DSI
     - Partners: New Garment District Management Entity
     - Funding Sources: TBD
     - Cost Intensity: $
STL Garment District Placemaking Initiative

Years 4 - 5

1. Reconfigure public rights-of-way to accommodate pedestrians, cyclists, and motorists with designs that enhance safety, mobility, and livability

2. Build an inclusive and diverse neighborhood with a better quality of life for all residents, and a range of employment opportunities supported by workforce training

3. Foster development of high-tech manufacturing and textile innovation

Longer Term

1. Provide the next generation of public spaces by improving their quantity, quality, and suitability for the district’s evolution

2. Leverage under-performing real estate assets to provide space for creative industry, cultural, and commercial uses

Ongoing

1. Build partnerships to garner support and resources for the garment district vision

2. Identify new funding sources and financing mechanisms

3. Promote a culture that appeals to innovative companies from around the region

4. Support existing housing, and foster a market that supports new residential development

5. Collaborate with the Fashion Fund in promoting the local fashion industry and the Garment District Neighborhood

6. Collaborate with T-Rex and other to promote the Garment District as an optimal location for emerging companies

Immediate

1. Establish a dedicated Garment District management entity, under the aegis of DSI, & explore how such an entity might be used as a funding source

2. Launch the brand and develop a marketing strategy that includes a digital information portal for businesses, residents, and visitors

3. Provide consistent programming that activates the public realm and promote District-wide events

4. Begin to acquire placemaking initiative tools that support programming efforts and interventions illustrated in Tactic 6

5. Support the Fashion Fund in securing their existing location and/or identify a new location within the District that affirms its role as a leader in the garment industry

6. Lay groundwork for establishment of a strategic neighborhood fund for the Garment District/Downtown West

Years 1 - 3

1. Implement pilot projects to highlight the Avenue’s potential as a center for fashion and creative industries and a retail/cultural neighborhood destination

2. Reinforce the identity of Washington Ave. as the center of the district, and improve connections to adjacent neighborhood assets

3. Brand and promote the District

4. Implement placemaking and programmatic initiatives to enhance quality of life and establish the district as a crossroads for creativity

5. Leverage National Geospatial-Intelligence Agency West’s proximity to the garment district

6. Establish phased targets to reduce crime rates and enhance perceptions of safety

7. Build on previous transportation studies that better connect the Garment District to City-wide assets and activities

8. Expand the role of the Garment District Mgt. entity as a dedicated funding source

9. Establish a strategic neighborhood fund to sponsor discrete capital project in the Garment District

Summarized Implementation Time-line

Immediate

1. Establish a dedicated Garment District management entity, under the aegis of DSI, & explore how such an entity might be used as a funding source

2. Launch the brand and develop a marketing strategy that includes a digital information portal for businesses, residents, and visitors

3. Provide consistent programming that activates the public realm and promote District-wide events

4. Begin to acquire placemaking initiative tools that support programming efforts and interventions illustrated in Tactic 6

5. Support the Fashion Fund in securing their existing location and/or identify a new location within the District that affirms its role as a leader in the garment industry

6. Lay groundwork for establishment of a strategic neighborhood fund for the Garment District/Downtown West

Years 1 - 3

1. Implement pilot projects to highlight the Avenue’s potential as a center for fashion and creative industries and a retail/cultural neighborhood destination

2. Reinforce the identity of Washington Ave. as the center of the district, and improve connections to adjacent neighborhood assets

3. Brand and promote the District

4. Implement placemaking and programmatic initiatives to enhance quality of life and establish the district as a crossroads for creativity

5. Leverage National Geospatial-Intelligence Agency West’s proximity to the garment district

6. Establish phased targets to reduce crime rates and enhance perceptions of safety

7. Build on previous transportation studies that better connect the Garment District to City-wide assets and activities

8. Expand the role of the Garment District Mgt. entity as a dedicated funding source

9. Establish a strategic neighborhood fund to sponsor discrete capital project in the Garment District

Years 4 - 5

1. Reconfigure public rights-of-way to accommodate pedestrians, cyclists, and motorists with designs that enhance safety, mobility, and livability

2. Build an inclusive and diverse neighborhood with a better quality of life for all residents, and a range of employment opportunities supported by workforce training

3. Foster development of high-tech manufacturing and textile innovation

Longer Term

1. Provide the next generation of public spaces by improving their quantity, quality, and suitability for the district’s evolution

2. Leverage under-performing real estate assets to provide space for creative industry, cultural, and commercial uses

Ongoing

1. Build partnerships to garner support and resources for the garment district vision

2. Identify new funding sources and financing mechanisms

3. Promote a culture that appeals to innovative companies from around the region

4. Support existing housing, and foster a market that supports new residential development

5. Collaborate with the Fashion Fund in promoting the local fashion industry and the Garment District Neighborhood

6. Collaborate with T-Rex and other to promote the Garment District as an optimal location for emerging companies

Immediate

1. Establish a dedicated Garment District management entity, under the aegis of DSI, & explore how such an entity might be used as a funding source

2. Launch the brand and develop a marketing strategy that includes a digital information portal for businesses, residents, and visitors

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Summarized Implementation Time-line

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