

# Technical Assistance Panel MetroLink Scheel Street Station Belleville, Illinois



Panel Recommendations  
to CMT and Metro  
November 2011

## ULI St. Louis

The mission of the ULI St. Louis is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among local, national and international industry leaders and policy makers dedicated to creating better places.

The Technical Assistance Panel (TAP) program provides expert, multi-disciplinary advice to public agencies and non-

profit organizations facing complex land use and real estate issues in the St. Louis metropolitan area. Drawing from its extensive membership base, ULI St. Louis conducts TAP programs to offer objective and responsible advice on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide sponsoring organizations a customized approach to specific land use and real estate issues. ULI St. Louis members from across the region volunteer their time to participate as panelists.

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## Table of Contents

|  |    |
|--|----|
| Introduction and Background  | 2  |
| Panel's Charge   | 2  |
| TAP Process  | 2  |
| Belleville Station at Scheel Street<br>& Surrounding Neighborhoods | 3  |
| Land Use, Site & Community Development                             | 6  |
| Additional Land Use Items  | 8  |
| Lingering Questions  | 9  |
| Solicitation Documents   | 10 |
| Two-Step Process: RFQ then RFP                                     | 11 |
| Request for Qualifications   |    |
| Request for Proposal   |    |
| Summary  | 12 |
| Panel Professional Biographies                                     | 13 |



## Introduction and Background

At the invitation of Citizens for Modern Transit (CMT) and Metro (the Bi-State Development Agency), ULI St. Louis was asked to form a Technical Assistance Panel (TAP) to address possible development around the Belleville MetroLink (light rail) Station located at Scheel Street in the City of Belleville, Illinois. This Study was underwritten by the St. Clair County Transit District.

The question at hand related less to the possible land use at the site and more to the process for attracting potential qualified developers, specifically evaluating a draft Request for Qualifications (RFQ) and Request for Proposal (RFP) prepared by Metro. CMT and Metro, collectively the “Sponsors,” desired assistance vetting their current process and reshaping or creating a new process to attract developers and add value to the Metro development process. The Sponsors sought input as to what would work most effectively when the final RFQ and/or RFP is distributed to prospective real estate investors and developers.

Looking ahead, once the framework is in place, the

Sponsors and Belleville community stakeholders hope this development at the station will spur additional investment in the surrounding area.

During the TAP process, the Panel reviewed the draft RFQ/RFP procedures and related documents and collected feedback from developers, professional advisors, community stakeholders and Belleville’s elected leadership and staff. The objective was to understand development opportunities at the site and thus what potential issues needed to be addressed in advance of issuance of a RFQ/RFP. The Panel addressed how best to frame the process and documents to attract the best available development talent.

The Sponsors are highly motivated to see successful new development at this MetroLink station site and the surrounding area, utilizing property in their control to initiate the development process. They also hope to use the process and documents generated through this TAP to address development opportunities at other stations along MetroLink lines in both Missouri and Illinois.

## Panel’s Charge

The Sponsors turned to the Panel for answers to the following questions:

1. What potential uses will attract development talent and investment capital to the site and add value to Metro, St. Clair County Transit District, Belleville and surrounding neighborhoods?
2. How can the RFQ/RFP process be improved to attract the most qualified developers?
3. How can the RFQ/RFP materials be improved and serve as a template for TOD at other sites?

## TAP Process

The TAP Panel, consisting of six professionals selected from the ULI membership base, represented the following skills and perspectives: construction, finance, real estate development, engineering, architecture and urban planning. The Panel met three days prior to the November 10 primary work day for a briefing by the Panel Chair and begin to discuss the charge at hand.

On the day of the TAP, panelists met briefly at Metro’s office and then boarded MetroLink to Illinois. Passing several stations along the way, each demonstrating different development challenges and accomplishments, the group arrived at the Belleville Station at Scheel Street, the subject site. Met there by Emily Fultz, Planner and Economic Development Director for the City of Belleville, the group toured the site and its surroundings.

Throughout the morning and into the afternoon, the TAP Panel conducted meetings with groups of stakeholders, including: the sponsoring organizations (Metro and Citizens for Modern Transit) and the St. Clair County Transit



District; real estate, economic development and related professional advisors; and elected leadership and community stakeholders.

Following the stakeholder meetings, the Panel returned by train to the Metro offices where they spent the next five hours processing the information and insights gathered from the meetings and reviewing the preliminary solicitation documents provided by the Sponsor. During this work session, drawing on the Panel members’ professional expertise, the group further developed and explored the Sponsor’s charge and formulated recommendations designed to help attract and facilitate desirable development.

## Belleville Station at Scheel Street



The Belleville Station is the closest Metro-Link stop for Downtown Belleville and is the second-busiest station within the Illinois section of Metro's rail line. At peak times, its large parking lot is filled close to capacity.

Main Street, the spine of Downtown Belleville, is within a relatively easy six-block walk. Scheel Street, running southwest from the station, merges into Charles Street and terminates at Main Street near the western end of downtown. The City's desire to promote walkability throughout downtown is evident in the various streetscape improvements – lighting, banners, trees and brick sidewalks.

The station also serves as a bus hub for Downtown Belleville, with buses feeding Metro-Link as well as the rest of the Belleville area.

At this site, Metro owns and controls 4.4 acres, consisting of the station plaza and associated parking lots. The St. Clair County Transit District owns and controls an additional 2.6 acres to the southeast, adjacent to the station. The Transit District parcel is for sale while the Metro property can be developed on a long-term ground lease basis.



## Surrounding Neighborhoods

The station sits in the midst of walkable, relatively dense neighborhoods comprised primarily of single-family homes of a range of sizes, styles and conditions. While there are long-term, stable residents in homes that have been well maintained or renovated, there are scattered areas with deteriorating properties that detract from the generally pleasant neighborhood feel surrounding the station.

Within the neighborhoods to the north, the City has identified, purchased and removed approximately ten homes and a mobile home park which had been in a state of disrepair. Through this step, the City has demonstrated its willingness to propel the neighborhood forward and support efforts to create developable infill sites as well as to address additional problematic properties as needed. In addition to site assembly, an important step toward a successful public/private partnership is for the City to put forward a realistic but challenging vision for the future development of the property surrounding the station plaza – an urban design concept with three dimensional form as well as land use components capable of inspiring and encouraging investor creativity.

While efforts should be made to better connect the south side of the station with Downtown Belleville, the north side will likely remain closely associated with the existing neighborhood since the MetroLink tracks act as a barrier to movement between the south and north sides of the property. (Vehicular access across the tracks is some four blocks east and west of the station.) It is important that the north side be incorporated into the overall station area development in order to lessen any sense of doubt and risk for a potential developer. Still, the north side will not likely provide the same opportunities with regard to density and connection to downtown as the south side.

Belleville schools enjoy a good reputation and the Jefferson School in the neighborhood to the north is a benefit with its potential to draw young families with school-age children.

Currently, no convenience retail services are within easy walking distance of the site – the closest are found on Main Street in downtown. The nearest grocery stores require a short drive or are a train or bus ride away. There is, therefore, the potential for including convenience retail amenities to serve the neighborhood and allow riders to spend their money here instead of elsewhere.

### Northeast



### Northwest



### Northeast



### Southeast



### Southwest



## Land Use, Site & Community Development

### Potential Uses at the Site

While determining the highest and best use for the site was not the primary charge of the TAP, it was important to understand the range of potential – and acceptable – uses in order to frame the RFQ/RFP process and documents to attract development talent and investment capital.

To address the land use question, the TAP utilized the information and insights gathered during stakeholder meetings, particularly suggestions from the developers and professional advisors, and weighed these against those of community stakeholders. The following information highlights findings regarding potential uses for the site and surroundings.

### Senior Housing

Senior housing was seen as a good fit for this site. This use would tap into market demand currently evident in Belleville – seniors who wish to continue to live in town, without the maintenance and expense associated with maintaining a single-family home. Unlike other rental residential possibilities considered by community stakeholders, rental units for seniors were deemed acceptable. Leveraging the proximity of MetroLink with ready access to downtown, seniors would have a variety of existing entertainment options (downtown St. Louis dining and baseball games) and health care services (Memorial Hospital and both Saint Louis University and Washington University Medical Center Stations) along with prospective new activities and uses that will be part of future transit-oriented developments at other MetroLink stations.

Other senior housing developments in Belleville have enjoyed notable success. Turtle Creek, at the Memorial Hospital MetroLink station, features two-family attached units for sale. Mt. Sinai, a rent-to-own facility off Route 15, is another example for this type of development. Supportive living facilities have also proven profitable in the Belleville market, yet require deeper on-site services as well as a Medicaid waiver.

### Non-Senior Rental Residential

Given the proximity of MetroLink and the relative limitations of a small development site, the TAP panelists believe rental residential units to be appropriate and promising. However, perceptions of rental housing impacts and relative benefits differed significantly between stakeholder groups, with developers seeing the benefits of market-rate, high-end rental units and the community stakeholders remaining hesitant to any rental option outside of one designed for seniors.

Examples of potential patrons of new market rate rental housing tenants at the Belleville station include officers and other military personnel at nearby Scott Air Force Base who are not required to live on base and employees of the hospitals and colleges in the community. These groups would be

attracted by the option of commuting by way of MetroLink.

Also noted as a successful example of high-end rental housing capitalizing on a location at a MetroLink station is the Boulevard development near the Galleria Mall in Richmond Heights. Nationally, market forces point to (a) a high demand for rental units and (b) a premium on rental units within transit oriented development (TOD). Sponsors and community stakeholders are encouraged to keep the ultimate goal of capitalizing on the development potential created by a MetroLink station in balance with benefiting the community. It should be recognized that rental housing is often a step toward the ultimate goal of homeownership or a viable option for seniors desirous of opting out of ownership responsibilities and costs.

### Institutional Uses

A small-scale institutional use might also be possible, especially one that might serve as a satellite location for Memorial Hospital, Lindenwood University or Southwestern Illinois College. The proximity to larger institutions might also support some form of retail or business services at the site.

### Convenience Retail and Business Services

With many MetroLink riders using the train for commuting, there is the potential to provide convenience services for the commuting public. Ideas include a coffee shop, an ATM and even child care. Having these services at the station would allow riders to more readily leave their cars behind and have their dollars retained within the neighborhood. The Scheel Street Station currently has unused space which could accommodate services of this type.

Another suggestion was to locate a satellite police station at the station. This would increase the sense of security for riders and be a convenient location for officers to complete paperwork.

While the station area and neighborhood might not support the scale and types of retail development typically found along arterial roadways, it could host a retail incubator. An example might be a coffee roaster along with a counter for selling coffee, whereas a standalone coffee shop might not survive. Another example would be a specialty food operation attached to a limited on-site processing facility such as Salume Beddu or G & W Bavarian Sausage Company, both located in the Italian Hill neighborhood in the City of St. Louis. Salume's primary business is crafting cured meats and sausages, yet they offer a small take out lunch menu. Perhaps Belleville can draw on its roots and provide something artisan and authentic at the site.

Lastly, small-scale shopping may also be an option. According to community stakeholders, downtown is running out of available space – the City is fielding requests from potential retailers for space no longer available in downtown.



## Office

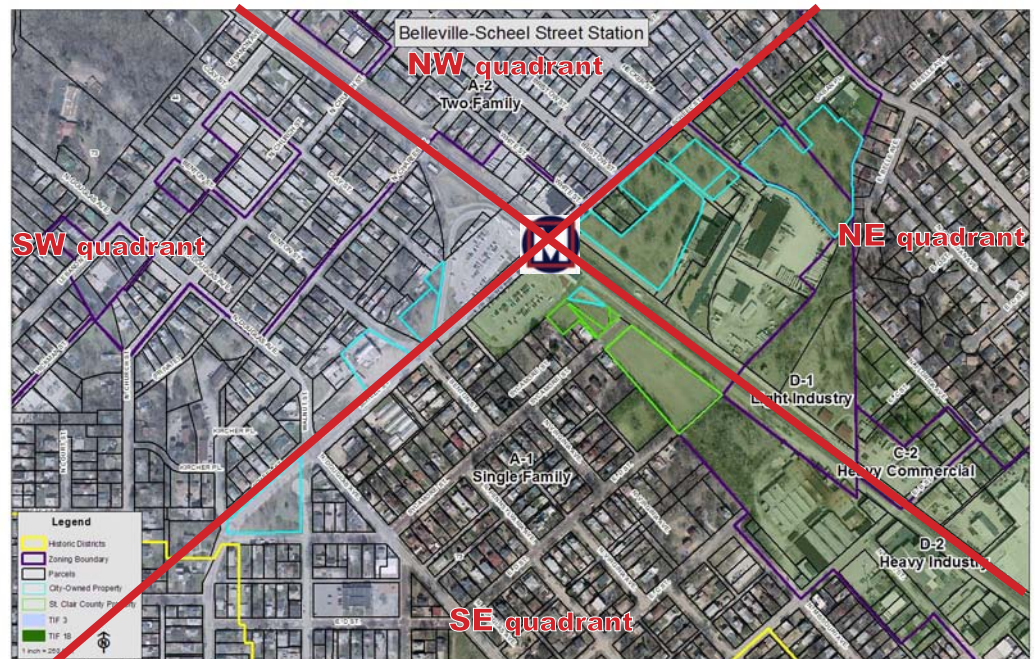
Conventional office space was not regarded a viable option at the site. On the other hand, an office incubator or office suites could hold promise – a facility with basic support services designed to house small or start-up businesses.

## General Comments on Land Use

- Most importantly, any new infill development in the station area should enhance rather than detract from property values and stability of the surrounding residential neighborhood.
- Sponsors should understand the vibrant urban development potential of this site and avoid imposing unnecessary limits or restrictions in the RFP. There is definitely potential to take advantage of the urban qualities of the site to draw both younger and older residents to a more dense, walkable environment.
- Perhaps the best development program would be a combination of the following:
  - Senior housing and/or extended stay facility
  - Some form of institutional use, perhaps one that links and serves both the community college and Lindenwood University
  - Limited service retail
- Attracting a user and developer for the small Transit District property would be greatly facilitated if seen by the real estate market as a centerpiece for a larger development opportunity – one that includes city-owned property as well as selected private properties located north of the station and along the west side of Scheel street to the south.
- Is there potential for a Green community concept? A developer could use transit as a hook for those interested in and committed to sustainable living.

## Restrictions

There are certain development limitations associated with the site. The property owned by Metro that is currently used as a parking lot cannot be sold and may be used privately only on a long-term ground lease, or perhaps a license arrangement. Such a lease could extend to perhaps forty years with extension options for one or more 5 or 10 year increments.



## Summary of Land Use & Development

Respect and restore the traditional pattern of land use of the area (absent the heavy industrial component) and capitalize on the truly original urbanism of the area:

- Mix of uses, sustainable, walkable
- Live, work, learn, pray, play and shop
- Residential, industrial, commercial, churches, schools, shops

Enhance the site and build more visible connections to the greater surrounding community:

- Uses that serve neighborhoods and TOD
- Reach out from the site to connect to Main Street and arterial roads (IL 15 and 161)
- Connect site to the larger residential community

Start with the known and controlled 2.6 acre site and leverage multiple development opportunities and corresponding priorities:

- St. Clair County Transit District property
- Metro parking ground lease development
- City parcels north of track
- City and private parcels south along Scheel Street
- Development opportunities extending site east to B Street and west of Metro parking lot

## Additional Land Use Items

### Development tools available

Throughout the stakeholder interviews, references were made to a variety of available funding sources to support and incentivize development at the Scheel Street Station. Economic incentive programs such as Tax Increment Financing (TIF) districts, Business Districts, and Special Service Areas were discussed along with Home Investment Partnerships, Community Development Block Grant (CDBG) funds, and other state and federal incentives and sales tax options. To attract a qualified developer to this small site, the entities issuing the RFQ/RFP are encouraged to detail all of the funding options available and even go so far as to facilitate the pursuit of that funding, should the developer need assistance.

### Create a sense of place

Perhaps the City and Metro can join forces to invest in art, sculpture, or other features that help to create a greater sense of place – something that riders and the neighborhood will identify with this area. Ideally this would serve to unite the station on both sides of the tracks as well. There is clearly an opportunity and need to do something unique at this station – something not found anywhere else along the line.

### Phase development, leading with a high quality first phase (SCCTD property)

Care should be given to create the right initial product that sets the stage and standard for additional development. With an attractive first phase in place, the market and the surrounding community will be more receptive to further development around the site.

Regardless of the ultimate target market objectives, the selected developer should strive to fit comfortably within the existing neighborhood context while creating a bold new identity and source of community pride. The resulting development should be seen as being well done and worthy of association and emulation.

As an isolated project, development of the Sponsor controlled property alone presents a difficult situation for a development team. The perceived market risks are diminished, however, to the extent that opportunities to develop surrounding property can be associated with the initial venture.

### Outline unacceptable uses, then allow for creativity

As stated in a stakeholder meeting, “developers are a creative group” and will take the opportunity to explore a number of possibilities for the site. By specifying what is NOT acceptable at the site, developers are then given free rein to brainstorm and arrive at the best possible solution.



Scheel Street Station, Belleville, Illinois. For sale property, owned by St. Clair County Transit District is shown in red. Metro property is shaded blue.

## Emphasize connection to downtown

Discussions with community stakeholders brought into sharp focus the benefits of a physical as well as symbolic connection to Downtown Belleville. The downtown area has experienced a significant renaissance in recent years – businesses are flourishing, restaurants are drawing lunch, dinner and night club patrons, and young professionals are seeking living options (both for sale and rental) in and around downtown. The City has also worked in the area to improve the streetscape, making downtown a more enjoyable place to walk and spend time.

The addition of Lindenwood University and a new state police crime lab west of downtown speak to the strength found in the core of Belleville. Connecting to the core should be a high priority for the station development. An idea endorsed by stakeholders was the prospect of creating some form of transit connection from the Lindenwood University campus on the west to the civic and government core at the intersection of Main and Illinois streets, along the length of Main Street in downtown and to the MetroLink Station on Scheel Street. A local trolley would get people moving directly between those key locations.

## Lingering Questions

Before proceeding, the entities issuing the RFQ/RFP should take time to answer the following questions posed by the Panel and Stakeholders:

- What are the current market conditions and demand in the area for residential, institutional commercial, and retail uses?
- Would the City consider a master development agreement for this area? This would demonstrate its commitment and confidence in a broader pattern of public/private investment in the station area.
- Are there development influences, positive or negative, to be considered by prospective developers that otherwise have not have been obvious to the panel or stakeholders?
- What infrastructure issues remain – water, sanitary sewer, storm water, electricity, gas? Is there an infrastructure report available for review during the RFQ/RFP process?
- Are development parcels – e.g., former foundry and stove plant sites – environmentally “clean”?

- Can greater depth be provided for the SCCTD site at the end of Sycamore Street?
- Is there a chance that the downtown parking study and associated plans for additional downtown parking facilities would affect the pedestrian link between the station and downtown?

## Potential Issues with the Federal Transit Authority

Development of the Metro property or its surroundings does not appear to be a top priority for the Federal Transit Authority (FTA). To-date, the FTA has been supportive of development at this site, and, while approvals from the FTA will not be required, deference must be provided.

One question the Panel asked relating to the FTA – are there particular benefits to involving the FTA, i.e., are there any programs provided by the FTA which might help to attract a developer?

## Solicitation Documents

The Panel was asked, quite specifically, to review the current draft solicitation documents relating to development at the MetroLink Station at Scheel Street. Below are changes suggested by the Panel:

- Create a relatively short, attractive (format, graphics, understandable text) opening document to be followed by technical addenda.
- Demonstrate clearly that all parties involved with issuing the RFQ/RFP are working together and are jointly offering the development community a promising opportunity. Consider replacing 'Metro' with a term defined to encompass all of the entities. If 'Metro' must remain as the entity of reference, the documents' lead message should clearly state that this is a united group of parties committed to seeing development at the site. In this case, this would include the City and CMT as well as Metro and the Transit District. The document should describe the collaborative, clearly define roles of each stakeholder and highlight the benefits of the public-private partnership that engages the best the private sector can bring to the table.
- In addition to serving as a qualifying tool, the RFQ/RFP should be a development marketing tool. The issuing entities should set out to highlight the assets and accomplishments of adjacent neighborhoods, the downtown business district, and the City of Belleville. It should likewise emphasize the potential benefits of linkage between uses and activities at MetroLink stations. The tone of the document needs to reflect this philosophy rather than emphasizing limitations, concerns, and requisite regulations. Many of the strict requirements currently in the document need to be in technical appendixes rather than in the lead document. Along the same lines, the language in the RFP referencing any dealings with the FTA (which would come into play only if the developer chooses to use portions of the Metro property) could also be placed in an appendix.
- Make reference to the bigger development picture in play. While these documents speak specifically to the 2.6 acre parcel as the immediate development opportunity, they should make direct reference to the bigger picture and potential of the selected developer serving as a master developer for a set of properties. It should detail the parcels owned by issuing entities (Metro and SCCTD) as well as those controlled by the City and parcels privately owned that should be redeveloped in support of the whole.
- The documents should also contain more than just a list of potentially available state, federal, county or city-enabled development tools and incentives. It needs to clearly describe these and offer guidelines for their application, including examples or case studies from Belleville or other Metro East communities.
- Again, it should be clear that the issuing entities are trying to create a vibrant urban development and that proposed developers are encouraged to "think out of the box," to be creative and take their best shot.
- Lastly, the material should serve as a template for future RFQ/RFP for TOD development along MetroLink. Each station along the MetroLink line has within its surroundings unrealized potential for transit-oriented development. The RFQ/RFP documents and tools devised for the Belleville Station should be readily translated into a solicitation and serve as a catalyst for the other developments.

## Two-Step Process: RFQ then RFP

In addition to the solicitation documents, the panel addressed the process guiding a Request for Qualifications and Request for Proposals. While the Sponsors are eager to see development at the site, the Panel felt quite strongly that the Sponsors should take the necessary time to organize and develop the process and materials in such a way that each is right the first time. If the process is rushed, errors will likely ensue and ultimately cause greater delays and loss of credibility on this and future development projects.

### Request for Qualifications

The solicitation process should be led by a Request for Qualifications, replacing the current request for an Expression of Interest. From the issuance of the RFQ, participants should be allowed sufficient time, e.g. sixty days, to respond.

Generally, the Request for Qualifications should ask for the following information from responding firms:

- Team and organizational structure – prime development organization and subcontractors as well as key participants in each organization
- Financial capacity to perform
- Examples of relevant projects
- References – clients, financial, public partners and affiliates

Simultaneous with issuance of the RFQ, the Sponsors should formalize the public collaboration between the partners involved with the development of the site.

At the RFQ deadline, the Sponsors should act quickly to devise a short list of the most qualified firms/teams to be invited to respond to the Request for Proposals. This should include only firms the sponsors would be comfortable selecting as the final developer based upon what is known from their responses to the RFQ. The number of firms selected to receive the RFP, determined via the RFQ process, should not exceed five, with three being optimum in most circumstances. If only one firm stands out as meeting the requirements of the RFQ, a negotiated development agreement should be pursued within the framework of a sole source RFP.

### Request for Proposals

The Request for Proposals should also be designed to emphasize the development potential being made available to the responding firms and encourage investment and appropriate risk-taking, outline financial incentives, and offer help/facilitation in pursuit of those incentives (CDBG, TIF, etc.). The document should not lead with the risks or shortcomings associated with the site, although these should not be hidden either. The document should ask for the following items:

- Affirmation and revisions or refinements to the contents of developer's credentials otherwise provided in response to the RFQ, including commitments of key staff and subcontractors
- Roles and responsibilities of key development team members – key personnel and advisors/consultants/subcontractors
- Development concept plan and image
- Description of how the project will develop – who will do what and how
- Outline and description of resources dedicated to project – financial, marketing, personnel
- Financial pro forma and projections – development budget, operating statement and projections of cash flow, debt service payments and return on investor equity.
- Public incentives and assistance requested
- Public costs and benefits, fiscal and otherwise

## Summary

The Technical Assistance Panel offers the following key points to make to the Sponsors regarding the development site and the documents and process used to solicit potential developers.

### Vision and land use

*Emphasize and clarify the corridor and connection to Main Street.* This might include: initiating a trolley system to move people from the station, to downtown, to Lindenwood University; enhancing signage, lighting and streetscape along the Scheel Street/Charles Street corridor; and developing new uses for the land south and west of the station. The Belleville station serves as the "gateway" to Downtown and should be clearly presented as such.

*Enhance the gateways from the north and west.* At present, the site is relatively hard to reach from Illinois routes 15 on the west and 161 on the north, especially since there is no direct vehicular access from the north to the south side of the tracks at the station. As a result, commuters have begun using vacant land on the north as an ad hoc commuter parking lot.

*Emphasize the role of City-owned and private property as well as Metro and St. Clair County Transit District land.* The current 2.6 acres alone is insufficient to attract or accommodate the type and quality of development the Sponsors would like to see. Additional development opportunities presented by the City-owned and private land surrounding the station need to be added to the mix.

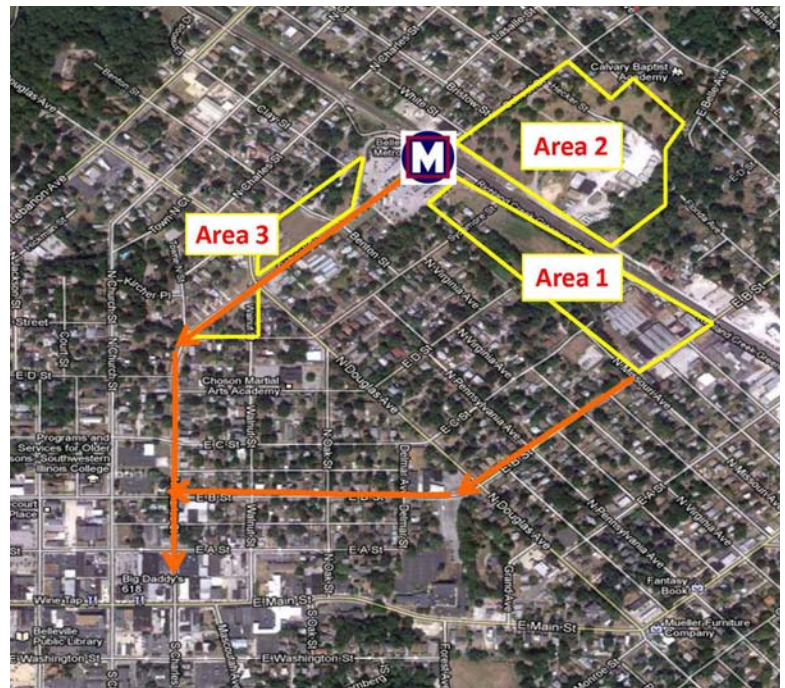
Primary land use would likely include residential infill, some combination of an institutional facility (health and/or higher education-related), and limited service businesses ranging from professional and financial services to convenience retail uses.

*Emphasize the potential role of this station in the overall MetroLink system of stations.* The interrelationship between this and other stations cannot be lost throughout the process. This station can be a far more important link in a chain of active MetroLink stations, each with its own attractions.

### RFQ/RFP process and materials

As stated previously, the solicitation documents need to be shortened, simplified, and presented as a marketing tool – promoting the development site and the larger Belleville community – while still providing a basis for land disposition and a development contract. The documents should be inviting as well as prescriptive. It should be clear that the City of Belleville and the St. Clair County Transit District are primary partners in the process along with Metro and CMT.

If done correctly, the RFQ/RFP process will attract and qualify the best development talent. The community vision will be executed and participating developer or developers will realize successful and profitable ventures.



*The work that provided the basis of this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development through East-West Gateway Council of Governments. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government or East-West Gateway.*

# Panel Professional Biographies

**Andy Barnes, IMPACT Strategies.** Andy is the Director of Business Development for IMPACT Strategies, inc. a full service construction management and design/build firm located in Fairview Heights, Illinois, with projects throughout the St. Louis bi-state region. Andy has been involved in over \$100 Million in construction projects including 500,000 square feet of loft redevelopments on Washington Avenue in downtown St. Louis, hundreds of senior housing units throughout the region, and the St. Charles Convention Center. Andy has also been involved in efforts to revitalize key areas of the City of St. Louis, including the Carondelet neighborhood and the Lemp Brewery Complex in the Benton Park neighborhood. He is a LEED Accredited Professional and a member of the Management Committee for ULI St. Louis. Mr. Barnes has a Bachelor of Science degree in economics from the University of Missouri and a Master in Construction Management from Washington University.

**Jerry Crylen, GTE Properties, LLC.** Jerry's experience consists of acquisition, development, financing, strategic planning and consulting, asset and facilities management of all types of real estate. After graduating from Bradley University with a Bachelor of Science in Economics, Finance and Real Estate, Jerry began his career as Management and Leasing Director of a mid-sized private development concern in Denver. In 1987, he joined the Chicago-based John Buck Company and was responsible for completion of operations of Petronas Twin Towers in Kuala Lumpur, Malaysia, then the world's tallest building. Jerry has directed the development and portfolio operations of nearly eight million square feet of mixed-use projects in the U.S. and served as Senior Vice President of Equity International Properties, Ltd. ('EIP'), a \$368 million private equity fund established by Sam Zell with investments in real estate businesses outside the U.S. In 2004, Duke Realty Corporation hired Jerry to direct management and development expansion of Duke's 7.6 million square-foot greater St. Louis office and industrial portfolio and direct Duke's land acquisition and master planning strategy. Jerry is Past Chairman of the ULI St. Louis District Council and serves on its Governance Committee.

**Steve Nystrom, US Bank.** Having spent his entire professional career in banking, Steve recently retired from U.S. Bank where he served as Senior Vice President and St. Louis Market Manager, Middle Market Commercial Real Estate Lending. While at U.S. Bank, Steve managed a team of relationship managers and loan administrators originating, underwriting, and administering seven and eight figure commercial real estate construction and term loans to developers and investors in Greater St. Louis. Prior to joining U.S. Bank, Steve held similar positions at Commerce Bank and Triad Mortgage & Realty Funding Corporation. In the early 1990s Steve founded Quadrangle Realty Services, a small boutique commercial real estate finance firm to broker debt and equity with a variety of life insurance companies, conduits and pension funds. Steve began his career as a commercial banker first with First National Bank of Chicago and later Shawmut Bank Connecticut in Hartford, Connecticut. He graduated from Northwestern University with a Bachelor of Arts degree and earned his MBA from the University of Chicago.

**Scott Schanuel, Woolpert.** Scott is a certified urban planner (AICP), former certified economic developer (CED), and a certified project manager (PMP). He currently serves as a Project Manager and Senior Community & Economic Development Planner for Woolpert, Inc., a private, 650-person, Architectural/Engineering/Planning consulting firm. He has provided project management and planning services for a wide variety of public and private-sector clients for nearly 30 years, serving in leadership roles in complex multi-stakeholder, interdisciplinary development and planning projects. Scott's project experience includes comprehensive and land use planning; parks and open space planning; transportation planning; economic development; site and business park planning; campus planning; military planning; retail market analysis; downtown development; housing and neighborhood improvement programs; real estate and business financing; public infrastructure financing; voter referendum strategies; and public involvement/citizen participation programs. Salient examples of his project experience are the City of St. Louis Strategic Land Use Plan; the St. Clair County, Illinois, Comprehensive Plan; MetroLink Corridor and Station Areas Development Plan for seven stations in Illinois; and strategic market analysis and site master planning for more than 1,500 acres of residential, commercial, and industrial development.

**Richard Ward, Zimmer Real Estate Services, LC, TAP Chair.** Richard joined Zimmer Real Estate Services in 2007 as a part of its Development Management Group and manages the firm's St. Louis office. Richard's experience includes shaping and advising public/private ventures and partnerships, development partner procurement, site selection and acquisition strategies, structuring incentive agreements between local governments and private investors, and master developer arrangements for complex multi-developer projects. In 1988, Richard founded St. Louis-based Development Strategies, Inc., and was its principal owner and CEO until 2007. As a seasoned consultant in real estate, economic and community development, his past assignments include planning and implementation strategies for diverse real estate development and redevelopment programs (including station area market feasibility and master planning for the original St. Louis MetroLink system and its proposed extension into south St. Louis County) as well as economic development plans and programs. Richard has served on twelve ULI advisory panels throughout the U.S. and Europe and he will have served on two of the three TAPs fielded by ULI in St. Louis. He is a frequent speaker at professional and meetings and conferences and a regular contributor to the publications of a variety of professional organizations. Richard received graduate degrees in business administration and urban design from Washington University and in urban planning from Virginia Tech. He holds professional certifications as an economic developer (CEcD), a real estate counselor (CRE), and an urban planner (AICP), and is a licensed real estate broker in Missouri.

**Aaron Williams, Alberici Constructors, Inc.** Aaron Williams is a project engineer at Alberici Constructors, Inc., an international general contracting firm based in St. Louis. As a project engineer, he is responsible for planning, coordination, management, and document control of a defined portion of construction projects under a Project Manager. Aaron is currently working on the New Mississippi River Bridge Main Span project, a cable-stayed bridge that will span the Mississippi River in downtown St. Louis. As Diversity Coordinator for Alberici, Aaron coordinates, develops, implements, and expands Alberici's corporate-wide diversity program for contractors, vendors and suppliers. Aaron received his bachelor's degree in Architecture from Washington University in St. Louis in 2008. His current professional and civic engagements include vice-chairman of the ULI St. Louis Young Leaders Group Programs Committee, the American Planning Association, Alpha Phi Alpha Fraternity, Incorporated, crew leader for Habitat for Humanity St. Louis, and a Big Brothers Big Sisters mentor at the Construction Career Center. He recently completed his role as the co-chairman for the United Way 10th Anniversary 9/11 Day of Service.

