On March 20, 2020, City Manager Gregory Rose declared a State of Emergency for the City of University City due to the COVID-19 Pandemic. Due to the ongoing efforts to limit the spread of the COVID-19 virus, the October 12, 2020 meeting will be conducted via videoconference.

NOTICE OF STUDY SESSION
Economic Development Strategic Plan Task Force Update
VIA VIDEOCONFERENCE
October 12, 2020 at 5:30 p.m.

AGENDA
Requested by the City Manager

1. Meeting called to order
2. Changes to Regular Agenda
3. Economic Development Strategic Plan Task Force Update
4. Adjournment

Members of the public can view the meeting by one of the following:

Webinar via the link below:
https://us02web.zoom.us/j/87253533116?pwd=OVhOWUFCR3hxaTdhSW4vTlFITEdjZz09
Passcode: 896532

Audio Only Call

Or iPhone one-tap :
US: +13126266799,,87253533116# or +19292056099,,87253533116#
Or Telephone:
Dial (for higher quality, dial a number based on your current location):
US: +1 312 626 6799 or +1 929 205 6099 or +1 301 715 8592 or +1 346 248 7799 or +1 669 900 6833 or +1 253 215 8782 or 877 853 5247 (Toll Free) or 888 788 0099 (Toll Free)
Webinar ID: 872 5353 3116
International numbers available: https://us02web.zoom.us/u/kcW6ocMSQN

Live Stream via YouTube:
https://www.youtube.com/channel/UCyN1EJ_-Q22918E9EZimWoQ

Posted this 9th day of October, 2020.

LaRette Reese
City Clerk

Council Agenda Item Cover

MEETING DATE: October 12, 2020

AGENDA ITEM TITLE: Economic Development Strategic Plan Task Force Update

AGENDA SECTION: City Council Study Session

CAN THIS ITEM BE RESCHEDULED? : Yes

PREPARED/SUBMITTED BY: Clifford Cross, Director of Planning and Development

BACKGROUND REVIEW:

At an upcoming City Council Study Session, the Council will be provided an update on the status pertaining to the development of a new Economic Develop strategy for the City. Specifically, Mr. Stephen Ibendahl, of the I-5 group, will provide an update on the status of the development of the proposed plan.

The primary purpose of the update is to provide City Council an update on the plan development and present the findings and draft strategies that have evolved during the task force discussions. The ultimate goal is to obtain feedback and address any questions that the City Council may have to determine if any future engagement or action is needed prior to preparing the formal document for City Council review and approval. Prior to the Study Session City Council members are encouraged to watch the associated video pertaining to the plan that can be accessed at www.InvestUCity.com.

Attachments:
1. Presentation

University City Economic Development Strategy

Overview – Draft Strategies and Recommendations

September 21, 2020

The i5 Group
Urban & Community Planning | Public Affairs | Landscape Architecture

CED-SOLUTIONS
community and economic development

Colliers INTERNATIONAL

PLANNING TEAM

Ibendahl
Manager

Beth Noonan
Economic Strategy

Alison Gray
Market and Demographic Analysis

Jacqueline Davis-Wellington
Economic Strategy

Other Team Membe
Laura Linn
Graphics and Planni

Katie McLaughlin
Planning

WHAT IS AN ECONOMIC DEVELOPMENT STRATEG

n economic development
rategy will position the City on a
ath toward a resilient economy
y creating a vision to drive
vestment and growth for the
mmunity.

- **Recommendations and Strategies for:**
  - Cluster Industries
  - Small Businesses and Entrepreneurship
  - Business and Talent Retention
  - Place-Based Growth
  - Incentive Programs
  - Equitable Growth

hedule

Schedule

1 Economic and Market Assessment

December - June 2020

- Project kickoff
- Stakeholder and focus group meetings
- Assessment, benchmarking & evaluation
- Market & industry cluster analysis

Deliverable: Assessment and Market Analysis Report

2 Draft Economic Development Strategy

June - September 2020

- Neighborhood economic nodes (place-based growth strategy)
- Draft recommendations & best practices
- Follow-up stakeholder meetings
- **Community Open House**

Deliverable: Draft Economic Development Strategy

3 Final Economic Development Strategy and Adoption

Sept - November 2020

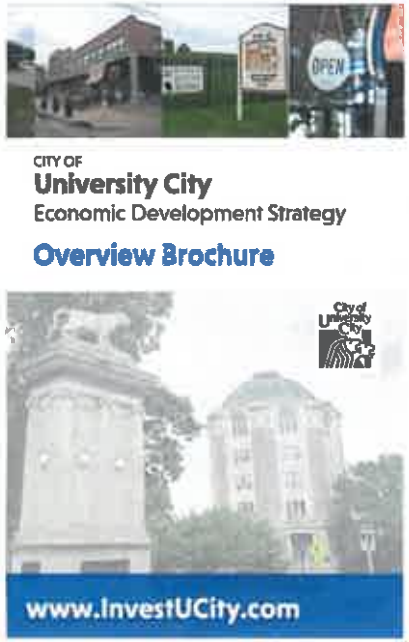
- Refinement of recommendations and best practices
- Implementation strategies and metrics
- Adoption of plan

Deliverable: Final Economic Development Strategy

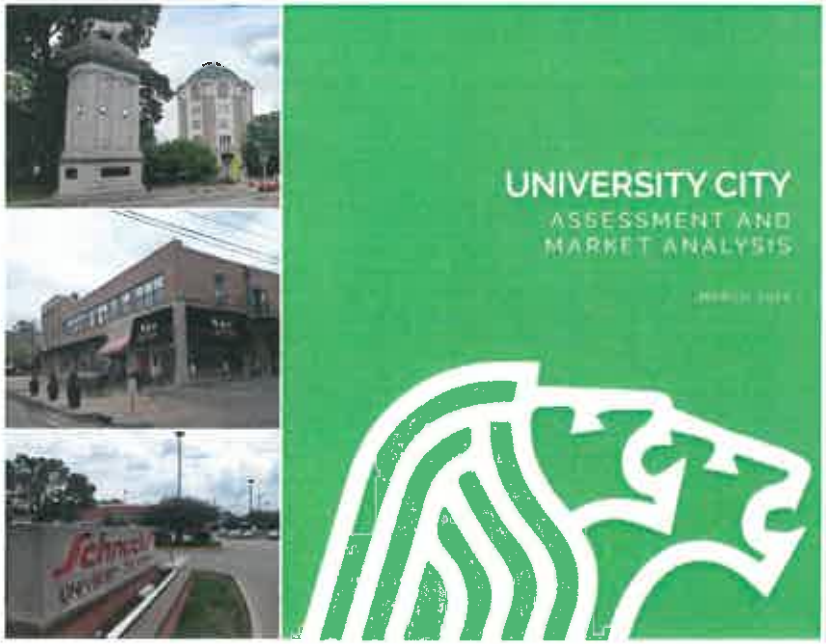
We are here.

Look for the draft Economic Development Strategy document later this Fall.

DOCUMENTS TO DOWNLOAD: www.INVESTUCITY.c



Overview Brochure



Assessment and Market Analysis (March)

Today's Presentat

SK FORCE

d-Hoc" Advisory Committee

- Sounding board for the planning team.
- A shared strategy.

presentatives from across the City

- Chosen by City Council and Mayor.

eeting 5 Times During Process

older
ings

2020

Draft Recommendations and Strategie

ECONOMIC DEVELOPMENT PRINCIPLES

DRAFT

Principle 1: Grow Existing And Emerging Business Sectors

Principle 2: Ensure Equitable Economic Opportunities

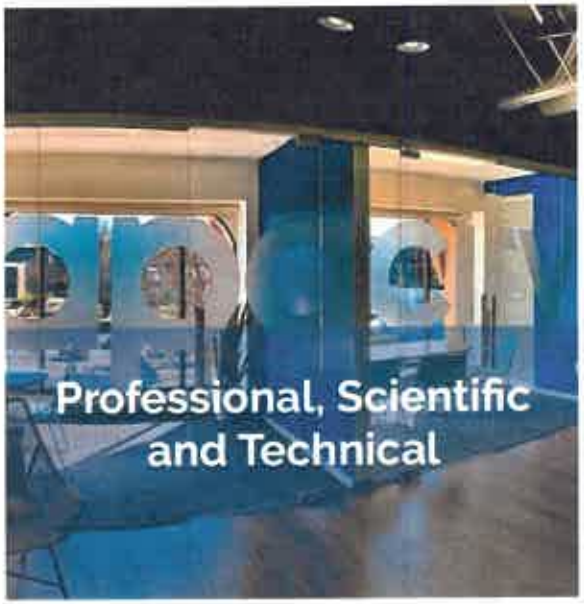
Principle 3: Support University City Businesses And Workers

Principle 4: Collaborate With Local And Regional Partners

Principle 5: Celebrate And Promote University City

Principle 6: Utilize Place-Based Solutions

PRINCIPLE 1: GROW EXISTING AND EMERGING BUSINESS SECTORS



Accommodations and Food Service

While this sector emerges as a cluster industry for University City, its importance is the result of the concentration of restaurants in the community; currently, there are no hotels within the city's municipal boundaries. That being said, the City is currently considering redevelopment proposals that include hotels, including the Novus development at Olive and 170 and a proposal from Tristar to re-purpose a portion of the former Delmar-Harvard Elementary site. While the circumstances resulting from COVID-19 mean that travel and tourism are uncertain in the immediate term, the City should support such efforts to bolster and strengthen this cluster through the development of one or more hotels within the City. Such a strategy is also supported by the City's recent hotel study that concluded that the Forsyth site was the best location for a new development of a hotel followed by the West Loop and Olive and 170 locations. Since there is a development underway in the West Loop, this project should be the priority. Additionally, the Olive Crossing development located in Olivette across from the Novus development is currently under construction and includes a dual-branded Marriott Courtyard/ Element Hotel, which may negatively impact demand.

Accommodations and Food Service

- Support Tristar hotel development on Kingsland between the U City Loop and Innovation Districts.
- Actively promote the diversity of dining establishments throughout the City (especially in the International District and the Loop) through City marketing and communications. Ensure that such efforts focus on attracting both residents and non-residents to visit and patronize restaurants and stores.
- Assess composition of existing restaurant base and communicate City's desire for new, unique dining establishments that further diversifies the community's offerings to local restauranteurs and developers.
- Consider a dedicated page on the Explore U City micro-site promoting the City's restaurants, including special events, featuring specific restaurants (e.g., establishments recognized for special awards, new offerings or those celebrating milestone anniversaries), categorizing by cuisine etc. The goal is to create a marketing piece in addition to a comprehensive directory .
- Develop guidance documents tailored to opening a restaurant in University City to aid entrepreneurs in navigating local and county requirements and to foster positive relationships with the businesses in the community.

Health Care & Social Assistance

Among University City's largest employers and largest property tax payers, businesses in the Health Care and Social Assistance industry cluster are a key part of the City's economy and offer residents employment opportunities. The baseline of this sector is only growing: Kingsland Walk Senior Living, which offers assisted living and memory care, opened in 2020. Supporting this sector, especially in light of national trends and an aging population, should be a priority for the City's economic development strategy.

Health Care & Social Assistance

- Pro-actively engage with employers in this sector to understand workforce needs or gaps and promote opportunities to University City residents through communication with the University School District and highlighting hiring opportunities on the Explore U City micro-site and other City communications.

- Serve as a liaison between local employers and educational and training institutions that could help address talent needs and create advancement opportunities with a focus on promoting these training opportunities for residents. Such institutions could include the University School District, St. Louis Community College, Special School District and Washington University.

- Highlight critical mass of senior living facilities to attract other supportive health care services to diversify industry cluster businesses and to backfill existing office space.

- Identify and target other health and health care related services and professionals in the community to understand any needs, challenges or growth opportunities and how best to retain these businesses in University City.

Retail

- In light of the impact of COVID-19, focus efforts on strengthening local retailers through tailored business support that could aid them in weathering contractions in purchasing at bricks and mortar outlets. The regular emails to residents promoting shop local efforts are an excellent start as well as the funding made available to businesses that contribute to the Special Business District retail sales tax pool. Understanding their specific challenges in the current environment is key. BRE efforts should be a priority for this sector. Such interventions might include seminars or information sessions about planning in a crisis, using technology or an on-line sales platform to weather the storm or pivoting to providing alternative services or goods.

- Continue close collaboration with Novus to support engagement with national retailers to locate in the Olive Gateway District (Olive/170 development).

- Develop a shop local strategy to support independent retailers and promote program on Explore U City micro-site.

- Share Tapestry market profiles and data with local property owners to aid in recruiting retail businesses that align with local consumer market.

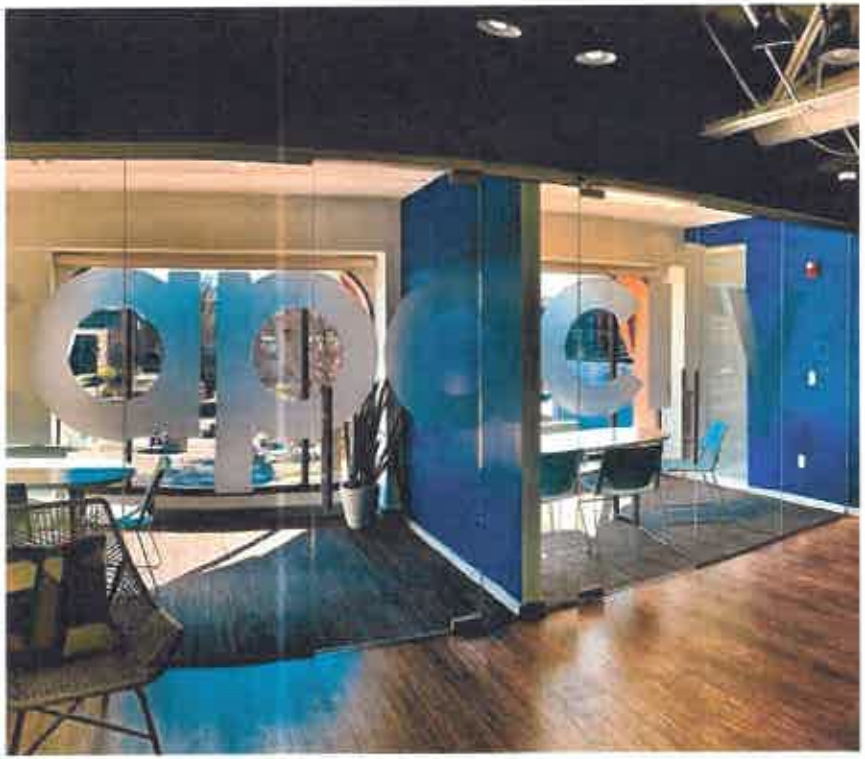
Professional, Scientific and Technical

- Prioritize BRE efforts targeting local tech businesses to communicate with and understand needs, including talent requirements, in order to facilitate expansion and sector growth within the City. Such efforts are even more important in light of COVID-19 that is driving technological solutions and promoting growth in the tech sector.

- Encourage development of new office space, especially in the Olive Innovation District, to provide options for retaining growing companies in the City and attracting new firms.

- With tech companies valuing the opportunity to locate with other tech firms, highlight University City's assets (e.g., existing tech sector cluster, educated population, location and accessibility and proximity to Washington University) to promote attraction of tech businesses to the community.

- Leverage Explore U City micro-site to highlight University City's unique character and offerings to support tech company talent attraction efforts.



Manufacturing

While manufacturing falls below even an emerging cluster location quotient (.48), the City is home to a variety of manufacturing operations, ranging from parts and tool manufacturing to clothing. Ensuring a diverse industry base is important to maintaining a robust and resilient economy. Accordingly, the City would benefit from outreach to these companies to ensure that the City understands their needs and how they can best support them. Understanding the manufacturing business community will also help the City with its attraction efforts.

- Pursue expansion of Cunningham Industrial Park in cooperation with the City of Wellston in order to expand opportunities for light manufacturing that leverage location and access to transportation corridors and help ensure a diverse business base. Explore models for municipal cooperative agreements for implementation.

PRINCIPLE 2: ENSURE EQUITABLE ECONOMIC OPPORTUNITIES

Goal: Invest in the 3rd Ward

Prioritize development and implementation of strategy to re-invest new revenues generated through the Novus development in the community north of Olive and include intentional community engagement that helps to fashion and inform the strategy. Because of the robust community engagement and in-depth review involved in the comprehensive planning process, the plan should be leveraged to develop the strategy.

Goal: Support Minority Entrepreneurs

Identify and engage with traditionally under-served groups and minority entrepreneurs to understand needs, opportunities and challenges that may be addressed by the City.

Elevate commitment to promoting firms led by minorities or traditionally under-served group through intentional intervention, such as highlighting such entrepreneurs on Explore U City's micro-site to encourage patronage and to underscore the City's diverse business base or revisiting marketing materials specifically featuring diverse businesses in the community.

Provide connections to business support organizations that provide technical assistance and services that are targeted at traditionally under-served groups (e.g., Legal Services of Eastern Missouri's Micro-Enterprise program).

Goal: Equitable City Policies and Practices

Ensure that City business guidance documents and brochures are available in multiple languages that reflect the local business community.

Consider developing a diversity, equity and inclusion strategy that helps the City evaluate decision-making, policies and programs relating to economic and community development using a racial equity lens. For example, ensuring that City infrastructure investments equitably benefit areas with concentrations of minority businesses or that redevelopment efforts do not have an unintentional adverse impact on pre-dominantly minority neighborhoods.

PRINCIPLE 3: SUPPORT UNIVERSITY CITY BUSINESSES AND WORKERS

Business & Talent Retention & Expansion

Goal: Focus on the Needs of Existing Businesses

Goal: Invest in Workforce Development for Residents

Goal: Retain Existing Businesses in University City

Goal: Increased Focus on the International District

Small Business & Entrepreneurship

Goal: Amplify the Voice of Local Businesses.

Goal: Grow Next Generation of Small Businesses Owners in UCity

Goal: Support Additional Neighborhood Retail

Business & Talent Retention & Expansion

Goal: Focus on the Needs of Existing Businesses

Continue business retention and expansion (BRE) work in particular to understand opportunities and challenges of firms in industry clusters (Accommodations & Food Service and Health Care & Social Assistance) and emerging clusters (Retail, Professional, Scientific and Technical and Manufacturing).

With the elimination of the Economic Development Director position, consider hiring or identifying a current staff member dedicated to BRE and other economic development initiatives for the City. While the current Planning Director has served in an economic development capacity in the past, the City should evaluate his capacity to implement economic development efforts in addition to the position planning responsibilities.

Goal: Invest in Workforce Development for Residents

Support University City School District's workforce training programs for City residents in growing industries by ensuring career opportunities for participants in City-controlled operations.

Leverage BRE outreach to identify local employer workforce needs, in particular engaging with the health care and senior service business as well as manufacturers/ distributors that provide entry level positions with the potential for advancement (i.e., offer career ladders). Identify skills gaps and communicate those needs and opportunities to educational institutions charged with developing training programs, including, University City School District. The school district is committed to developing or partnering with others to offer robust training programs, including career readiness, students and adults so that they may access jobs that a pay a living wage and the potential for economic advancement. Current programs include an EMT training course along with partnerships with LaunchCode (coding), Dream Builders 4 Equity (construction - youth) and the Building Union Diversity (BUD) program (construction apprenticeships).

Goal: Retain Existing Businesses in University City

Undertake targeted BRE efforts to help retain and support businesses in the wes Olive corridor located within the Novus development footprint. Such engageme should center on assisting businesses to relocate within University City and helpir address any business disruption associal with the development. Local business retention also offers an opportunity to ba vacant retail or commercial space.

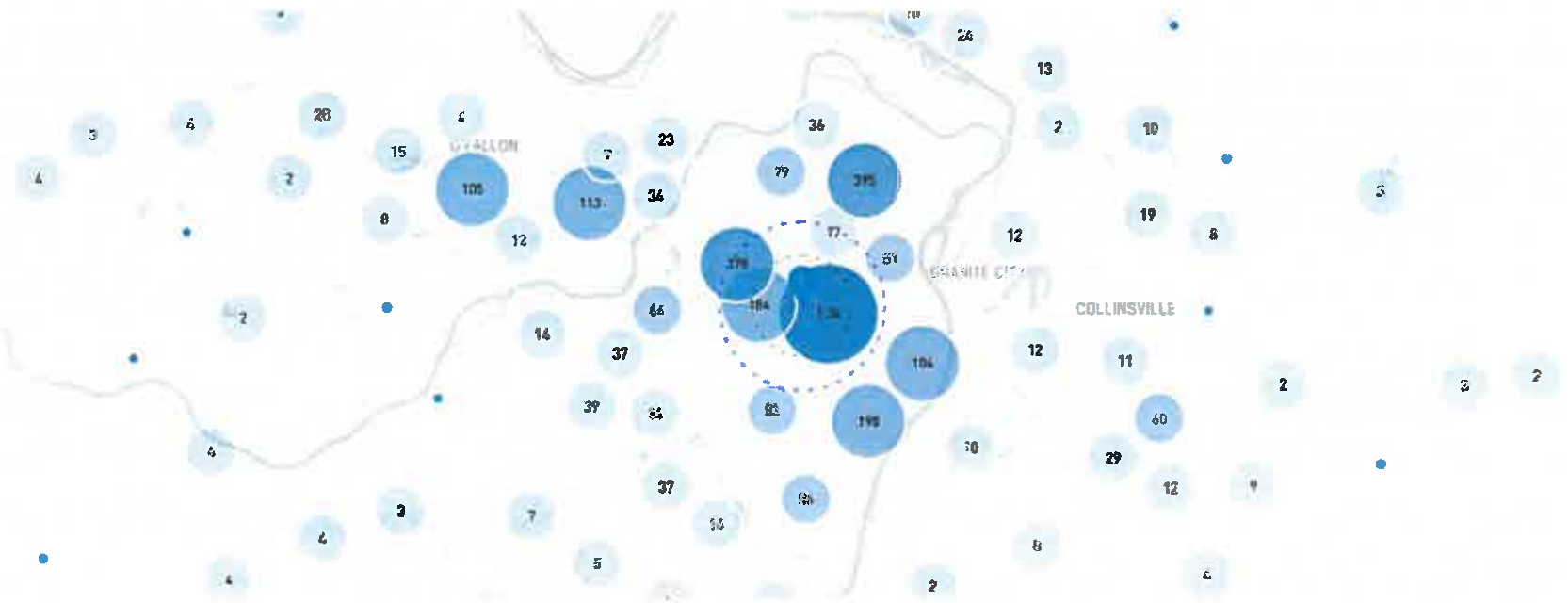
Goal: Increased Focus o the International District

Proactively engage with International District businesses and property owners to build relationships and promote bette understanding of business needs and pl and the benefits of this unique district in order to grow and benefit from its econo impact. Leverage local resources such a the International Institute to educate and foster greater understanding and improv communications. Increased understandi and engagement could support additior business attraction and retention efforts, assist with marketing the district to local and visiting consumers and could lay the groundwork for needed redevelopment under-utilized properties.

International District: A Regional Destination

The map below shows the location of visitors to Olive Supermarket from February 1, 2019 to February 1, 2020. While the majority of visitors are from the vincinity of University City, a substantial number of visitors are from other parts of St. Louis County, St. Charles County, and Illinois. The unique businesses and offerings within the International District are a regional draw.
(Source: Vista Property Reports which utilizes cell phone data to analyze visitation patterns.)

Visitor Origin Points - Common Evening Location
Visitors' most frequented location on weeknights and weekends



Small Business & Entrepreneurship

Goal: Amplify the Voice of Local Businesses

Promote the creation of a city-wide business support organization by identifying through BRE outreach a local champion or group of champions to form the organization. Identifying representatives from a cross-section of industry sectors will be important for ensuring broad engagement in the long run and that any future association addresses the range of businesses' needs. Such an association could strengthen the local business community by:

- Providing opportunities for B-2-B networking and support.
- Allowing firms to pool purchases of products or services thereby reduce individual costs of operations (e.g., purchases of cleaning supplies, paper products etc.);
- Offering a platform for municipal communications with local businesses;
- Serving as a resource for growing home-based businesses; and
- Creating a pipeline to backfill commercial/retail real estate.

Identify a small business ombudsman on the City staff to assist entrepreneurs with questions about operating a business in University City and with navigating regulatory or code compliance issues. Actively communicate and promote this resource to City staff and the community. Ideally, the position should be a dedicated staff member that advocates for the business community (i.e., an economic development professional).

Goal: Support Additional Neighborhood Retail

With the City's Retail LQ below average (.81), the City should take advantage of opportunities to increase retail operations in the community by working with local property owners to promote locally grown businesses within University City, especially in the Loop and along Olive.

Goal: Grow Next Generation of Small Businesses Owners in UCity

Interface with local small business incubator/co-working spaces to engage wit growing firms and to promote University Cit as a business-friendly municipality and an advocate for small business development. Such engagement will help retain and attra firms to the City.

Continue to monitor growth in number of home-based businesses and be prepared to engage and learn about their needs and challenges and develop supportive strategies as needed.

Review and refresh "starting a business in U City" guides to make them user and busines friendly rather than a regulatory compliance document.

PRINCIPLE 4: COLLABORATE WITH LOCAL AND REGIONAL PARTNERS

Washington University

Goal: Develop a Consistent Policy for All Non-profits

Review and prioritize recommendations in Report to the City Council, Tax-Exempt Property Owned by Washington University, Findings, Facts and Recommendations, ensuring that any strategies implemented are consistently applied to all non-profits located in the City. The Fiscal Impact Analysis currently in development should inform and help drive final recommendation.

Goal: Formalize a Working Relationship

Given Washington University's size, population, real estate holdings and significant resources, a productive and cordial relationship will only strengthen University City's economy and community. Consider engaging a third-party facilitator to mediate an open and frank dialogue between the City and Washington University to help build respect and understanding, identify shared values and collaboratively develop a mutually beneficial working relationship.

Consider a formalized City-University partnership structure to help advance shared vision and mutually beneficial strategies. The College Park City-University Partnership between College Park Maryland and the University of Maryland is a "local development corporation working to make College Park a top 20 college town" and provides an excellent example of how a municipality and university can collaborate to positively impact the university and the community in which it is located.

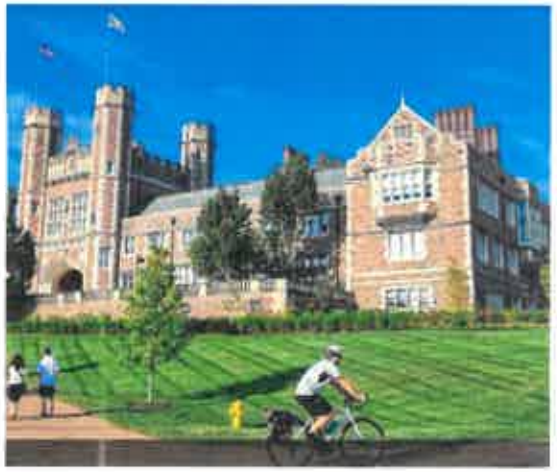
Work with Washington University to gather specific market data about potential gaps in services and retail offerings so that City is positioned to target business attraction efforts to address potentially unique student, staff and faculty needs and to benefit existing businesses in tailoring their products and services.

Goal: Leverage Washington University Opportunities

Encourage commercial districts to develop marketing targeting Washington University students, staff and faculty.

Consider opportunities to leverage faculty and student intellectual resources to address municipal challenges.

To expand commercial offerings in the community, support private development anchored by Washington University operations which would ensure long term financial sustainability.



Regional Partners

Goal: Connect to Regional Economic Resources

Engage with organizations focused on promoting economic development across the region to expand resources and tap into specialty services that serve U City's business community. For example, engaging with small business support resources, like the IT Entrepreneur Network (ITEN), the MOSAIC Project, the International Institute, provide targeted support for specialty businesses. The St. Louis Economic Development Partnership, World Trade Center, Arch to Park Collaborative (STLMade and Alliance STL offer broad-based economic and business development support.

Goal: Align Regional Agencies for Investment along Olive Boulevard

Build relationships with regional entities that can support infrastructure development and enhancement that will particularly important in implementing a strategy for Olive Boulevard (e.g., Missouri Department of Transportation, Metropolitan St. Louis Sewer District, East-West Gateway Coordinating Council).

PRINCIPLE #5: CELEBRATE AND PROMOTE UNIVERSITY CITY

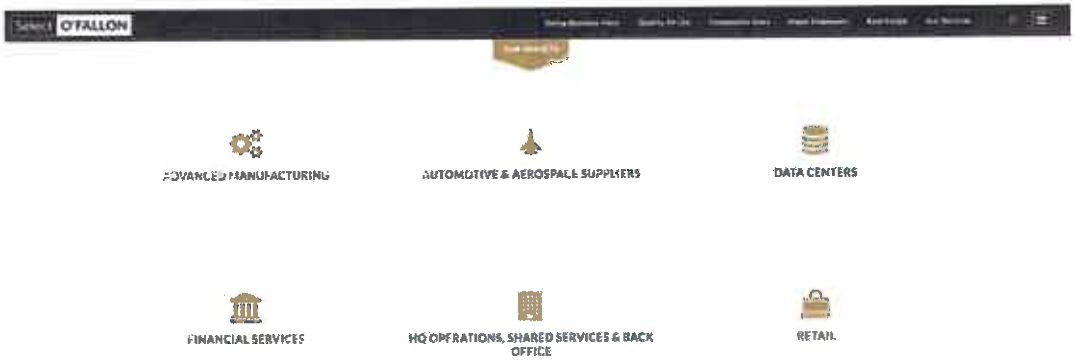
Goal: Expand Economic Development Web Presence

Expand and centralize economic development content on new "Explore U City" microsite so that it serves as a tool to promote the City as a place to live, work and play, in addition to serving as a resource for promoting local businesses. It will be important that the City ensure it is speaking effectively to a range of audiences (businesses, site selectors, prospective residents/employees and tourists) to maximize economic impact. A more robust and comprehensive website would provide information to firms and site selectors about the benefits of locating in University City and could be used by local businesses to help attract employees (and potential residents). O'Fallon Missouri (https://www.selectofallon.com/) and Siolam, Arkansas (https://whysiloam.com/) provide great examples of how to integrate and present this information in an appealing and professional matter. The website would serve as a helpful tool for communicating key data about University City without unduly burdening limited staff available for economic development.

- Incorporate demographic data and developable site information to assist businesses and developers considering locating in University City.
- Centralize on micro-site information on all economic development tools, programs and processes.
- Create link(s) to micro-site on main City website to simplify access to all economic development information.
- Highlight community character (diversity, educated residential base) and quality of life amenities (historic architecture, central location and accessibility, arts and recreation etc.) that can be used by site selectors and businesses considering locating in the area, by existing employers to help recruit new talent and which would attract new residents.
- Consider incorporating a "business owners only" portal to improve engagement and communication with local firms (including home-based businesses) by offering important content or messaging relevant to these businesses (e.g., COVID-19 response information or guidelines).
- Ensure that the micro-site is structured to align with the distinct "Districts" identified in the place-making strategy, especially along Olive Boulevard.

Case Study: Select O'Fallon

The Select O'Fallon site (www.selectofallon.com) targets prospective businesses, site selectors, and developers.



The Select O'Fallon website includes the City's targeted business sections, including

- Advanced Manufacturing
- Automotive & Aerospace Suppliers
- Data Centers
- Financial Services
- HQ Operations, Shared Services & Back Office
- Retail

The Select O'Fallon website includes key data that is readily accessible and of interest to site selectors, developers, and prospect businesses. Information includes:

- Printable data sheet
  - *Population*
  - *Median Income*
  - *Largest Employers*
  - *Employment Sectors*
  - *Median Housing Values*
- Tapestry Information
- Contact Information
- Latest News

Goal: Promote University City's Unique Character

Consider developing a branding/messaging strategy for promoting University City and its unique character (e.g., new tagline).

Goal: Market Distinct Areas of the City

Evaluate developing specific messaging and marketing for targeted development areas/Districts. Priority Districts are the Loop, the International, Olive Innovation and West Delmar Districts. Once the Novus Development is underway, the Olive Gateway District should be a priority.

Goal: Strategic Focus on Collegiate Market

Consider a marketing campaign promoting local businesses and residential offerings that targets Washington University, Fontbonne University and University Missouri St. Louis faculty and staff.

Goal: Ensure Business-Related Publications are "Business-Friendly"

Review existing business-related public and information and revise as necessary ensure that they communicate informati a business-friendly manner.

DISTRICTS

Even though University City has many wonderful residential and commercial streets, it does not have traditional "neighborhoods". The recommendations and strategies of this Economic Development Strategy are not a "one-size-fits-all" approach city-wide. Some recommendations are more specific for certain areas of the City.

The map to the right shows proposed "Districts". The Districts should be thought of as a framework for locating strategies in different areas of the City. In some Districts, new development or redevelopment may be a key recommendation. In other Districts, the existing mix of businesses are already strong. In those Districts, recommendations such as increased marketing or infrastructure investments can further strengthen those areas. Finally, some Districts may be more of a "neighborhood" with both residential and commercial.

The following pages provide an overview of each District. For each District, recommendations are made for:

- Economic Development
  Key business sectors are listed that align with the recommendations of Principle #1 'Grow Existing and Emerging Business Sectors'. Other business sectors may still be applicable that are not listed, but a focus should be made toward the targeted sectors
- Marketing
  Recommendations for additional marketing to complement existing "Explore UCity".
- Place-Making / Infrastructure
  District specific comments related to place-making and infrastructure.
- Other
  Additional District specific comments. Some Districts also have supplemental pages explaining topics in more detail.

DISTRICTS - KEY BUSINESS SECTORS

Cunningham Industrial	
Delmar Gateway	
Heman Park	
International	
Millar Park	
Olive Gateway	
Olive Innovation	
Pershing-Forsyth	
UCity Loop	
West Delmar	

Legend

- Accommodations and Food Service (Accommodations)
- Accommodations and Food Service (Food Service)
- Health Care & Social Assistance
- Retail
- Professional, Scientific and Technical (Tech)
- Professional, Scientific and Technical (Professional Office)
- Manufacturing
- Residential
  (Although not a targeted sector, many Districts will benefit from existing or increased residential.)

PRINCIPLE #6: UTILIZE PLACE-BASED SOLUTIONS

Goal: Increase Focus on Olive Blvd

Olive Boulevard presents an opportunity to expand University City's retail and commercial offerings and the augment its economic base. With the businesses along this important corridor generating the majority of the City's retail sales tax base, attention and investment by the City will be important to maximize the potential of this key commercial corridor and ensure that it is vital part of the City's tax base.

- Using the place-making districts as a strategic framework, prioritize development opportunities at North and South and Midland where there are City-owned properties.
- Ensure that the comprehensive plan incorporates opportunities to refresh and re-position older shopping center to conform with modern expectations (e.g., increasing density, reducing parking requirements etc.)
- Evaluate potential road-diet from Hanley Road east to Sutter Avenue to provide traffic calming and allow for north-south pedestrian crossing. Narrowing the roadway would create a more walkable, neighborhood environment and create connections between the areas on the north and south sides of Olive.
- Evaluate opportunities to address stormwater and flooding issues impacting Olive through the City's Stormwater Committee to minimize impact to existing businesses and those wishing to locate in the area.
- Ensure that effort to expand Cunningham Industrial Park takes into consideration impacts to Olive (ingress/egress and traffic) and development opportunities within the Olive Districts.

"Heman Park" District: Concept Sketch (Existing Condition)

1. The existing land use north of Heman Park is a mix of commercial and some residential. Commercial has struggled due to: irregularly shaped, small parcels that make parking and access difficult; age and viability of existing buildings; and the lack of market demand for extensive commercial.

2. The existing configuration of Olive Boulevard is 4-lanes with a turn lane. The street has excess capacity based on under 12,000 average vehicles a day. This excess capacity promotes higher speed traffic. Negative impacts of higher speed traffic includes: unfriendly pedestrian and bicycle environment, unsafe pedestrian crossings, and less viability of commercial properties.

3. Large expanses of parking in front of buildings detracts from the overall aesthetics of the streetscape.

4. Small, multiple parcels can be difficult to redevelop or attract new investment.

Existing Condition - Heman Park District

"Heman Park" District: Concept Sketch (Proposed Condition)

1. Denser residential (apartments, condominiums, or townhomes) north of Heman Park is a key economic development recommendation for the Heman Park District. The location adjacent to Heman Park will help drive residential demand. Parking should be to the rear of the building with either surface parking or within the building based on the parcel configuration and type of development. Denser residential north of Heman Park will help the viability of nearby retail and commercial uses.

2. Existing traffic volumes suggest that a road diet is feasible. A road diet on Olive Boulevard from 4-lanes to 2-lanes with a turn-lane will allow space for streetscape enhancements to provide increased safety for pedestrian and add value to adjacent properties.

3. A road diet on Olive Boulevard will promote traffic calming and allow the opportunity for increased pedestrian crossings to better connect residents north of Olive to Heman Park.

4. Temporary parking, package delivery, and bus stops should be accommodated.

Proposed Condition - Heman Park District

Note: The graphic above represents an example of a potential redevelopme scenario to help visualize the goals of the Economic Development Strategy. not intended to express action by the City to acquire or redevelop privately h properties. Any future redevelopment will depend on many factors including property ownership and market conditions.

"Olive Innovation" District: Concept Sketch (Existing Condition)

Existing Condition - Olive Innovation District

1. The vacant former Sur-Sav site is a prime development site.
2. The existing configuration of Olive Boulevard is 4-lanes. The street has excess capacity based on under 12,000 average vehicles a day. The limited right-of-way reduces the opportunity for streetscape enhancements to support adjacent development.
3. Existing development often encroaches to the existing curb line with a lack of sidewalk or pedestrian space.

"Olive Innovation" District: Concept Sketch (Proposed Condition)

Proposed Condition - Olive Innovation District

1. Development should include place-making opportunities that enhance the public realm and provide gathering areas.

2. Existing traffic volumes suggest that a road diet is feasible. A road diet on Olive Boulevard from 4-lanes to 2-lanes with a turn-lane will allow space for streetscape enhancements to provide increased safety for pedestrian and add value to adjacent properties.

3. Office Building

4. Apartments or Condominiums

5. Parking Garage
For office development to be viable on the north side of Olive Boulevard, structured parking will likely be necessary.

Note: The graphic above represents an example of a potential redevelopment scenario to help visualize the goals of the Economic Development Strategy. It is not intended to express action by the City to acquire or redevelop privately held properties. Any future redevelopment will depend on many factors including property ownership and market conditions.

Goal: Keep The Loop a Top Ten Street

- Promote and, if financially feasible, support engagement of full-time professional staff person to manage Special Business District operations, implementation of district initiatives and ensure compliance with statutory requirements. Additionally, this staff-person could serve as a liaison between tenant businesses and property owners to enhance understanding about SBD initiatives and promote communication of business needs.

- Use Loop Special Business District strategic plan to build consensus on: Loop marketing, special events, SBD operations and scope for public realm (discussed below).

- Conduct a comprehensive parking assessment and strategy for the Loop District, including existing on-street and off-street parking capacity, types of users, ticketing levels and cost to better understand the scope and magnitude of the challenges and to identify recommendations to address those issues. Depending upon available resources, a more comprehensive evaluation of public infrastructure would provide an opportunity to develop a public realm investment strategy to enhance the appearance of the Loop District. Given the impact of COVID-19 and the construction of the Loop Trolley, the City should ensure that any infrastructure improvements can be accomplished with minimal impact on business operations.

- Assemble and disseminate data about local crime activity, and where feasible, provide comparative data, in order to address and dispel public safety perceptions about the area. Information could be shared with local businesses and messaging incorporated into Explore U City micro-site.

- Actively enforce code requirements relating to property maintenance and encourage reinvestment in properties that contribute to a vibrant and welcoming environment that attract patrons and ensures long-term competitiveness of the district.

- Continue to monitor developments related to future operation of the Loop Trolley to remain informed and to determine actions to mitigate impacts on local businesses and the economy. To the extent feasible, City should ensure open communication lines with Loop businesses about new developments and to gather feedback on their potential effects and how to address them.

Goal: Implement City-Wide Strategies

- Create a sense of place through physical infrastructure to generate community pride and help define the community for others through entry markers at all key primary and secondary intersections (e.g. at I-170 and Delmar & Olive).

- Consider consistent signage, way-finding and other physical improvement help to establish, brand and frame the commercial districts and create a sense of place.

- Continue to improve public spaces throughout University City, especially in targeted commercial districts, that build on community history and assets and help to define these areas for residents, businesses and institutions and the surrounding community.

- Incorporate placemaking improvements into redevelopment agreements to leverage private investment.

- University City's historic architecture and neighborhood-based commercial properties create an authentic and appealing environment that attracts consumers and businesses to the community. The presence of older properties that are only marginally maintained or functionally obsolete undermines the City's ability to attract new businesses that may be overwhelmed or unable to secure financing for extensive renovations. The presence of vacant or under-utilized properties, even in the City's most iconic retail and entertainment districts, also can be off-putting to shoppers. Intentional engagement by the City with local property owners to encourage on-going investment and maintenance obligations are met will help ensure that real estate offerings are appealing and meet the expectations of modern consumers and users.

- Promote redevelopment of aging shopping areas in a manner that allows for increased density, repurposes excess parking capacity, promotes walkability and traffic calming by locating buildings nearer to the roadway rather than set back behind a sea of parking.

- Continue to pursue and evaluate flood mitigation opportunities to reduce impact of flooding on both residential and commercial properties and potentially expand developable sites within the City.

- Develop strategy and uniform policy framework for managing impact of non-profit entities on municipal revenues (payments in lieu of taxes or PILOTS).

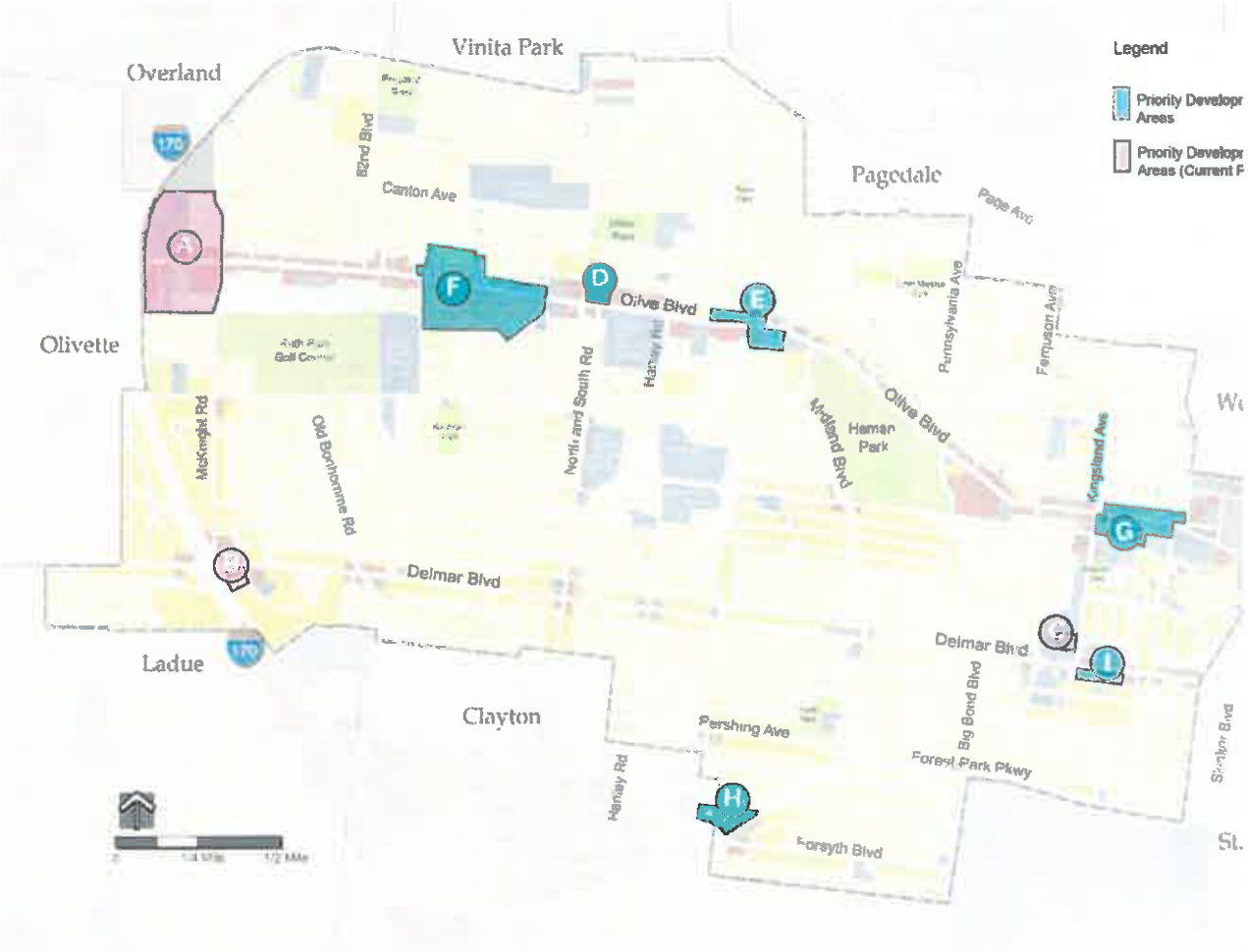
PRIORITY DEVELOPMENT AREAS

First Tier

- Olive Blvd and I170
- Delcrest Plaza
- Delmar-Harvard Elementary School
- Olive Blvd and North and South Rd
- Olive Blvd and Midland Blvd

Second Tier

- Olive Blvd and River Des Peres
- 6610 Olive (Former Sur-Sav)
- Forsyth
- West Loop



Upcoming Schedule

- Week of September 28th
  - Sign-up for small group meetings (via Zoom) with the planning team to your thoughts or ask questions.
  - Share your comments via an online comment form.

  Small group meeting registration and comment form available at www.InvestUCity.com

- Later this Fall
  - Your input and comments will help shape the draft Economic Documen Strategy document that will be released this Fall.

Thank You!

www.InvestUCity.com