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 February 22, 2021 meeting will be conducted via videoconference.

NOTICE OF STUDY SESSION
Economic Development Strategic Plan
VIA VIDEOCONFERENCE
February 22, 2021 at 5:30 p.m.

AGENDA
Requested by City Manager

1. Meeting called to order
2. Changes to Regular Agenda
3. Economic Development Strategic Plan
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/84464511592?pwd=ZUdjdnk5K1JrSUVQVVptWjFmdkZIQT09
Passcode: 484674

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

Audio Only Call

Or iPhone one-tap :
US: +19292056099,,84464511592# or +13017158592,,84464511592#
Or Telephone:
Dial(for higher quality, dial a number based on your current location):
US: +1 929 205 6099 or +1 301 715 8592 or +1 312 626 6799 or +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or 877 853 5247 (Toll Free) or 888 788 0099 (Toll Free)
Webinar ID: 844 6451 1592
International numbers available: https://us02web.zoom.us/u/kvLEK9PbB

Posted this 19th day of February, 2021.

LaRette Reese
City Clerk

City of University City

Council Agenda Item Cover

MEETING DATE: February 22, 2021

AGENDA ITEM TITLE: Economic Development Strategic Plan Draft Plan Discussion

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 the final draft of the proposed Economic Development Strategy for the City. Specifically, Mr. Stephen Ibendahl, of the I-5 group, will present the proposed draft to the Mayor and Council for their review and comment.

The primary purpose, of the study session presentation, is to provide City Council the proposed final draft of the plan and present the findings and draft strategies that have evolved during the task force discussions. The ultimate goal is to obtain additional feedback and address any questions that the City Council may have prior to presenting the formal document for City Council review and approval. Prior to the Study Session City Council members are encouraged to review the previously provided draft document and executive summary.

Attachments:
1. City Manager Memo
2. Executive Summary
3. Draft Economic Development Strategy

Department of Planning and Development
6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 862-6767, Fax: (314) 862-3168

MEMORANDUM

TO: Gregory Rose, City Manager

CC: LaRette Reese, City Clerk

FROM: Clifford Cross, Director of Planning & Development

DATE: February 5, 2021

SUBJECT: Material For February 22, 2021 Study Session

At the upcoming February 22, 2021 City Council Study Session, the Council will be provided a presentation pertaining to the final draft of the proposed Economic Development Strategy that has been drafted by the i5 group based upon community input, City Council input and multiple discussions/meetings by an appointed Economic Development Strategy Task Force.

The primary purpose of the update is present the final draft to the City Council to obtain feedback and address any questions that the City Council may have prior to bringing it to them for final acceptance. As a result, staff has attached the executive summary and draft document for their review prior to the meeting. Due to the amount of content we are requesting that Ms. Reese forward the electronic and physical copies prior to incorporating it into an official agenda packet.

Attachments:
1. Executive Summary
2. Draft Economic Development Strategy

EXECUTIVE SUMMARY

UNIVERSITY CITY

ECONOMIC DEVELOPMENT STRATEGY

With its convenient location in the St. Louis region, a diverse mix of businesses, renowned institutions, and vibrant neighborhoods, University City already has numerous economic assets. This Economic Development Strategy provides direction for University City to better utilize its economic assets to advance the future of the City's businesses and residents to grow the City's tax base and to increase economic opportunity.

While a long term strategy for economic growth, it is also important to recognize the tremendous impact COVID-19 has had on the economy in University City and elsewhere. However, communities cannot remain static in recovering from COVID-19. This Economic Development Strategy will better position the City to recover from the impacts of COVID-19 by creating a shared vision for economic development, provide confidence to existing and potential businesses to invest in University City, and provide a competitive advantage compared to other communities.

The University City Economic Development Strategy centers around six economic development principles that draw on best practices while taking into consideration the unique aspects of University City.

> ***The University City Economic Development Strategy creates a shared vision for economic development in the City.***

PRINCIPLE 1: GROW EXISTING AND EMERGING BUSINESS SECTORS

Best practices in economic development call for promoting a diverse economic base that builds on community strengths. Supporting industry sectors or clusters that are significant employers and/or revenue generators in the community is an important part of the equation and a more effective use of resources than trying to promote a broad range of industries. Targeting key industry cluster strengths means investing in areas that sustain the attractiveness of a community to firms and workers in those sectors, creating growth that builds upon itself. The targeted sectors for University City noted below, include both core and emerging sectors.

- 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 areas of the City will benefit from existing or increased residential.)*

GOALS

Support Core Industry Strengths to Increase Tax Revenues

Foster Increased Industry Diversity to Create a More Resilient Economy

Measuring Success

Increase of existing and emerging cluster businesses.

Increase in property and sales tax revenues.

PRINCIPLE 2: ENSURE EQUITABLE ECONOMIC OPPORTUNITIES

University City's diverse population and commitment to promoting small businesses affords it the opportunity to promote economic advancement that is inclusive of the entire community. University City should ensure that economic development activities, policies and programs benefit all members of the community. Ensuring representation of diverse groups of constituents in economic development decision making will lead to policies and practices that produce better outcomes for all.

GOALS

Invest in the 3rd Ward

Support Minority Entrepreneurs

Equitable City Policies and Practices

Measuring Success

Increase in household income, especially in the 3rd Ward.

Novus and City revenue invested in the 3rd Ward.

Increase in the number of minority businesses receiving City contracts.

PRINCIPLE 3: SUPPORT UNIVERSITY CITY BUSINESSES AND WORKERS

Business retention and expansion focuses on engagement with local businesses to understand their existing and future needs. This engagement is especially important as businesses recover from COVID-19. Growing University City's broad base of locally-owned businesses creates both economic and community benefits for the City.

Talent retention and expansion strategies serve the dual benefit of increasing local employment opportunities, while positioning University City as an attractive place to locate or expand a business.

GOALS

Focus on the Needs of Existing Businesses

Invest in Workforce Development for Residents

Retain Existing Businesses in University City

Increased Focus on the International District

Amplify the Voice of Local Businesses

Grow Next Generation of Small Business Owners in University City

Support Additional Neighborhood Retail

Measuring Success

Increase level of business satisfaction with operating in University City.

Increase the number of City residents employed by targeted industry cluster businesses.

PRINCIPLE 4: COLLABORATE WITH LOCAL AND REGIONAL PARTNERS

Effective collaboration with local economic drivers and regional organizations positions University City to capitalize on resources and programs that can have a positive impact on the growth and development of the City.

A cooperative working relationship with Washington University will be instrumental in developing priorities such as the Innovation District, commercial properties along Olive Boulevard, and residential housing in the 3rd Ward.

Support from regional agencies such as the Missouri Department of Transportation and the U.S. Army Corps of Engineers will be critical for investment along Olive Boulevard.

GOALS

Strengthen Relationship with Washington University

Connect to Regional Economic Resources

Align Regional Agencies for Investment along Olive Boulevard

Measuring Success

A mutually beneficial relationship with Washington University.

Additional resources for infrastructure improvements.

PRINCIPLE 5: CELEBRATE AND PROMOTE UNIVERSITY CITY

Effectively communicating a positive brand or image increases a community's potential to attract and retain residents, businesses, and workers. University City's central location, accessibility and well-educated population, along with its image as a diverse, amenity rich community characterized by walkable neighborhoods and historic architecture, are assets that can be highlighted and celebrated for economic development ends.

GOALS

Maximize Online Economic Development Impact

Elevate University City's Brand

Market Distinct Areas of the City

Celebrate the Arts in University City

Measuring Success

Increase in website visits to 'Explore U City' and followers on social media.

Increase in sales tax revenues generated by specific districts in University City.

PRINCIPLE 6: UTILIZE PLACE-BASED SOLUTIONS

The recommendations and strategies of this Economic Development Strategy are not a "one-size-fits-all" approach. Recommendations are tailored for certain areas of the City. University City is home to many existing "place-based" developments. The U City Loop and numerous neighborhood business clusters have a wonderful sense of scale and place. There is an opportunity to lay the groundwork for expanding revitalization, investment, and growth to new areas in the City.

Concept sketch of the Olive Innovation District

GOALS

Redevelop and Re-invest in Olive Boulevard

Maintain The Loop as a Top Ten Street

Enhance Visitor Experience City-Wide

Measuring Success

Completion of streetscape and infrastructure improvements.

Increase in the number of vacant or underutilized properties occupied and redeveloped.

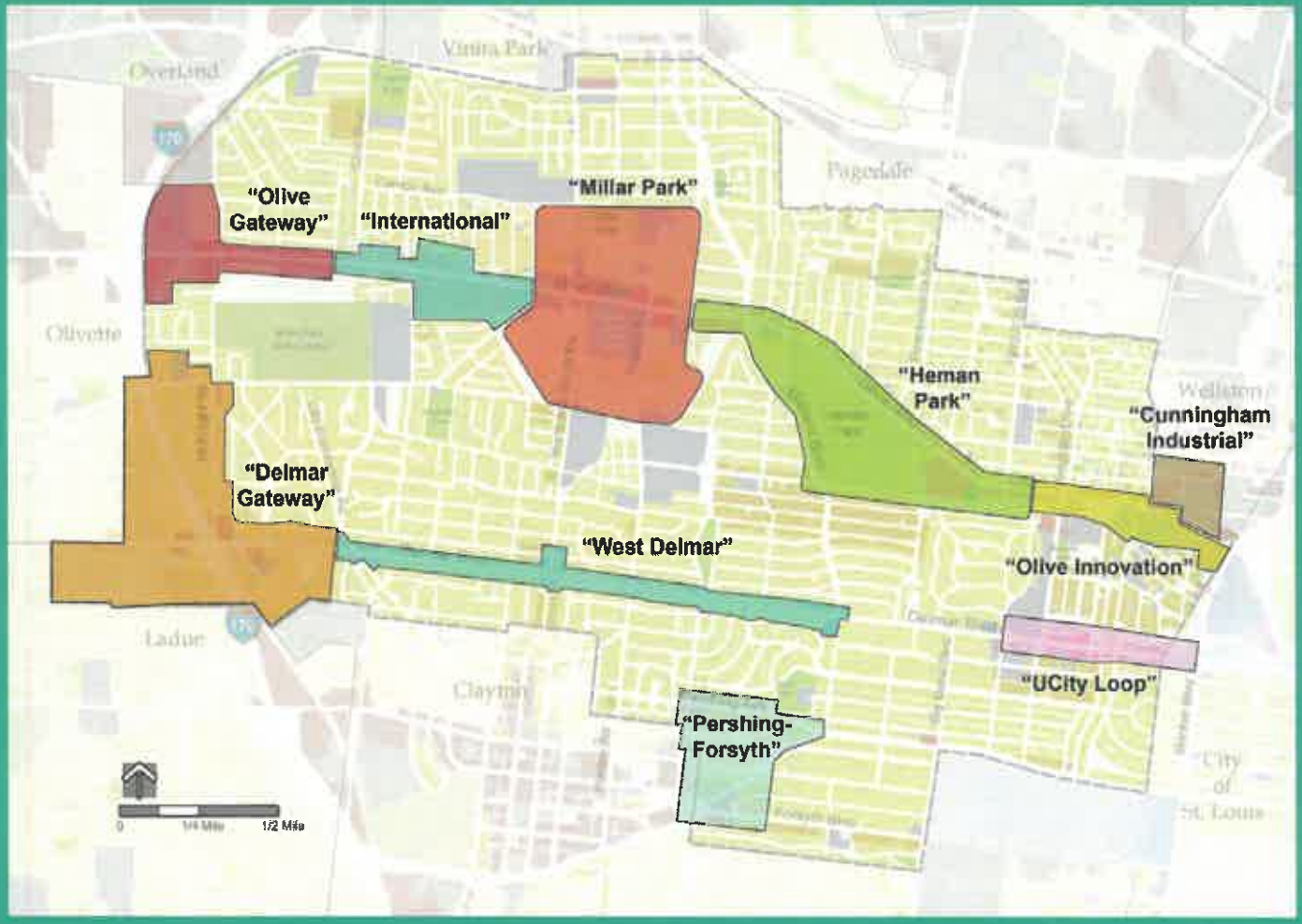
DISTRICTS: A FRAMEWORK FOR PLACE-BASED GROWTH

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.

Chapter 3 provides an overview of each District. For each District, recommendations are provided in the following areas:

- Economic Development
  Key business sectors are listed that align with 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 U City."
- 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	
U City 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.)

DRAFT

UNIVERSITY CITY
ECONOMIC DEVELOPMENT STRATEGY

OCTOBER 2020

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INSTRUCTIONS FOR COMMENTING ON THE DRAFT ECONOMIC DEVELOPMENT STRATEGY

Thank you for taking the time to review and comment on the draft Economic Development Strategy. Comments can be sent digitally or by mail. To comment digitally, please visit www.InvestUCity.com to access the comment form.

The final Economic Development Strategy is expected to be released in December.

To comment by mail, please send comments to:
Clifford Cross, AICP
Director of Planning & Development
City of University City
6801 Delmar Boulevard
University City, MO 63130

The draft Economic Development Strategy can be downloaded at www.InvestUCity.com

Comments will be accepted until November 30, 2020.

ACKNOWLEDGMENTS

City Council
Terry Crow | Mayor
Jeff Hales | 1st Ward Councilmember
Steve McMahon | 1st Ward Councilmember
Tim Cusick | 2nd Ward Councilmember
Aleta Klein | 2nd Ward Councilmember
Stacy Clay | 3rd Ward Councilmember
Bwayne Smotherson | 3rd Ward Councilmember

Task Force - Economic Development Strategy
Matt Bellows
Kurt Eller
Matthew Erker
Sam Estep
Susan Glassman
Natasha Kwan
Karen Neilson
Frank Ollendorf
Byron Price
Bwayne Smotherson
Kathleen Sorkin
Kevin Taylor

City Staff
Gregory Rose | City Manager
Clifford Cross | Director of Planning and Development

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Colliers International
Allison Gray

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PLACE-BASED GROWTH STRATEGIES

CHAPTER 4 121
IMPLEMENTATION

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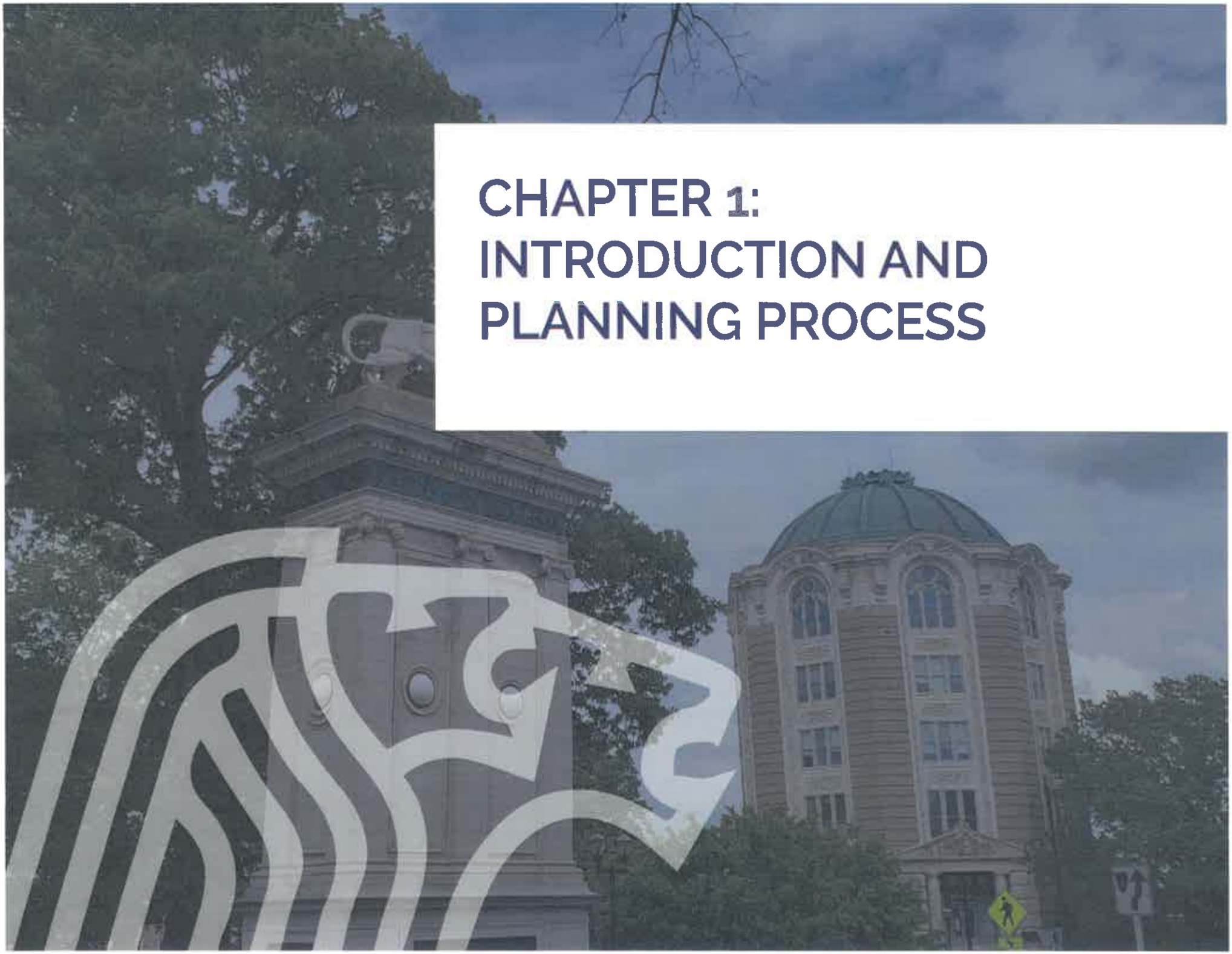


CHAPTER 1: INTRODUCTION AND PLANNING PROCESS

INTRODUCTION

With its convenient location in the St. Louis region, a diverse mix of businesses, renowned institutions, and vibrant neighborhoods, University City already has numerous economic assets. This Economic Development Strategy provides direction for University City to better utilize its economic assets to advance the future of the City's businesses and residents to grow the City's tax base and increase economic opportunity.

COVID-19 has had a tremendous negative impact on the economy in University City and elsewhere. However, communities cannot remain static in recovering from COVID-19. This Economic Development Strategy will better position the City to recover from the impacts of COVID-19 by creating a shared vision for economic development, provide confidence to existing and potential businesses to invest in University City, and provide a competitive advantage compared to other communities.

This Economic Development Strategy is composed of four chapters. Chapter 1 provides an overview of the planning process. Chapter 2 is the core of the document with recommendations and detailed actions grouped under six economic development principles. Chapter 3 includes strategies for place-based growth, priority development sites, and best practices of place-making. Chapter 4 includes additional implementation information to supplement the detailed implementation actions in Chapter 2. The Chapter also includes a set of metrics for the City to track progress over time.

TASK FORCE

A Task Force was appointed by the City Council and Mayor to help guide the development of the Economic Development Strategy. The primary purpose of the Task Force was as an advisory group to the planning team and to act as a sounding board during the process.

Each Councilmember was able to appoint two members to the Task Force. The Mayor was able to appoint three members. Task Force members included:

Matt Bellows
Kurt Eller
Matthew Erker
Sam Estep
Susan Glassman
Natasha Kwan
Karen Neilson
Frank Ollendorf
Byron Price
Bwayne Smotherson
Kathleen Sorkin
Kevin Taylor

The first Task Force meeting was held on February 3, 2020. Task Force meetings were suspended in March due to COVID-19. Meetings resumed in June via Zoom.

The schedule of Task Force meetings:
February 3, 2020
June 4, 2020
July 14, 2020
August 27, 2020
September 10, 2020
October 29, 2020

Presentations and documents from Task Force meetings are available at www.InvestUCity.com.

Task Force Meeting #1 on February 3,

STAKEHOLDER MEETINGS

Individual and small group stakeholder meetings are a great early step in the economic development strategy. Stakeholder meetings have multiple benefits. One, the meetings identify early in the process key issues and priorities. The meetings allow for a more robust dialogue than is often possible in a larger meeting setting. Second, the meetings begin to identify "project champions" that can assist in promoting the planning process and the plan itself.

In February and March the planning team conducted a series of stakeholder and focus group meetings with various property owners, businesses, entrepreneurs, organizations, institutions, Task Force members, and City Council members. The initial goal was to conduct 15-20 meetings. The planning team ended up conducting 30 meetings. The planning team strove to meet with stakeholders from across the City.

Stakeholder meeting with small business owners February 18, 2020

Meetings Included (in alphabetical order):

Jonathan Browne, Novus Companies
Capacity (Jenny Fritz, Kathryn Love)
Paulette Carr, Councilmember
Stacy Clay, Councilmember
Terry Crow, Mayor
Tim Cusick, Councilmember
Charles Deutsch, The Gatesworth
Sam Estep, Task Force Member and Saratoga Capital Group
Nina Ganci, SKIF International
Mary Gorman, Property Owner (and tenants: Clarity Salon & Spa, Ivy Grace Boutique, Subterranean Books, Three Kings Pub, The Wizards Wagon)
Jeff Hales, Councilmember
Deborah Henderson, Midwest Association of Farmers Markets
Stacey Hudson, CORE Facility Services
Bill Krenn, Winco Windows
Arthur Krichevsky, Kismet Pharmacy
Natasha Kwan, Task Force Member and Small Business Owner
Loop Special Business District Board
Steve McMahon, Councilmember
Sean Mullins, Asian American Chamber of Commerce
John Simanowitz, Integrity
Bwayne Smotherson, Councilmember and Task Force Member
Steve Stone, Property Owner
Kevin Taylor, Task Force Member
Ty Thornhill, Desco Group
Max Tsai, Gourmet Soy Foods
University City School District (Susan Hill, Clay Ware)
Dan Wald, Rodan Management
Washington University (Mary Campbell, Stephen Condrin, Jodie Lloyd, JoAnna Schooler)
Jeff Weintrop, Silver Lady

COMMUNITY ENGAGEMENT

As the draft recommendations were released in September 2020, a community open house was originally planned to gain feedback. Because of COVID-19, a virtual community engagement process was utilized to share the draft recommendations.

Elements of the virtual engagement included a thirty-minute overview video by the planning team that was posted on www.InvestUCity.com. The engagement was marketed via University City's e-newsletters, social media, and community institutions such as the University City School District.

Since the University City Library was one of the few public facilities open to the public for limited use, overview banners of the economic development strategy were placed at the entrance to highlight the draft recommendations and ways to provide feedback.

Residents were able to provide comments and feedback via an online comment form or by attending small group meetings with the planning team via Zoom.

Small group meeting dates included:
Tuesday, September 29th at Noon
Tuesday, September 29th at 1:00pm
Wednesday, September 30th at 9:00am
Thursday, October 1st at Noon
Thursday, October 1st at 6:00pm
Friday, October 9th at Noon

Above: Facebook post of engagement activities.
Top Left: Banners at University City Library to raise awareness.
Left: Overview video of the draft recommendations.

SCHEDULE

The 'Assessment and Market Analysis' was released in March 2020. The 'Assessment and Market Analysis' included a summary of the SWOT analysis and detailed data including demographics, tapestry reports, market and industry clusters, commercial real estate, activity hubs, and market indicators.

1 Economic and Market Assessment

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

Deliverable: Assessment and Market Analysis Report

January - June 2020

2 Draft Economic Development Strategy

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

Deliverable: Draft Economic Development Strategy

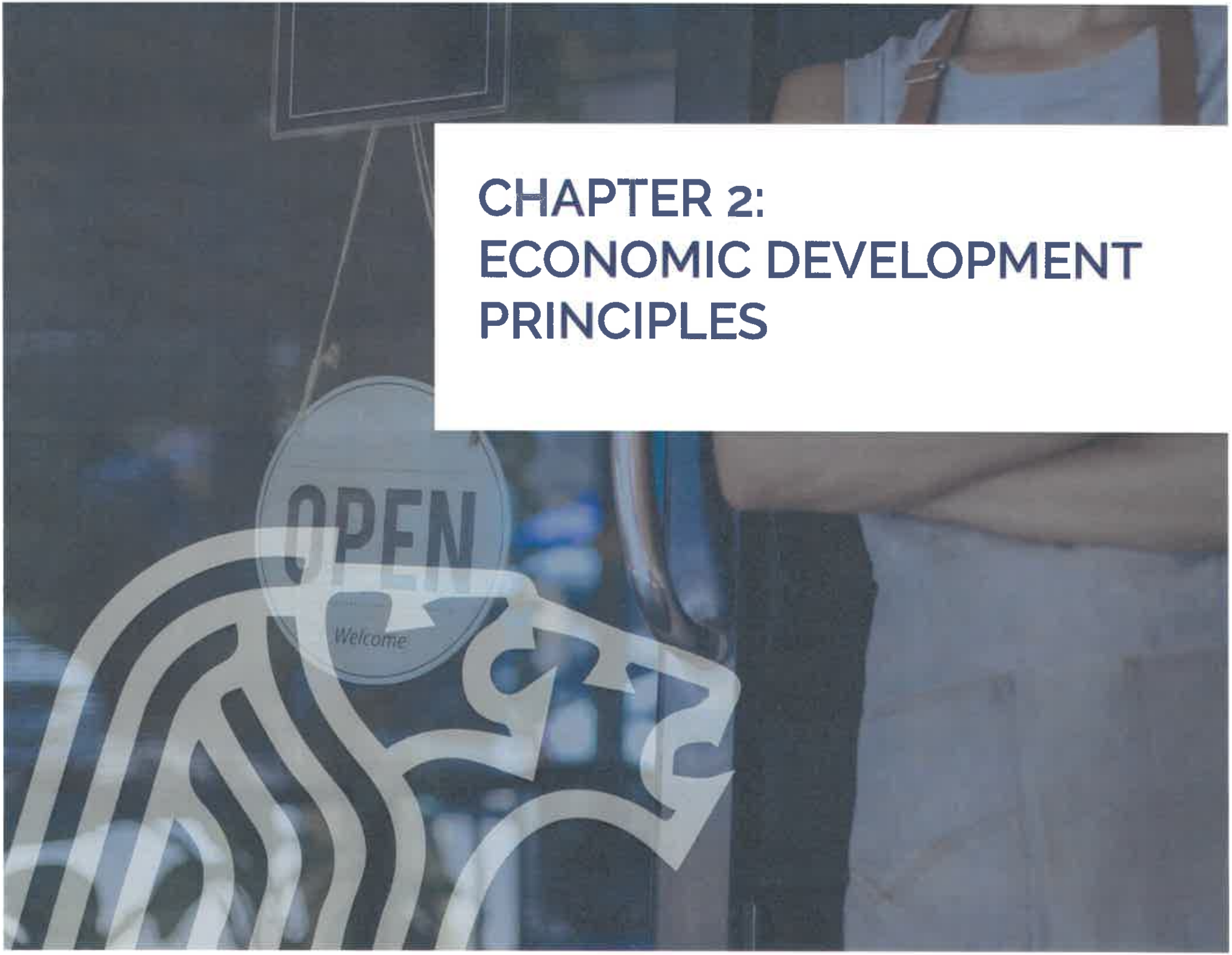
June - October 2020

3 Final Economic Development Strategy and Adoption

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

Deliverable: Final Economic Development Strategy

October - Dec 2020



CHAPTER 2: ECONOMIC DEVELOPMENT PRINCIPLES

ECONOMIC DEVELOPMENT PRINCIPLES

Economic development strategies generally center on growing a community's economic base by retaining, growing and attracting businesses that provide quality employment opportunities, typically in industries that produce goods or services. Fostering industry sector diversity and building on the local strengths helps to ensure a diversified tax base that contributes to a community's long-term financial resiliency. Financial resiliency refers to ensuring a diverse financial foundation that supports municipal operations for city residents, businesses and institutions, and that contributes to the quality of life in a community. Financial resiliency arises directly from revenues generated in and by a city (primarily through municipal taxes) as well as indirectly from measures that help ensure a vibrant and growing community that enables a city to increase or maintain its revenues.

The economic development principles, goals, and recommendations described in this Chapter seek to achieve these ends and draw on best practices while taking into consideration the unique aspects of University City's industry cluster characteristics; demographic profile; real estate, infrastructure and other assets; and challenges that bear on economic development opportunities.

Principle 1: Grow Existing and Emerging Business Sectors

Principle 2: Ensure Equitable Economic Opportunities

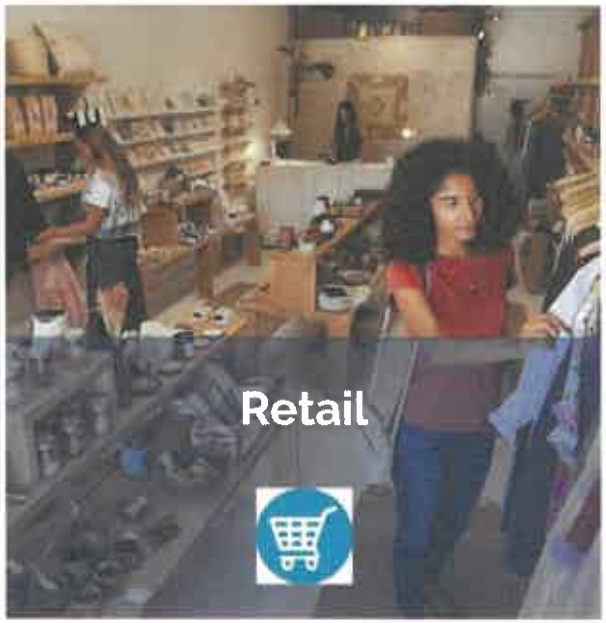
Principle 3: Support University City Businesses and Workers

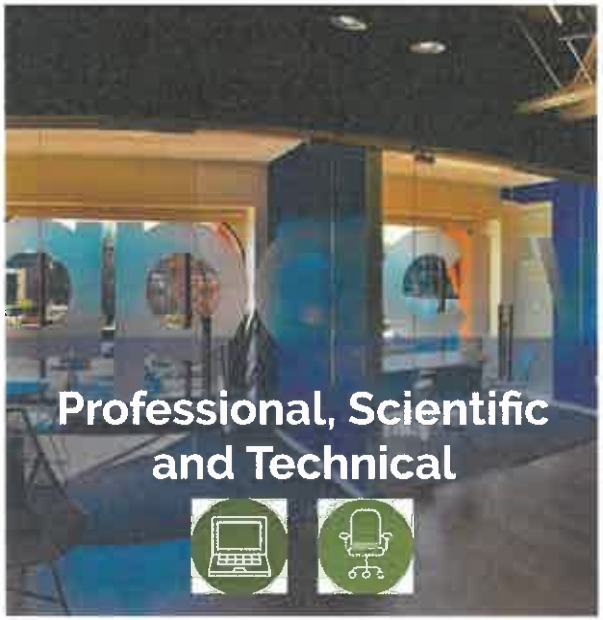
Principle 4: Collaborate With Local and Regional Partners

Principle 5: Celebrate and Promote University City

Principle 6: Utilize Place-Based Solutions

PRINCIPLE 1: GROW EXISTING AND EMERGING BUSINESS SECTORS





Overview

Best practices in economic development call for promoting a diverse economic base that builds on community strengths. Supporting industry sectors or clusters that are significant employers and/or revenue generators in the community is an important part of the equation and a more effective use of resources than trying broadly to promote a broad range of industries. Industry cluster development also may include, where feasible, fostering growth of nascent industries that may be based on a local strategic strength, e.g., logistics for communities with a central location and strong transportation networks.

Targeting key industry cluster strengths means investing in areas that sustain the attractiveness of a community to firms and workers in those sectors, creating growth that builds upon itself. Growth based on more specialized strengths often gives rise to a base of expertise that positions a community for growth in a new, related area. The Location Quotient (LQ), which measures industry concentrations in light of national averages, helps identify a community's industry clusters. With the national average concentration set at 1.0, any measure in excess of this figure may be considered an industry cluster.

University City enjoys a fairly diverse base of businesses given its relatively small size. Its dominant and emerging industry clusters are manageable in number and provide a broad tax base and range of employment opportunities for City residents. In University City, Accommodations & Food Services (LQ 2.04) and Health Care & Social Assistance LQ (1.21) emerge as the dominant industry sectors. Emerging clusters include both Retail (.91) and the Professional, Scientific and Technical (.88) sectors, which appears largely due to the growing tech sector businesses in the City. Although concentrating economic development efforts on University City's dominant and emerging industry clusters is the primary focus of the recommendations, secondary efforts to promote Manufacturing represent an opportunity to supplement and support these principal market areas.

"Targeting key industry cluster strengths means investing in areas that sustain the attractiveness of a community to firms and workers in those sectors, creating growth that builds upon itself."

Goal 1.1: Support Core Industry Strengths to Increase Tax Revenues

- Accommodations and Food Service
- Health Care & Social Assistance

Goal 1.2: Foster Increased Industry Diversity to Create a More Resilient Economy

- Retail
- Professional, Scientific and Technical
- Manufacturing

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 repurpose 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.

- Support hotel development consistent with study recommendations, prioritizing the more imminent Tristar development on Kingsland between the U City Loop and Innovation Districts that will have a more immediate impact of municipal tax revenues.

- Continue to actively promote the diversity of dining establishments throughout the City (especially in the International District and the Loop) through the Explore U City website and email newsletters as well as other City marketing and communications. The City continues to optimize its Explore U City website and enhance its local e-blasts. Expand such efforts to attract and engage non-resident markets 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.

- 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 taxpayers, businesses in the Health Care and Social Assistance industry cluster are a key part of the City's economy and offer residents employment opportunities, particularly entry-level positions. 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.

- 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, MET Center, Special School District and Washington University.

- Highlight the critical mass of senior living facilities and related services 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

While Retail is characterized as an emerging cluster, its relatively high LQ suggests that it is a well-established sector in the community and an important part of the City's tax base. With the advent of COVID-19 along with changes in consumer preferences and shifts from brick and mortar to online purchasing, efforts to support and stabilize this sector will be an essential part of the City's economic development strategy.

- 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 have contributed to the Economic Development 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 online 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) and, if appropriate, to be positioned to offer alternative locations along the Olive corridor.

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

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

Share Tapestry Market Profiles

Tapestry market profiles and data should be shared with local property owners to aid in recruiting retail businesses that align with the local consumer market. The following are the key tapestry data for University City.

Tapestry Segmentation classifies neighborhoods into 67 unique segments based not only on demographics but also socioeconomic characteristics.

LifeMode groups represent markets with a common experience—born in the same generation or immigration from another country—or a significant demographic trait, like affluence. Tapestry Segments are classified into 14 LifeMode groups. (Source - ESRI and Colliers International)

26.9% FAMILY FOUNDATIONS

Family and faith are the cornerstones of life in these communities. Older children, still living at home, working toward financial independence, are common within these households. Neighborhoods are stable: little household growth has occurred for more than a decade.

Many residents work in the health care industry or public administration across all levels of government. Style is important to these consumers, who spend on clothing for themselves and their children, as well as on smartphones.

17.7% URBAN CHIC

Urban Chic residents are professionals that live a sophisticated, exclusive lifestyle. Half of all households are occupied by married-couple families and about 30% are singles. These are busy, well-connected, and well-educated consumers—avid readers and moviegoers, environmentally active, and financially stable.

This market is a bit older, with a median age of 43 years, and growing slowly, but steadily.

11.4% EMERALD CITY

Emerald City's denizens live in lower-density neighborhoods of urban areas throughout the country. Young and mobile, they are more likely to rent. Well educated and well employed, half have a college degree and a professional occupation. Incomes close to the US median come primarily from wages, investments, and self-employment.

This group is highly connected, using the Internet for entertainment and making environmentally friendly purchases. Long hours on the Internet are balanced with time at the gym. Many embrace the "foodie" culture and enjoy cooking adventurous meals using local and organic foods. Music and art are major sources of enjoyment. They travel frequently, both abroad and domestically.

Tapestry Segmentation Profiles in University City

8.4% RETIREMENT COMMUNITIES

Retirement Communities neighborhoods are evenly distributed across the country. They combine single-family homes and independent living with apartments, assisted living, and continuous care nursing facilities. Over half of the housing units are in multi-unit structures, and the majority of residents have a lease. This group enjoys watching cable TV and stays up-to-date with newspapers and magazines. Residents take pride in fiscal responsibility and keep a close eye on their finances.

Although income and net worth are well below national averages, residents enjoy going to the movies, fishing, and taking vacations. While some residents enjoy cooking, many have paid their dues in the kitchen and would rather dine out.

8.2% COLLEGE TOWNS

About half the residents of College Towns are enrolled in college, while the rest work for a college or the services that support it. Students have busy schedules but make time between studying and part-time jobs for socializing and sports. Students that are new to managing their own finances tend to make impulse buys and splurge on the latest fashions.

This digitally engaged group uses computers and cell phones for all aspects of life including shopping, schoolwork, news, social media, and entertainment. College Towns are all about new experiences, and residents seek out variety and adventure in their lives.

6.4% LAPTOPS & LATTES

Laptops and Lattes residents are predominantly single, well-educated professionals in business, finance, legal, computer, and entertainment occupations. They are affluent and partial to city living—and its amenities. Neighborhoods are densely populated, primarily located in the cities of large metropolitan areas. Many residents walk, bike, or use public transportation to get to work; a number work from home. Although single householders technically outnumber couples, this market includes a higher proportion of partner households, including the highest proportion of same-sex couples. Residents are more interested in the stock market than the housing market. Laptops and Lattes residents are cosmopolitan and connected —technologically savvy consumers. They are active and health conscious, and care about the environment.

Tapestry LifeModes in University City

Eight of the fourteen Tapestry LifeModes are present in University City. The eight LifeModes are described as follows.

LifeMode 1 Affluent Estates

- Established wealth—educated, well-traveled married couples
- Accustomed to "more": less than 10% of all households, with 20% of household income
- Homeowners (almost 90%), with mortgages (65.2%)
- Married couple families with children ranging from grade school to college
- Expect quality; invest in time-saving services
- Participate actively in their communities
- Active in sports and enthusiastic travelers

LifeMode 2 Upscale Avenues

- Prosperous married couples living in older suburban enclaves
- Ambitious and hard-working
- Homeowners (70%) prefer denser, more urban settings with older homes and a large share of townhomes
- A more diverse population, primarily married couples, many with older children
- Financially responsible, but still indulge in casino gambling and lotto tickets
- Serious shoppers, from Nordstrom's to Marshalls or DSW, that appreciate quality, and bargains
- Active in fitness pursuits like bicycling, jogging, yoga, and hiking
- Subscribe to premium movie channels like HBO and Starz

LifeMode 3 Uptown Individuals

- Young, successful singles in the city
- Intelligent (best educated market), hard-working (highest rate of labor force participation) and averse to traditional commitments of marriage and home ownership
- Urban denizens, partial to city life, high-rise apartments and uptown neighborhoods
- Prefer credit cards over debit cards, while paying down student loans
- Green and generous to environmental, cultural and political organizations
- Internet dependent, from social connections to shopping for fashion, tracking investments, making travel arrangements, and watching television and movies
- Adventurous and open to new experiences and places

LifeMode 5 GenXurban

- Gen X in middle age; families with fewer kids and a mortgage
- Second largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees
- About a fifth of residents are 65 or older; about a fourth of households have retirement income
- Own older single-family homes in urban areas, with 1 or 2 vehicles
- Live and work in the same county, creating shorter commute times
- Invest wisely, well-insured, comfortable banking online or in person
- News junkies (read a daily newspaper, watch news on TV, and go online for news)
- Enjoy reading, renting movies, playing board games and cards, doing crossword puzzles, going to museums and rock concerts, dining out, and walking for exercise

LifeMode 8 Middle Ground

- Lifestyles of thirtysomethings
- Millennials in the middle: single/married, renters/homeowners, middle class/working class
- Urban market mix of single-family, townhome, and multi-unit dwellings
- Majority of residents attended college or attained a college degree
- Householders have ditched their landlines for cell phones, which they use to listen to music (generally contemporary hits), read the news, and get the latest sports updates of their favorite teams
- Online all the time: use the Internet for entertainment (downloading music, watching YouTube, finding dates), social media (Facebook, Twitter, LinkedIn), search for employment
- Leisure includes night life (clubbing, movies), going to the beach, some travel and hiking

LifeMode 9 Senior Styles

- Senior lifestyles reveal the effects of saving for retirement
- Households are commonly married empty nesters or singles living alone; homes are single-family (including seasonal getaways), retirement communities, or high-rise apartments
- More affluent seniors travel and relocate to warmer climates; less affluent, settled seniors are still working toward retirement
- Cell phones are popular, but so are landlines
- Many still prefer print to digital media: Avid readers of newspapers, to stay current
- Subscribe to cable television to watch channels like Fox News, CNN, and The Weather Channel
- Residents prefer vitamins to increase their mileage and a regular exercise regimen

LifeMode 12 Hometown

- Growing up and staying close to home; single householders
- Close knit urban communities of young singles (many with children)
- Owners of old, single-family houses, or renters in small multi-unit buildings
- Religion is the cornerstone of many of these communities
- Visit discount stores and clip coupons, frequently play the lottery at convenience stores
- Canned, packaged and frozen foods help to make ends meet
- Purchase used vehicles to get them to and from nearby job

LifeMode 14 Scholars and Patriots

- College and military populations that share many traits due to the transitional nature of this LifeMode Group
- Highly mobile, recently moved to attend school or serve in military
- The youngest market group, with a majority in the 15 to 24 year old range
- Renters with roommates in nonfamily households
- For many, no vehicle is necessary as they live close to campus, military base or jobs
- Fast-growing group with most living in apartments
- Part-time jobs help to supplement active lifestyles
- Millennials are tethered to their phones and electronic devices, typically spending over 5 hours online every day tweeting, blogging, and consuming media
- Purchases aimed at fitness, fashion, technology and the necessities of moving
- Highly social, free time is spent enjoying music, being out with friends, seeing movies
- Try to eat healthy, but often succumb to fast food

Professional, Scientific and Technical

Supporting professional firms through targeted support for growing tech companies along with ensuring the City has sufficient, quality commercial space will help to expand an important component of this emerging cluster.

- 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.

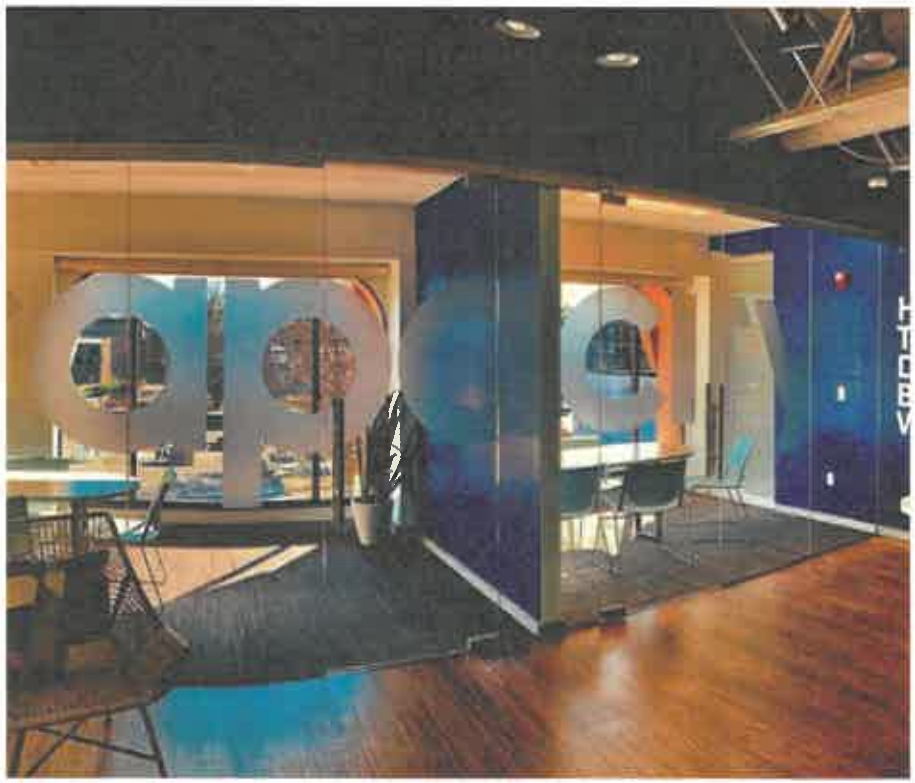
- Encourage the development of new office space, especially in the Olive Innovation District, to provide options for retaining growing companies in the City and attracting new firms.

- Advocate redevelopment of the former Commerce Bank and Craft Alliance properties that includes office space suitable for new and expanding tech companies that tend to co-locate with other tech firms, thereby leveraging the concentration in the Loop of the City's largest tech companies.

- 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.

- To support emerging cluster growth, establish a land assemblage and demolition program to proactively acquire properties, especially along Olive Boulevard in the Millar Park/Central Olive and Heman Park Districts, in order to create buildable sites

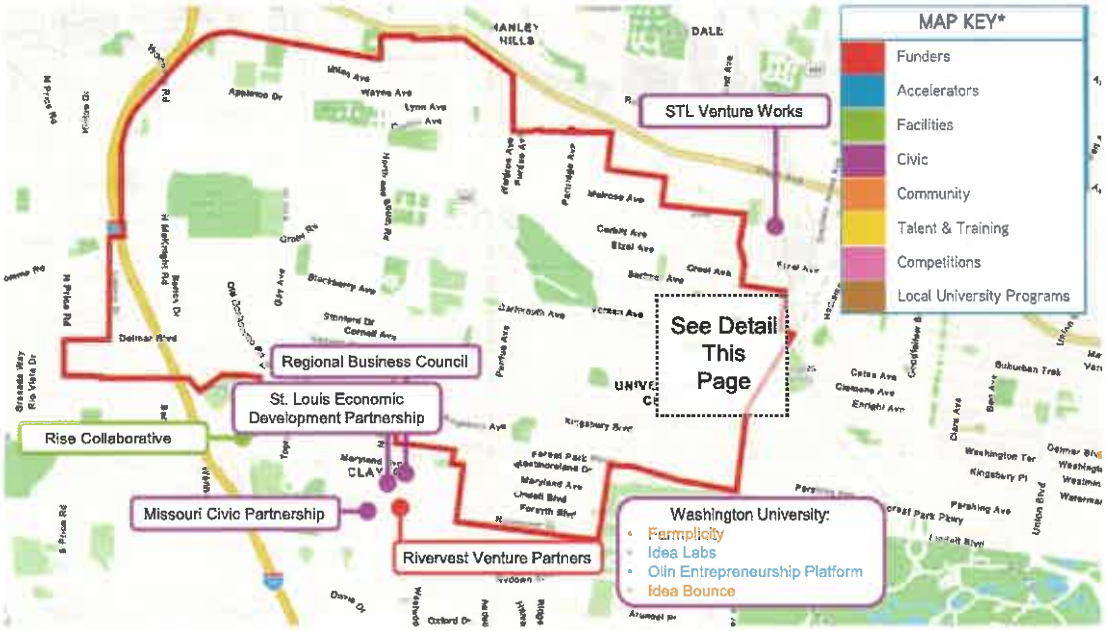


that can accommodate new commercial office and/or retail businesses. The development of office space on Olive is a natural extension and will build upon the creation of the new offices in the Harvard building in Tristar's anticipated development. Complementing the repurposed Delmar Harvard school property, additional new development along Kingsland (the Lewis Center co-working space; senior living residences) will create a vital link between the U City Loop and Olive Boulevard will strengthen the Loop and promote revitalization within the Heman Park and Olive Innovation Districts.

Professional, Scientific and Technical: Growing the Tech Footprint

University City is already well placed in the start-up ecosystem as the map below illustrates. Within University City, the growing tech sector is a strong attractor for tech employees. The opening of the Lewis Collaborative on Kingsland Avenue will feature apartments, live/work studios, and the TechArtista co-working center.

Olive Boulevard is a natural extension of expanding University City's growing tech sector with Kingslands Avenue and the Lewis Collaborative connecting the "Olive Innovation District" and the "U City Loop."



Above: Concept sketch of the "Olive Innovation District"
Left: Map of start-up ecosystem adjacent to University City.

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.

"In 2019, three of the top ten largest employers in University City were involved in manufacturing or supplies."

PRINCIPLE #1: GROW EXISTING AND EMERGING BUSINESS SECTORS
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Initiate retail sector focus group and one-on-one-visit program to identify key sector challenges from COVID-19 as part of BRE efforts	Foster Increased Industry Diversity to Create a More Resilient Economy	1	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor	
Ensure open and ongoing dialogue with Novus to ensure City supports developer's efforts to attract national retailers to locate in the Olive Gateway District (Olive/170 development) and potentially in other areas of the Olive corridor	Foster Increased Industry Diversity to Create a More Resilient Economy	1	Intermediate Term (Year 1 to eighteen month) and ongoing	TIF in place, Chapt. 353	Planning & Economic Development staff	
Assign City staff member to facilitate and expedite municipal approval processes for Tru Hotel Development	Support Core Industry Strengths to Increase Tax Revenues	1	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor	
Reduce municipal staff and commission review periods, authorize concurrent reviews and leverage new Planning Department software to expedite development review and approval process	Support Core Industry Strengths to Increase Tax Revenues	1	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor	
Develop programming and/or programming partnerships to address identified needs or challenges of retail businesses based on information gathered from focus groups/visits	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor	St. Louis Economic Development Partnership, Missouri Small Business Development Center, Legal Services of Eastern Missouri
Develop a 'shop-local strategy' in partnership with local retailers (e.g., shared marketing and branding, events, discounts, loyalty programs etc.)	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST	Planning & Economic Development staff/contractor and Marketing and Communications staff/contractor	Business association/alliance (see Principle #3)
Share tapestry data with local property owners and developers (including Novus) to aid in recruiting retail tenants.	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Near Term (next 6 months)	N/A	Planning & Economic Development staff	Local property owners, developers

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Initiate BRE visits with key technology firms to begin to build relationships and understand needs and identify follow up resources or supporting partners	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor	Dependent upon findings
Communicate City's desire for development that includes office space to accommodate tech cluster growth and existing firm expansions in targeted districts and sites	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Intermediate Term (Year 1 to eighteen months) and ongoing	N/A	Planning & Economic Development staff	Washington University, Real Estate Developers
Develop content that highlights key City strengths appealing to tech industry for use in City communications and marketing materials and deploy on Explore UCity website	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST	Planning & Economic Development staff/contractor and Marketing and Communications staff/contractor	
Inventory property and development requirements in targeted districts to develop profile of potential developable sites (in addition the priority sites listed in this report) and pre-development needs to help inform model or land assemblage/demolition program	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Intermediate Term (Year 1 to eighteen months) and ongoing	N/A	Planning & Economic Development staff	Comprehensive planning team
Develop purposes, goals, policies and parameters for land assemblage/demolition program and operationalize	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Long Term (Year2-3)	EDRST, LCRA, Federal grants	Planning & Economic Development staff	St. Louis Economic Development Partnership, Missouri Department of Economic Development, Economic Development Administration
Develop and implement an external marketing strategy to promote UCity restaurants/arts/entertainment districts (an intermediate step might include identifying regional communication outlets (e.g., theSTL; RFT; Public Radio etc.) to profile City venues to expand audiences)	Support Core Industry Strengths to Increase Tax Revenues	2	Near Term (next 6 months) and ongoing	EDRST	Marketing and Communications staff/contractor	theSTL, RFT, St. Louis Public Radio, Washington University in St. Louis

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Compile list of existing restaurants by cuisine/style and create heat map to identify gaps in offerings to inform attraction efforts	Support Core Industry Strengths to Increase Tax Revenues	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff/contractor and Marketing and Communications staff/contractor	
Develop guidance documents tailored to opening a restaurant in University City	Support Core Industry Strengths to Increase Tax Revenues	2	Long Term (Year 2-5)	N/A	Planning & Economic Development staff/contractor and Marketing and Communications staff/contractor	Municipal League (practices/ resources/models)
Catalogue senior living and related businesses and descriptive data (size, # of employees etc.) and publicize on ED website	Support Core Industry Strengths to Increase Tax Revenues	2	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST	Planning & Economic Development staff/contractor and Marketing and Communications staff/contractor	
Investigate intergovernmental cooperative models for expanding Cunningham Industrial Park	Foster Increased Industry Diversity to Create a More Resilient Economy	3	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	City of Wellston
Complete due diligence for potential expansion of Cunningham Industrial Park (infrastructure, land assemblage, pre-development preparation etc.)	Foster Increased Industry Diversity to Create a More Resilient Economy	3	Long Term (Year 2-5)	EDRST	Planning & Economic Development staff	City of Wellston
Develop profile of Health Care employers' staffing needs through one-on-one interviews with leadership and HR departments	Support Core Industry Strengths to Increase Tax Revenues	3	Long Term (Year 2-5)	N/A	Planning & Economic Development staff	
Establish relationships with education and training institutions	Support Core Industry Strengths to Increase Tax Revenues	3	Long Term (Year2-5)	N/A	Planning & Economic Development staff	University City School District, St. Louis Community College, MET Center, Special School District and Washington University

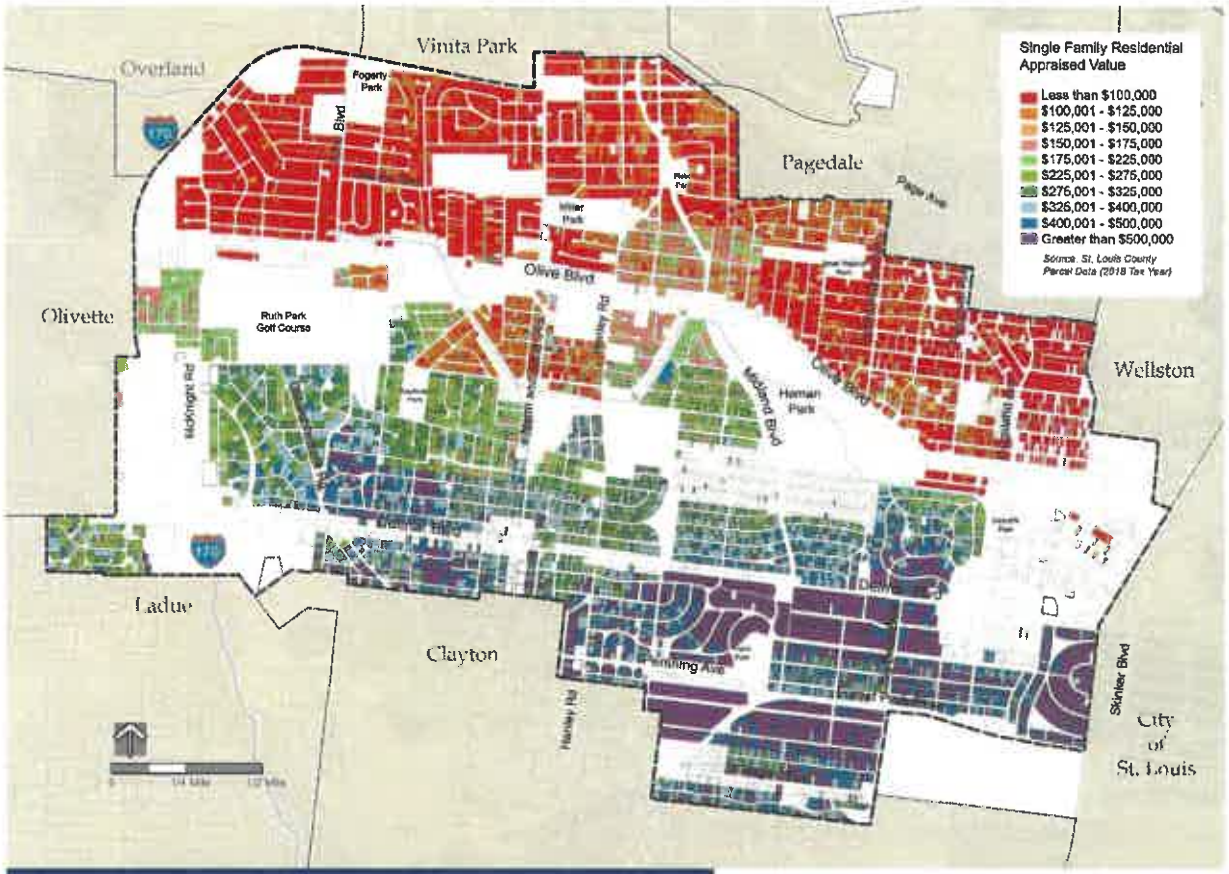
PRINCIPLE 2: ENSURE EQUITABLE ECONOMIC OPPORTUNITIES

Overview

Equitable growth typically refers to creating an economy that raises the living standards for all families. It could mean eliminating economic disparities by connecting residents to employment opportunities, supporting homeownership, and investing in the development of businesses owned by people of color. Communities should develop strategies to ensure that economic development activities, policies and programs benefit all members of the community. Ensuring representation of diverse groups of constituents in economic development decision making will lead to policies and practices that produce better outcomes for people of color. University City's diverse population and commitment to promoting small businesses affords it the opportunity to promote economic advancement that is inclusive of the entire community.

Goal 2.1: Invest in the 3rd Ward

Prioritize development and implementation of a strategy to re-invest new revenues generated through the Novus development in the community north of Olive and include intentional community engagement 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.



Appraised Value of Single Family Residential

Above: The need for 3rd Ward investment. While overall household incomes and housing values compare favorably with neighboring communities, there is a distinct difference in incomes and housing values north of Olive. Investments in the 3rd will be an opportunity to improve housing, incomes, and neighborhood assets.

Goal 2.2: Support Minority Entrepreneurs

Identify and engage with traditionally underserved 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 2.3: 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 #2: ENSURE EQUITABLE ECONOMIC OPPORTUNITIES
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Convene a Task Force to develop a diversity, equity and inclusion policy and strategy to assist the City with decision-making to avoid negatively affecting the minority communities	Equitable City Policies and Practices	1	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	City Manager	
Leverage comprehensive planning process to engage with the communities North of Olive to develop a comprehensive neighborhood improvement plan to guide re-investment of new revenue from the Novus development	Invest in the 3rd Ward	1	Intermediate Term (Year 1 to eighteen months), ongoing	Revenue generated by the Novus Development, EDRST	Planning & Economic Development Staff/Contractor	3rd Ward Aldermen, Residents & Property Owners
Develop a Community Engagement Strategy/Plan to ensure residents in the 3rd Ward are involved in any redevelopment efforts	Invest in the 3rd Ward	1	Near Term (next 6 months), ongoing	EDRST	Planning & Economic Development Staff/Contractor, Marketing & Communication Staff	3rd Ward Aldermen, Residents & Property Owners
Enter into an Agreement with the County Trustee Office to acquire tax delinquent properties in the 3rd Ward	Invest in the 3rd Ward	1	Intermediate Term (Year 1 to eighteen months), ongoing	EDRST	Planning & Economic Development, General Counsel	
Use the Explore UCity micro-site to promote and encourage patronage of Minority businesses	Support Minority Entrepreneurs	1	Near Term (next 6 months), ongoing	N/A	Planning & Economic Development Staff/Contractor; Marketing and Communication Staff	
Provide all City business guidance documents and brochures in multiple languages to reflect the diversity of businesses in University City	Equitable City Policies and Practices	2	Long Term (Year 2-5)	N/A	Marketing & Communications Staff/Contractor	
Conduct a review of all policies and procedures using a racial equity lens to ensure/mitigate unintended biases in hiring practices and contracting decisions	Equitable City Policies and Practices	2	Long Term (Year 2)	N/A	City Manager; Dept. Heads	
Communicate and ensure adherence to the City's Diversity Equity and Inclusion policy to all City Staff, Departments and Vendors	Equitable City Policies and Practices	2	Long Term (Year 2), ongoing	N/A	City Manager; Dept. Heads	
Develop and implement a plan/strategy to communicate with commercial property owners and tenants on both sides of Olive Blvd. to understand their needs, future plans and concerns	Invest in the 3rd Ward	2	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	Planning & Economic Development Staff/Contractor, Marketing& Communication Staff	3rd Ward Aldermen, Business and Property Owners
Develop and maintain a database of vacant and/or distressed properties on Olive Blvd.	Invest in the 3rd Ward	2	Near Term (next 6 months), ongoing	N/A	Planning & Economic Development Staff/Contractor; Public Works	

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Develop a Strategy/Plan to encourage reinvestment in distressed properties and/or acquisition for redevelopment	Invest in the 3rd Ward	2	Intermediate Term (Year 1 to eighteen months), ongoing	EDRST, City Revenues	Planning & Economic Development Staff/Contractor; Public Works	
Develop an outreach program to identify and engage with traditionally under-served groups and minority entrepreneurs to understand needs, opportunities and challenges that may be addressed by the City	Support Minority Entrepreneurs	2	Near Term (next 6 months), ongoing	N/A	Planning & Economic Development Staff/Contractor; Marketing and Communication Staff	
Develop relationships with organizations the provide technical assistance, training and financial education/resources to small businesses	Support Minority Entrepreneurs	2	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	Planning & Economic Development Staff/Contractor	Legal Services of Eastern Mo. - Micro Enterprise Program; Justine Peters; SCORE; SBDC; Stl VentureWorks Incubators
Integrate intentional engagement with minority entrepreneurs into home-based business outreach program to ensure support tailored to their needs	Support Minority Entrepreneurs	2	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	Planning & Economic Development Staff/Contractor	
Provide opportunities for Minority/ Under-served Businesses to be featured in the City's Marketing and Communication print materials	Support Minority Entrepreneurs	2	Near Term (next 6 months), ongoing	N/A	Marketing & Communications Staff/Contractor	
Advocate for a small business forum within the City-wide Business Support Organization to provide B2B opportunities	Support Minority Entrepreneurs	2	Long Term (Year 2-5)	Business Association	Marketing & Communications Staff/Contractor	Business Association
Review and update infrastructure and streetscape plans to develop an environment in each District that creates a sense of place. Ideally part of a broader Greats Streets Plan (competitive selection process with East-West Gateway).	Invest in the 3rd Ward	3	Long Term (Years 2-5)	EDRST/East-West Gateway Great Streets Program/Federal Transportation Funds	Planning & Economic Development Staff/Contractor; Public Works	MoDOT, East West Gateway

PRINCIPLE 3: SUPPORT UNIVERSITY CITY BUSINESSES AND WORKERS

Overview - Business & Talent Retention & Expansion

Business retention and expansion (BRE) is a key part of any economic development strategy and involves ongoing engagement with local businesses to develop an understanding of their existing and future needs. By building relationships with local firms, local government is better prepared to respond to their needs – whether they arise from growth opportunities or from challenges – through coordinated resources, partnerships, and economic development tools. The City's Economic Development Retail Sales Tax is an example of its efforts to foster BRE. It is an important tool for responding to firms' needs by allowing the City to invest in local business projects that advance economic development in the community. The City recently pivoted this source of funding to provide support for local businesses experiencing economic losses due to the COVID-19 pandemic.

Similarly, talent retention and expansion strategies help ensure a robust labor pool is available to a community's employers. Typically, such strategies center on addressing workforce development needs – ensuring that the local workforce possesses the training and skills required by employers and that other barriers to accessing jobs (e.g., lack of transportation or child care) are addressed. Talent retention and expansion efforts may serve the dual purpose of increasing local employment opportunities for residents and at the same time, positioning the community as an attractive place to locate or expand a business. While strategies for cultivating a strong local workforce generally contemplate sourcing workers for industries at a regional level, University City has the benefit of a school district that is actively engaged in workforce development for both its students and adults and that could be leveraged to support talent needs for local employers through a localized workforce.

With the elimination of the City's Economic Development Director position, it is important to note that a robust BRE and talent retention and expansion program is likely to require dedicated staffing in order to achieve the greatest benefit for the community.

"A robust BRE and talent retention and expansion program is likely to require dedicated staffing in order to achieve the greatest benefit for the community."

Goal 3.1: 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 or engaging an independent contractor on an interim basis 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 3.2: 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 the University City School District. The school district is committed to developing or partnering with others to offer robust training programs, including career readiness for students and adults, so that they may access jobs that 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).

Above: The University City School District is an important partner for workforce development and career readiness.

Goal 3.3: Retain Existing Businesses in University City

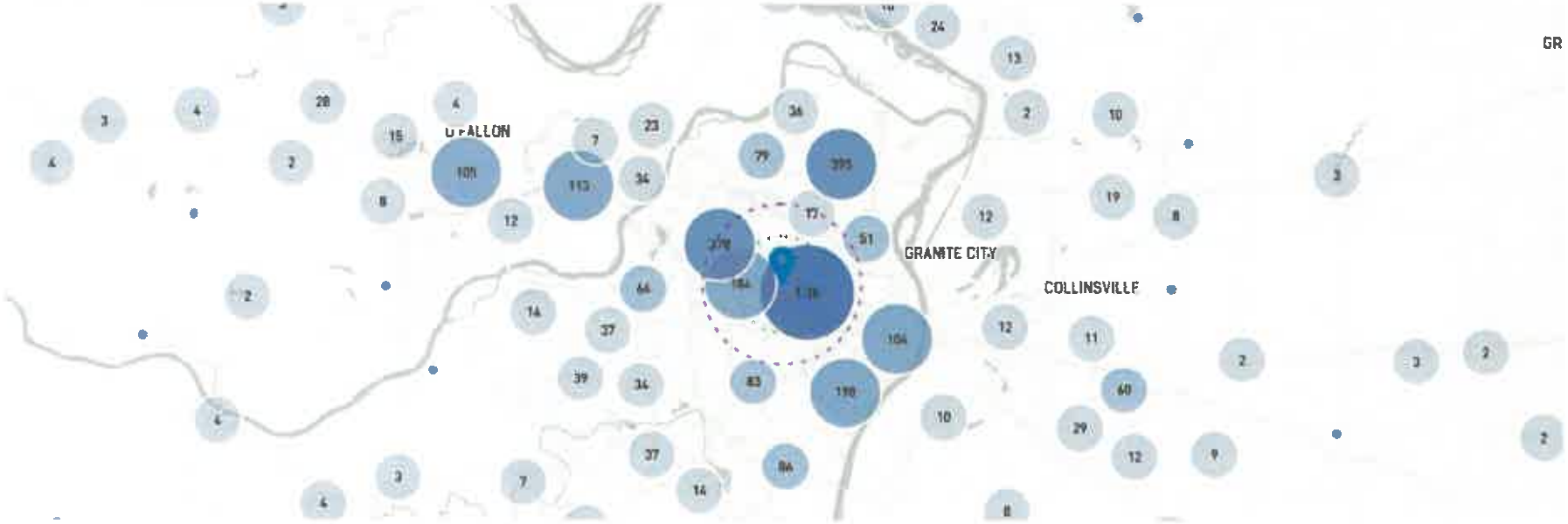
Undertake targeted BRE efforts to help retain and support businesses in the western Olive corridor located within the Novus development footprint. Such engagement should center on assisting businesses to relocate within University City and helping to address any business disruption associated with the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

Goal 3.4: Increased Focus on the International District

Pro-actively engage with International District businesses and property owners to build relationships and promote better understanding of business needs and plans and the benefits of this unique district in order to grow and benefit from its economic impact. Leverage local resources such as the International Institute to educate and foster greater understanding and improved communications. Increased understanding and engagement could support additional business attraction and retention efforts, assist with marketing the district to local and visiting consumers and could lay the groundwork for needed redevelopment of under-utilized properties.

The International District is important as 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



Case Study: Gahanna, Ohio

Population: 33,000

The City of Gahnna, Ohio has a robust BRE program that includes:

- A yearly survey of over 800 business. Survey includes questions related to potential expansion or relocation, rating of City services, and happiness in the City.
- City staff personally responding to key survey respondents.
- Creating connections with service providers and partners, especially connections to partners for services that the City doesn't provide.

Source: Louise Anderson, IEDC

Business Retention and Expansion (BRE) Best Practices

The following is an edited excerpt from the International Economic Development Council (IEDC) recommendations for a Business Retention and Expansion program.

Visitation

Visitation programs are particularly helpful in identifying at risk companies, or those that are considering closing or relocating. Visits are centered on an interview with the firm's president or other lead staff to learn how the public sector might help the firm. The interview would include questions about the firm's plans for expansion or relocation. After the interview, follow-up would include a letter or telephone call to the firm responding to issues raised in the interview. The city may want to target living wage firms, medium sized firms, firms in certain neighborhoods, or firms in industries targeted for expansion or attraction.

Surveys

Periodically, a BRE program should survey existing businesses to better understand current and projected needs. Surveys also demonstrate the city's commitment to business and provide a regular reminder that the city's ears are open to problem solving. Such surveys would help the city stay abreast of business concerns and trends in transportation, workforce development, regulatory issues and public safety.

Clearinghouse

A BRE program can act as a clearinghouse for information such as: where to take classes on starting a business, where to get advice on creating a business plan, how to find technical assistance specifically for financing, and how to get an occupational license or appropriate building permits. The clearinghouse should have an outreach function that markets its service and the services of other business assistance organizations, reaching out to nascent entrepreneurs who have an idea for a business but no idea where to start.

An additional function of the clearinghouse can be to create a comprehensive calendar of activities. Events posted could include business roundtables, networking lunches, meetings of the chamber of commerce, minority business groups, economic development organizations, local banks, SBDCs, and community college programs.

Source: Louise Anderson, IEDC

Overview - Small Business & Entrepreneurship

Small businesses are an essential component of local economies: they provide employment opportunities and generate income and wealth for owners. Additionally, because small businesses are often locally-owned, these businesses consider themselves a part of the community. They therefore have a greater stake in a municipality's economic growth and quality of life. As a result, their impact extends beyond the financial aspects of economic development (taxes, jobs, etc.); local entrepreneurs typically are involved in civic and charitable organizations and give back to the community impacting qualitative elements that contribute to economic growth.

University City has a broad base of locally-owned businesses, some of which have been located in the City for many years, if not decades as well as co-working space that is fostering the next generation of local firms. The City actively recognizes the importance of entrepreneurs to the local economy and supports small business.

Recent efforts include the establishment of the Explore U City website and email communications promoting local businesses as well as the small business loan program created to offset the impact of COVID-19 on local firms.

Next steps for the City include leveraging this foundation of local firms to promote their active collaboration in a manner that benefits both the businesses and the City. Enhancing municipal engagement and communications with local businesses demonstrates that the City is "small business friendly."

Goal 3.5: 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.

Goal 3.6: Grow Next Generation of Small Businesses Owners in U City

Interface with local small business incubator/co-working spaces to engage with growing firms and to promote University City as a business-friendly municipality and an advocate for small business development. Such engagement will help retain and attract 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 business friendly rather than a regulatory compliance document.

Goal 3.7: 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.

PRINCIPLE #3: SUPPORT UNIVERSITY CITY BUSINESSES AND WORKERS
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Staff business retention and expansion (BRE) activities using existing staff or contracted services and reporting on an interim basis to Planning Director	Focus on the Needs of Existing Businesses	1	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor	
Hire a permanent full time economic development professional to lead implementation economic development strategy	Focus on the Needs of Existing Businesses	1	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST	City Manager	
Continue to formalize BRE efforts focusing on existing industry clusters and retail and tech emerging clusters through structured business visitation efforts with a particular emphasis on clusters impacted by COVID-19	Focus on the Needs of Existing Businesses	1	Near Term (next 6 months) and ongoing	N/A	Planning & Economic Development staff/contractor	St. Louis Economic Development Partnership, Missouri Department of Economic Development
Conduct targeted business outreach to firms located in Novus Development footprint to understand and document firm plans and needs and to identify municipal interventions to retain businesses	Retain Existing Businesses in University City	1	Near Term (next 6 months) and ongoing	N/A	Planning & Economic Development staff/contractor	Financial institutions, real estate brokers/property owners, business support services, St. Louis Economic Development Partnership
Identify business owners through BRE efforts to champion UCity specific business support organization and provide convening support	Amplify the Voice of Local Businesses	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	Loop Special Business District
Assign UCity staff member to serve as an ombudsman assisting businesses in navigating municipal processes and problem-solving challenges	Amplify the Voice of Local Businesses	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff/contractor	Municipal departments
Create and administer business survey instrument to capture short and likely long-term impacts of COVID-19 and business needs (e.g. internet access/speed; developing on-line presence etc.)	Focus on the Needs of Existing Businesses	2	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor and Marketing and Communications staff/contractor	

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Formulate long-term BRE program parameters (prioritizing targeted sectors, survey types and frequencies, focus groups etc.)	Focus on the Needs of Existing Businesses	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	
Interface with local small business incubator/co-working spaces to engage with growing firms, understand plans and needs to retain businesses in UCity	Grow Next Generation of Small Businesses Owners in UCity	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	UCity Coworking, Tech-Artista, Missouri Small Business Development Center, Legal Services of Eastern Missouri, local property owners/brokers
Monitor home-based businesses growth and sector areas through business licensing and any business association that is established	Grow Next Generation of Small Businesses Owners in UCity	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	UCity-based business association
Develop home-based business outreach program to understand needs and opportunities for support	Grow Next Generation of Small Businesses Owners in UCity	2	Long Term (Year 2-5)	N/A	Planning & Economic Development staff	Missouri Small Business Development Center, Legal Services of Eastern Missouri, local property owners/brokers
Identify short- and long-term workforce needs and skills sets among cluster industry employers through direct communications with firms and surveys	Invest in Workforce Development for Residents	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	University City School District, St. Louis Community College, MET Center, Special School District and Washington University
Serve as a liaison connecting locally-owned retail operations and commercial property owners to expand retail offerings and base	Support Additional Neighborhood Retail	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	Commercial property owners, developers, Loop Small Business District
Review, refresh and consolidate 'starting a business in UCity' informational brochures for small businesses	Grow Next Generation of Small Businesses Owners in UCity	3	Intermediate Term (Year 1 to eighteen month)	EDRST	Planning & Economic Development staff and Marketing and Communications staff/contractor	City departments

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Proactively engage with International District businesses and property owners to build relationships and promote better understanding of business needs and plans	Increased Focus on the International District	3	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	International Institute, Missouri Small Business Development Center, Legal Services of Eastern Missouri
Communicate employer workforce needs and opportunities to educational institutions charged with developing training programs	Invest in Workforce Development for Residents	3	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	University City School District, St. Louis Community College, MET Center, Special School District and Washington University

PRINCIPLE 4: COLLABORATE WITH LOCAL AND REGIONAL PARTNERS

Overview

Effective collaboration and communication with local economic drivers and regional organizations that promote the region and positions University City to capitalize on resources and programs that can have a positive impact on the growth and development of the City. Local organizations that attract visitors and potential residents and businesses to the area can significantly impact the City's revenues if some of the offerings in the City are tailored to address the needs of these populations. Highly educated and professional populations generally have significant disposable income. They are well positioned to purchase goods and services from local businesses and/or acquire and invest in residential/commercial properties.

Washington University ("WU") enrolled approximately 16,291 full and part-time students in 2019 and had 1,586 faculty working on the Hilltop campus. Historically, 30% of the student body lives off-campus, with approximately 2,800 living in University City, of which 1,400 reside in University owned properties. Representatives of the University also indicated that a significant number of faculty also reside in the City. Given the City's reliance on sales tax, this represents a significant population that could positively impact the City e.g. spending power and the attraction of visitors to the community.

Additionally, in 2015 the University owned over 1.2 million sq. ft. of tax-exempt residential and commercial property representing 5.3% of the total property value in University City. (Source: University City – Washington University Advisory Committee Report - 2015)

Since the late 1980's the University has been working with the University City School District, providing support with the STEM curriculum, professional development, and teacher resources. WU has developed residential properties that have improved the overall appearance and quality of the neighborhoods surrounding them and commercial properties that have provided residents with additional retail offerings. WU also manages a WashU Neighbor program that provides opportunities for the University City community to connect with the University athletic programs, museums, and other facilities.

With the extensive development expertise and the technical capacity at the University, University City should develop a cooperative working relationship with them to capitalize on their proximity to the institution. WU could be an instrumental partner in developing the Innovation District, commercial properties on Olive Blvd. and residential housing in the 3rd Ward.

The City is also home to a number of other properties owned by tax-exempt entities like schools, synagogues, cemeteries, Churches, religious affiliated and arts organizations, which combined with the University's holdings has an overall impact on the City's revenues.

It should be acknowledged that the non-profit tax-exempt entities/ organizations and the University can greatly impact the University City community in a variety of positive and negative ways. The Washington University impact analysis currently underway should provide the City with the information and data needed to have substantive discussions with the University on the role it should take in positively assisting with the continued growth and development of the City.

"Washington University could be an instrumental partner in developing the Innovation District, commercial properties on Olive Boulevard, and residential housing in the 3rd Ward."

Goal 4.1: Strengthen Relationship with Washington University

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.

Review and develop next steps 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.

Consider a formalized City-University partnership structure to help advance a 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.

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.

Property Ownership: University City and Washington University

As previously stated, a productive and cordial relationship will only strengthen University City's economy and community.

Both University City and Washington University are major property owners within the City as the map to the left indicates. Washington University owns key development sites.

In addition, Washington University is a major economic driver. According to Washington University's 'Economic and Community Impact FY2018 Report', impacts include:

- $116.8 million in local spending by out-of-town students.
- Employs 15,500 with $1.4 billion in salaries.
- Direct spending of $2.5 billion.

Case Study: College Park, Maryland

College Park, Maryland is a community of approximately 32,000 located adjacent to the University of Maryland. For over 20 years, the University and the City of College Park have worked together with the goal of making the City a top 20 college town.

To accomplish this goal, a 501(c)(3) organization, The College Park City-University Partnership, was formed as a local development organization to focus resouces in five strategic areas:

- Revitalization and Redevelopment
- Transportation
- Public Safety
- Education
- Sustainability

Vision Statement of the College Park City-University Partnership

"College Park is a diverse, engaged community comprised of residents and businesses, and the vibrant education, research, cultural and international resources of the University of Maryland. Residents are drawn to a range of housing options from single-family residences to high-density housing that thrives near livable, walkable commercial centers. Diverse businesses – from high tech start-ups to community retailers – are drawn to a demographic that provides educated workers and consumers. The University District offers its community a high quality of life including a safe and secure environment, access to world-class K-12 schools, and attractive commercial districts that serve families and students alike. The District enjoys excellent pedestrian and bicycle access, public transportation options, and efficient roads and parking. Finally, the University District exemplifies a leading "green" community, utilizing sustainable building practices, green technologies, and a strong commitment from the community to protect, preserve, and enhance natural resources."

Goal 4.2: 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.

Develop working relationships with adjoining municipalities, especially along key shared corridors or designated economic development Districts, to facilitate cooperative development activities and advance mutually beneficial goals.

Goal 4.3: 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, and U.S. Army Corps of Engineers).

PRINCIPLE #4: COLLABORATE WITH LOCAL AND REGIONAL PARTNERS
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Engage a third party to professionally facilitate an open and frank discussion with Washington University to build a mutually beneficial working relationship and develop a formalized City-University Partnership	Strengthen Relationship with Washington University	1	Near Term (next 6 months), ongoing	EDRST	Mayor; City Manager	Washington University Chancellor and Executive Vice Chancellor
Review and prioritize recommendations in Report to the City Council (2015) in light of Fiscal Impact Analysis (2020) for dialogue with Washington University	Strengthen Relationship with Washington University	1	Near Term (next 6 months), ongoing	N/A	Mayor; City Manager	
Review the Reports related to Washington University for issues that are relevant for other non-profits with large real estate holdings in the City	Strengthen Relationship with Washington University	1	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	Mayor; City Manager	
Build relationships with Regional Agencies that can assist with Infrastructure development and enhancements	Align Regional Agencies for Investment along Olive Boulevard	2	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	City Manager; Planning and Economic Development Staff/Contractor	MoDOT; East West Gateway - Great Streets; MSD, Army Corps of Engineers
Develop relationships with Economic Development Organizations in the region that promote small businesses; assist with business expansions and provide networking opportunities	Connect to Regional Economic Resources	2	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	City Manager; Planning and Economic Development Staff/Contractor	IT Network; the MOSIAC Project; International Institute; World Trade Center; Arch to Park Collaborative (STL Made and Alliance STL)
In addition to priority development sites owned by Washington University, identify redevelopment areas that could be opportunities for collaboration with Washington University, such as residential reinvestment and master leases	Strengthen Relationship with Washington University	2	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	City Manager; Planning and Economic Development Staff/Contractor	

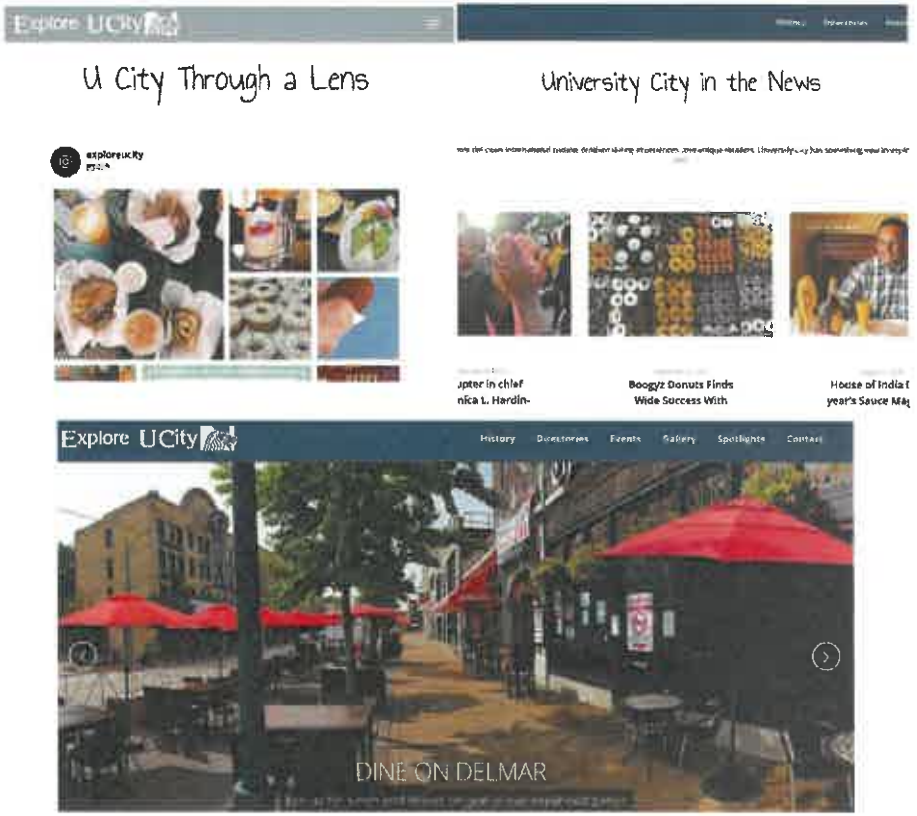
Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Work with Washington University to obtain market data about potential gaps in services and retail offerings that would satisfy unique student, faculty, staff, alumni and visitor interest and integrate into larger university marketing analysis	Strengthen Relationship with Washington University	3	Long Term (Years 2-5)	N/A	Planning and Economic Development Staff/Contractor	Washington University Community Liaison
Work with UCity Loop business manager to develop marketing targeting Washington University students, faculty, staff, alumni and visitors	Strengthen Relationship with Washington University	3	Long Term (Years 2-5)	N/A	Loop SBD Staff	
Develop relationship with WU faculty and staff to leverage their intellectual resources to address municipal challenges	Strengthen Relationship with Washington University	3	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	City Manager; Planning and Economic Development Staff/Contractor	

PRINCIPLE #5: CELEBRATE AND PROMOTE UNIVERSITY CITY

Overview

Effectively communicating a positive brand or image increases a community's potential to attract and retain residents, businesses, and workers. University City's central location, accessibility and well-educated population, along with its image as a diverse, amenity rich community characterized by walkable neighborhoods and historic architecture, are assets that can be highlighted for economic development ends. The City's new "Explore U City" micro-site is an exciting step toward rethinking and repositioning its economic development content for a range of target audiences.



"The City's new "Explore U City" micro-site is an exciting step toward rethinking and repositioning its economic development content for a range of target audiences."

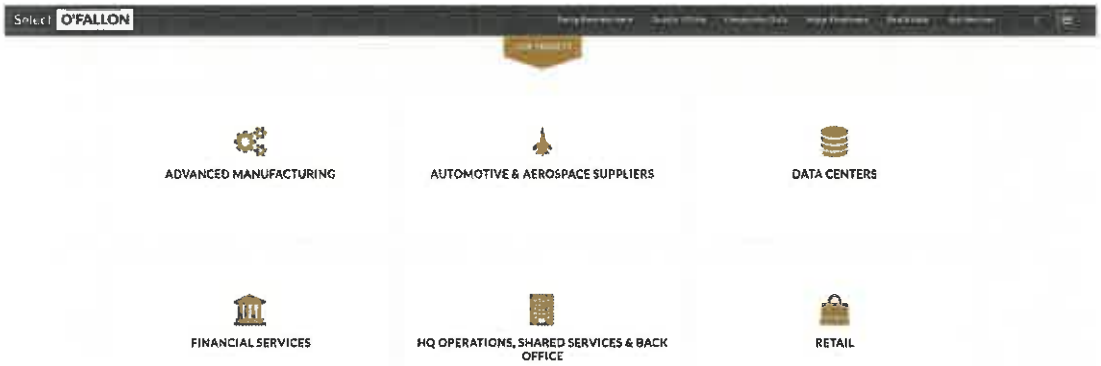
Goal 5.1: Maximize Online Economic Development Impact

Expand and centralize economic development content on the new "Explore U City" micro-site 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:

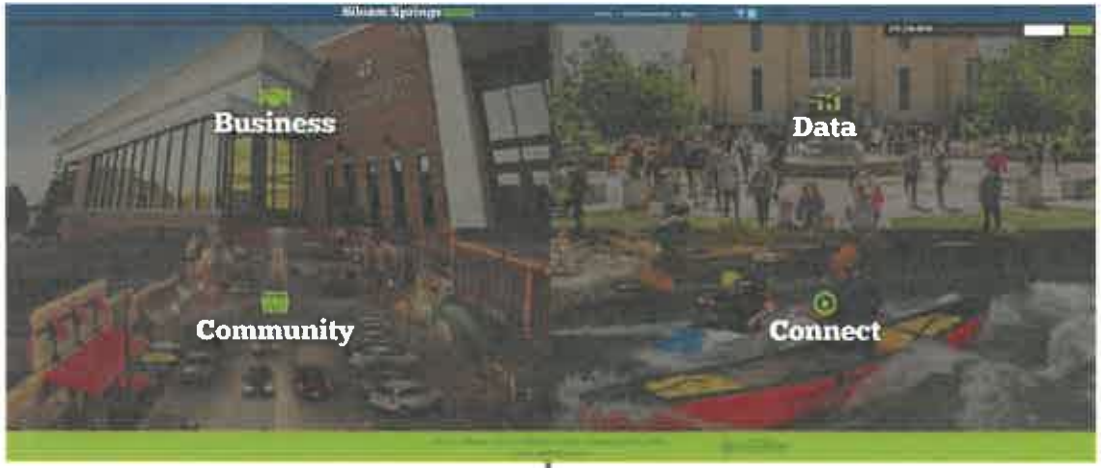
- Advanced Manufacturing
- Automotive & Aerospace Suppliers
- Data Centers
- Financial Services
- HQ Operations, Shared Services & Back Office
- Retail

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

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

Case Study: Why Siloam

The Why Siloam for Siloam Springs, Arkansas (https://whysiloam.com) site targets prospective businesses, site selectors, and developers.



The Why Siloam site has for main categories:

- Business
- Data
- Community
- Connect

Business section includes City and Trade Area demographics, regional partnerships, major employers, and why small businesses and entrepreneurs are important to the City.

Data section includes a link to available sites (through state database); overview of incentives, utilities, and taxes; key maps; and links to metro area (MSA) data.

Community section includes an overview of education institutions, entertainment, and cultural highlights, wellness overview, and Siloam Springs government department and contacts.

Communications section includes economic development contacts for the City, recent press releases, and economic development videos.

Goal 5.2: Elevate University City's Brand

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

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

Review existing business-related publications and information and revise as necessary to ensure that they communicate information in a business-friendly manner.

Goal 5.3: 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 5.4: Celebrate the Arts in University City

University City is home to a number of regional arts and cultural institutions. Major institutions include COCA, located at 6880 Washington Avenue. COCA recently completed a $45 million, 52,000 square-foot expansion that consists of a 450-seat theater. COCA is the 4th largest multidisciplinary community arts center in the country, serving more than 50,000 people annually. University City is also home to the 560 Music Center and the University City Orchestra.

In addition to non-profit institutions, private establishments, especially in the U City Loop, host concerts, events, and films.

The City is also home to a number of public art installations. Public art enriches the community and is an important component of place-making. Currently, the Regional Arts Commission maintains a database of public art installations. However, several of the listings for University City are located just outside the City near the Regional Art Commission headquarters.

The arts can be an important economic driver. A 2014 economic impact study of the arts in the Puget Sound region found that visitors to non-profit cultural institutions spent one-third on tickets with the other two-thirds spent locally on items such as restaurants, retail, and hotels.

Top Left: University City is home to major cultural institutions such as COCA and the 560 Music Center.

Left: Events like art afternoons in the U City Loop are an excellent way to activate places and create another draw for visitors.

- Currently, the Explore U City micro-site has just "Restaurant" and "Retail" categories for listings. The micro-site should add an "Arts and Entertainment" category for listings. In addition, the micro-site should add an overview of Cultural and Arts in the City to highlight the major non-profit institutions.
- Encourage additional public events (like the Loop Ice Carnival) that feature the arts that encourage creative place-making. Seek partnerships where the City can provide logistical support (temporary street closings, etc.) with organizations hosting the event.
- Encourage temporary and semi-permanent art displays that add value as place-making and are an additional draw for visitors.
- Create a map of art installations with descriptions in University City. Include background descriptions and link on the Explore U City micro-site. Opportunity to leverage the resources of the College of Art - Sam Fox School at Washington University for the development of the art map.
- Consider conducting a city-wide Art Strategic Plan. As a precedent for scope, Downtown STL recently commissioned a 'Downtown Public Art Plan' that provided recommendations and guidance for specific art installations, management and coordination of the art initiative, and evaluation criteria for future art installations.

PRINCIPLE #5: CELEBRATE AND PROMOTE UNIVERSITY CITY
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Expand and centralize economic development content on Explore UCity website and create clear linkages between municipal site and Explore UCity (See narrative for specific content)	Maximize On-line Economic Development Impact	1	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST	Planning & Economic Development staff and Marketing and Communications staff/contractor	
Review existing business-related publications and information and revise as necessary to ensure that they communicate information in a business-friendly manner	Ensure Business-Related Publications are "Business-Friendly"	1	Intermediate Term (Year 1 to eighteen month)	N/A	Planning & Economic Development staff and Marketing and Communications staff	
Secure market research on local university/student populations to help tailor marketing strategy scope/focus	Elevate UCity's Brand	2	Intermediate Term (Year 1 to eighteen month)	EDRST	Planning & Economic Development staff and Marketing and Communications staff/contractor	Washington University, Fontbonne University and University Missouri St. Louis
Develop marketing strategy targeted at university/student populations (with a focus on Washington University) See Principle 4 Recommendations.	Elevate UCity's Brand	2	Long Term (Year 2-5)	EDRST	Planning & Economic Development staff and Marketing and Communications staff/contractor	Washington University, Fontbonne University and University Missouri St. Louis
Encourage additional public events (like the Loop Ice Carnival) that feature the arts and that encourage creative place-making. Seek partnerships where the City can provide logistical support (temporary street closings, etc.) with organizations hosting the event.	Celebrate the Arts in University City	2	Intermediate Term (Year 1 to eighteen month), on-going	EDRST	Planning & Economic Development staff and Marketing and Communications staff/contractor	Loop SBD, Cultural and Art Institutions
Add an "Arts and Entertainment" category for listings and an overview of Cultural and Arts in the City to highlight the major non-profit institutions on the Explore UCity micro-site	Celebrate the Arts in University City	2	Intermediate Term (Year 1 to eighteen month)	N/A	Planning & Economic Development staff and Marketing and Communications staff/contractor	
Develop specific messaging and marketing for the International, Olive Innovation and West Delmar Districts	Market Distinct Areas of the City	3	Long Term (Year 2-5)	EDRST	Planning & Economic Development staff and Marketing and Communications staff/contractor	District businesses, business association

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Research examples of municipal branding/messaging strategies and evaluate costs/benefits of City-specific branding campaign	Elevate UCity's Brand	3	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff and Marketing and Communications staff/contractor	
Consider conducting a city-wide Art Strategic Plan	Celebrate the Arts in University City	3	Long Term (Year 2-5)	EDRST	Planning & Economic Development staff	
Create a map of art installations with descriptions in University City and backgrounds and link on the Explore UCity micro-site. Leverage the resources of the College of Art - Sam Fox School at Washington University for the development of art map.	Celebrate the Arts in University City	3	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff and Marketing and Communications staff/contractor	Washington University

PRINCIPLE #6: UTILIZE PLACE-BASED SOLUTIONS

Overview

The recommendations and strategies of this Economic Development Strategy are not a "one-size-fits-all" approach. Some recommendations are more specific for certain areas of the City. This Principle #6 describes place-based recommendations for Olive Boulevard, the U City Loop, and city-wide strategies.

Many of the place-based recommendations are described in additional detail in Chapter 3.

It is also important to note that many place-based recommendations begin to overlap with the scope of the upcoming comprehensive plan. Recommendations in this document seek to complement and inform the work of City's next comprehensive plan. Recommendations note, where applicable, issues that should be further refined as part of the comprehensive plan.

Goal 6.1: Redevelop and Re-invest in Olive Boulevard

Olive Boulevard presents an opportunity to expand University City's retail and commercial offerings and 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 north and south sides of Olive Boulevard.
- 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

Below: Proposed Districts along Olive Boulevard to guide strategies and recommendations for specific areas. See Chapter 3 for additional details.

Proposed Districts along Olive Boulevard

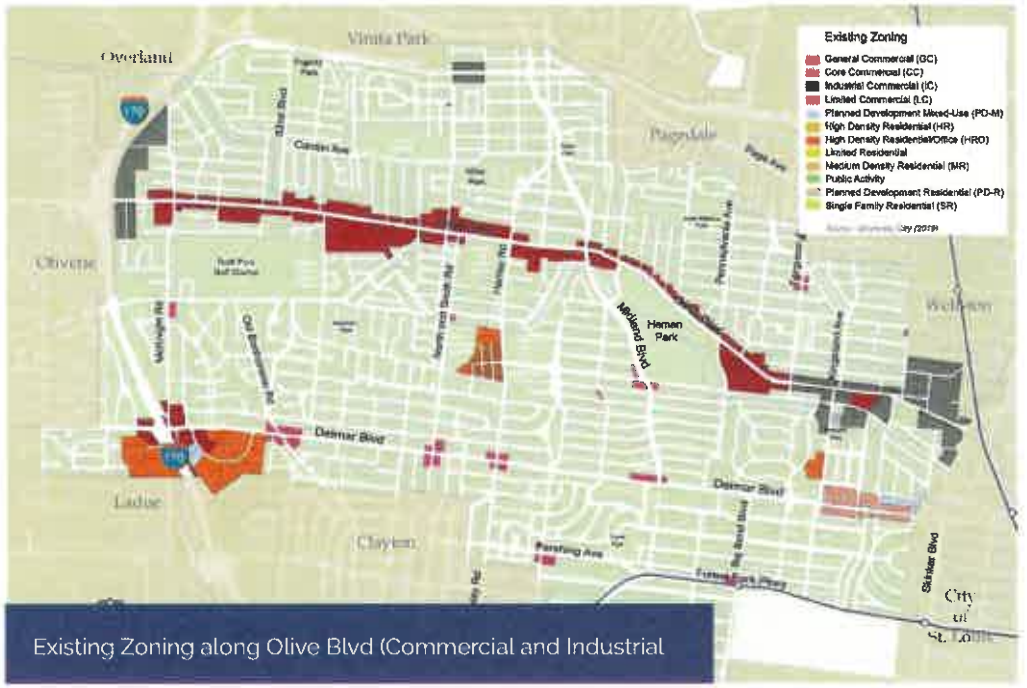
Olive Isn't a "One-Size-Fits-All" Solution

Currently, the existing zoning treats Olive Boulevard monolithically. The majority of Olive Boulevard is zoned 'General Commercial' or 'Industrial Commercial' as the map on this page illustrates. Olive Boulevard is such a long corridor that a "one-size-fits-all" approach is not applicable.

The 2009 Olive Boulevard Design Guidelines were an attempt to treat different sections of Olive Boulevard uniquely. The 2009 Design Guidelines were a good start, and many of the streetscape design recommendations are still applicable. However, the four proposed "zones" of the 2009 Design Guidelines (Interchange, International, Parkway, and Industrial) were just streetscape design guidelines. They did not provide an economic development framework needed along Olive Boulevard.

The six proposed Districts (Olive Gateway, International, Millar Park, Heman Park, Olive Innovation, and Cunningham Industrial) along Olive Boulevard better target business sectors, marketing, and land use recommendations. See Chapter 3 for a detailed overview of the Districts.

It is important to note that the proposed Districts are meant to complement and inform the upcoming comprehensive plan. While each District has recommendations for targeted business sectors and land use characteristics, the update of the comprehensive plan should define the actual land use. The future land use plan that is developed as part of the comprehensive plan should then be used to update and modify zoning requirements. A form-based zoning code will be applicable along Olive Boulevard.



Existing Zoning along Olive Blvd (Commercial and Industrial

2009 Olive Blvd Design Guidelines "Zones"

Creating More Space: A Road Diet

A potential road diet from Hanley Road east to Sutter Avenue will provide traffic calming and allow for north-south pedestrian crossings. Narrowing the roadway would create a more walkable neighborhood environment and create connections between the areas on the north and south sides of Olive Boulevard.

A road diet can help spur economic development in addition to safety benefits. The additional space from reduced lanes can be used for streetscape and place-making enhancements. The Urban Land Institute has reported that people stay longer, come back more often, and spend more money in places that attract their affection.

A traffic study will be required to fully evaluate the feasibility of a road diet. Based on 2019 traffic volumes, the annual average daily traffic volume (AADT) was under 12,000 (11,779) vehicles per day. A road with traffic volumes of 12,000 - 18,000 vehicles per day is a good candidates for a road diet. However, factors such as peak volumes, turning movements, and percentage of truck traffic need to be evaluated in more detail.

The comprehensive plan process will be an opportunity to further define resident priorities for a road diet. For example, while a road diet can provide additional space for streetscape and place-making enhancements, the space could also be used for bike lanes or other improvements.

University City should consider applying for a Great Streets planning grant. The Great Streets program, administered by the East-West Gateway Council of Governments, provides planning funds (with a local match) for projects that align with Great Streets principles. The traffic study could be accomplished as part of a Great Streets plan.

Potential Road Diet Along Olive Boulevard

What is a Road Diet

A road diet refers to reducing lanes to create additional space within the street right-of-way for streetscape enhancements, wider sidewalks, bike lanes, or on-street parking. Typically, a road diet will convert an existing four-lane road to a three-lane road consisting of two through lanes and a center, two way left turn lane.

The Federal Highway Administration (FHWA) has stated that four-lane undivided highways experience relatively high crash frequencies — especially as traffic volumes and turning movements increase over time — resulting in conflicts between high-speed through traffic, left-turning vehicles and other road users.

Often, four-lane roadways have excess capacity in terms of how much traffic volume they can handle. Excess capacity often promotes higher speed traffic.

Other names for "road diet" include "road rechannelization" and "lane reduction". The term "road diet" is used in this document to be consistent with usage from FHWA and other state and regional agencies.

Traffic calming through road diets can benefit economic development. Instead of a street that people pass through at higher speeds and less attentively, a road diet can help create a calmer, safer, and more attractive street that invites people to stay.

Existing Condition
Example condition of the existing condition along Olive Boulevard. The street is four through lanes with a center turn lane.

With a Road Diet
Example of a potential road diet along Olive Boulevard with two through lanes and a center turn lane. In this example, the additional space is used for streetscape enhancements. Additional options include on-street parking, bike lanes, or drop-off space.

Creating Opportunities with Flood Mitigation

As the map on the right shows, several commercial areas along Olive Boulevard are within a flood hazard area. Flood mitigation will be required to alleviate flooding problems.

Currently, the U.S. Army Corps of Engineers is conducting a flood mitigation plan for the River Des Peres in coordination with University City and the Metropolitan Sewer District. The plan is expected to be complete in 2023.

Flood mitigation may be an opportunity to alleviate parcel specific flooding, create natural amenities that create value for adjacent properties, and a greater scale of redevelopment. A key outcome should be that flood mitigation should prioritize creating developable sites along Olive Boulevard.

Case Study: Brentwood, MO

The City of Brentwood is currently in a multi-year planning process that will help mitigate flooding in the community from Deer Creek while also creating redevelopment opportunities and community amenities. Strategies from Brentwood may be applicable for the River Des Peres in University City.

Goal 6.2: Maintain The Loop as 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).

- Implement the Lochmueller Group parking study (March 2020) recommendations including additional circulation and smart parking analysis. 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.

- Pro-actively market City-owned and privately held properties to reduce vacancies that undermine the vibrancy of the area.

- 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.

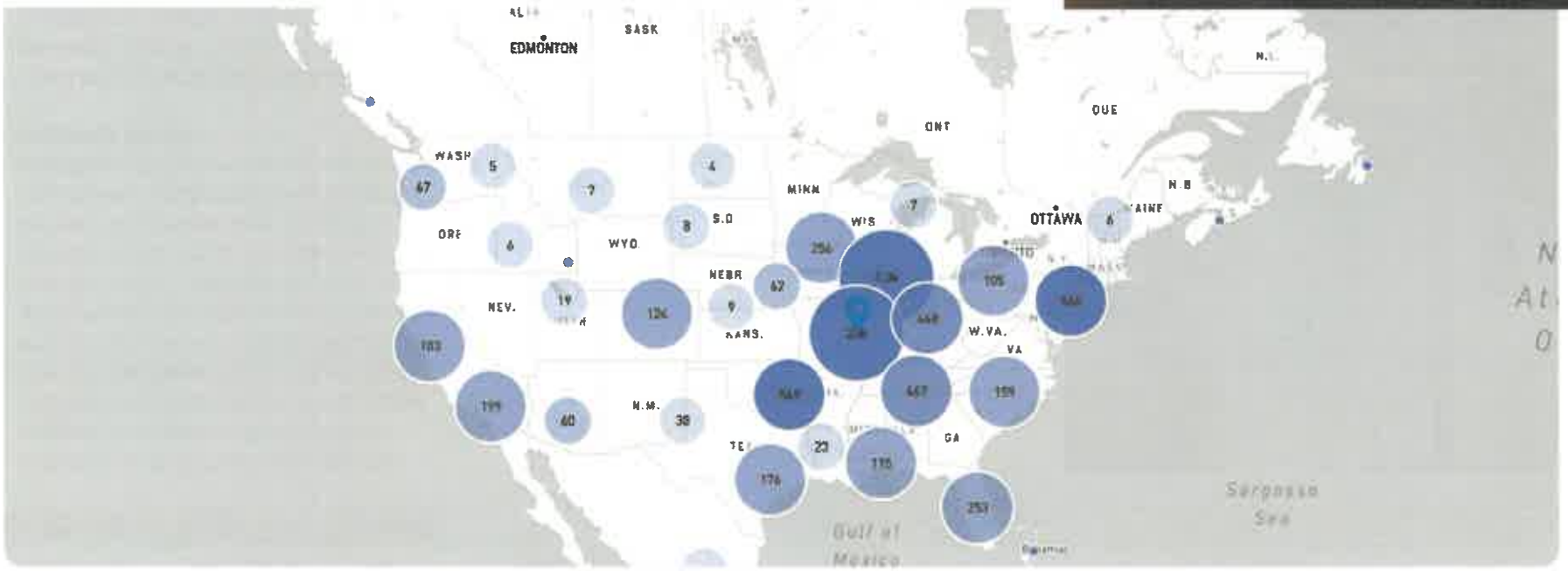
The Importance of the U City Loop as a Destination

The map below shows the location of visitors to the northwest area of the U City Loop (east of Kingsland Avenue, west of Ackert Walkway, and the businesses and parking lot north of Delmar Boulevard) from February 1, 2019 to February 1, 2020.

The map shows the national draw of the U City Loop from tourists and visitors from across the nation.

(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



Goal 6.3: Enhance Visitor Experience City-Wide

- 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 improvements 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. Continue to utilize U City Bloom as a resource in beautification and thoughtful landscaping.

- 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 ongoing 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 the 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 the impact of non-profit entities on municipal revenues (payments in lieu of taxes or PILOTS).

The Importance of U City in Bloom

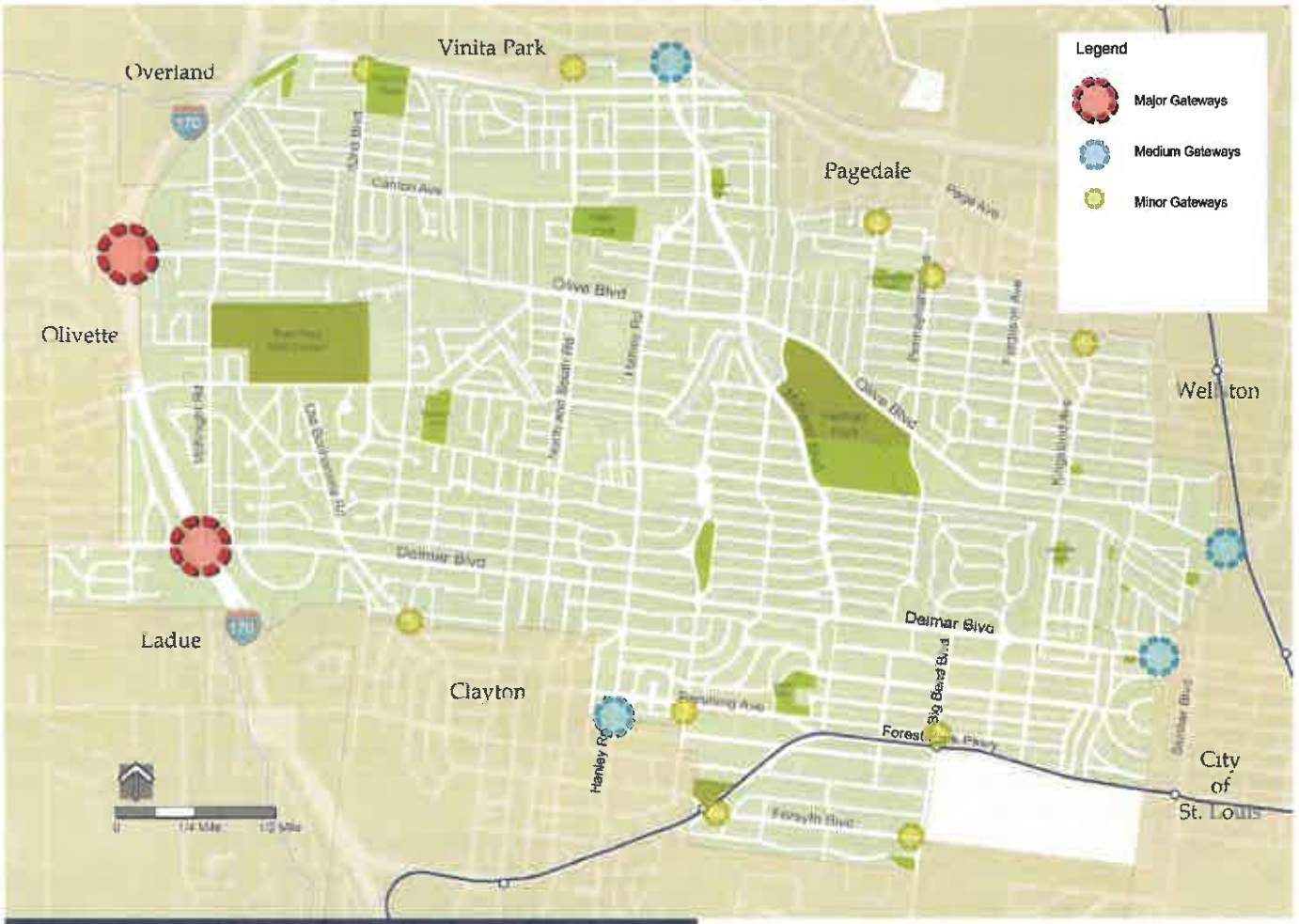
U City in Bloom is a great asset for the City. It is one of the strongest and most innovative community garden organizations in the region. With over 200 public gardens, U City in Bloom is critical in enhancing the visitor experience.

The need for enhancing areas throughout the City can often exceed the existing capacity of existing organizations. Future planning of new or additional gardens should balance capacity, equitable distribution, and visibility.

Gateways

Gateways allow new or regular visitors to know when they are entering a new or unique area by visual cues. This can be beneficial for an overall city or for smaller neighborhoods and commercial areas. Letting a University City visitor know they are in University City puts a name to a place. Gateways can be anything from full branding, to signage, to landscaping, or public art.

The map on this page shows possibilities for Major, Medium, and Minor Gateways in University City. The two Major Gateways are proposed at University City's two intersections with I-170. These areas have constant traffic from the interstate and bring many people into the city. The Medium Gateways are placed on major corridors and areas that tend to bring people into University City such as north Midland Boulevard, east Olive Boulevard, the Loop, and Hanley Road near Pershing Avenue. The Minor Gateways tend to be at the smaller entrance areas into the city, often in residential areas.



Gateway Locations

PRINCIPLE #6: UTILIZE PLACE-BASED SOLUTIONS
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Hire a full-time dedicated staff person, when financially feasible, to manage the Loop SBD, develop a marketing strategy to fill vacant properties and create a programming schedule for activities in The Loop	Maintain The Loop as a Top 10 Street	1	Intermediate Term (Year 1 to eighteen month)	EDRST	Planning and Economic Development Staff	
Utilize the Loop Special District to develop a strategy to improve communication between property owners and tenant businesses and facilitate consensus around Loop events and operations.	Maintain The Loop as a Top 10 Street	1	Near Term (next 6 months)	N/A	Loop SBD Staff	Loop SBD Members
Initiate discussions with Washington University to communicate the City's redevelopment desires for Commerce Bank and Craft Alliance sites (West Loop priority development area)	Maintain The Loop as a Top 10 Street	1	Near Term (next 6 months)	N/A	Mayor, City Manager	
Prioritize marketing and development of city-owned property on Olive Blvd. at North & South and Midland Blvd. using the place-making districts as a strategic framework	Redevelop and Reinvest in Olive Boulevard	1	Near Term (next 6 months) and ongoing	NA	Planning and Economic Development Staff/Contractor	
Proactively market vacant/underutilized properties with commercial brokers, on City website and to tenants located in the Novus footprint	Redevelop and Reinvest in Olive Boulevard	1	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning and Economic Development Staff/Contractor	Commercial Real Estate Brokers
List city-owned property with a commercial broker to increase market exposure	Redevelop and Reinvest in Olive Boulevard	1	Near Term (next 6 months)	N/A	Planning and Economic Development Staff/Contractor	Commercial Real Estate Brokers

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Leverage comprehensive planning process (Future Land Use plan) to incorporate requirements for increased density through mixed use developments, modern design trends for building placement to address outdate retail development/incorporate requirements into requests for redevelopment proposals. Future Land Use plan should then guide updates to zoning, including form based codes as applicable.	Enhance Visitor Experience	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning and Economic Development Staff; Marketing and Communications	
Ensure proper management of the Special Business District to maximize revenue	Maintain The Loop as a Top 10 Street	2	Near Term (next 6 months) and ongoing	N/A	City Manager; Planning and Economic Development Staff	Loop SBD Board
Implement Lochmueller Group parking study (Mar. 2020) recommendations including additional circulation and smart parking analysis	Maintain The Loop as a Top 10 Street	2	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST; Municipal Revenues	City Manager; Planning and Economic Development Staff	
Evaluate existing public realm infrastructure to identify enhancements that maintain Loop appearance, address safety concerns and to keep the Loop competitive without major construction disruptions to businesses.	Maintain The Loop as a Top 10 Street	2	Long Term (Year2-3) and ongoing	EDRST; Municipal Revenues	City Manager; Planning and Economic Development Staff	
Proactively monitor the future plans for the Loop Trolley to anticipate and mitigate any negative impact on Loop business revenue	Maintain The Loop as a Top 10 Street	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	City Manager; Planning and Economic Development Staff; Marketing and Communication Staff	
Assemble Loop crime data and develop and disseminate strategic communication materials to place data in context and better manage concerns and perceptions	Maintain The Loop as a Top 10 Street	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	City Manager; Planning and Economic Development Staff; Marketing and Communication Staff; Police Dept.	

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Engage Loop Special District property owners to encourage enhancements to street level vacant properties to improve the appearance of the Loop and environs	Maintain The Loop as a Top 10 Street	2	Near Term (next 6 months) and ongoing	N/A	City Manager; Planning and Economic Development Staff; Loop SBD Staff	
Actively enforce code requirements for property maintenance to encourage reinvestment in properties	Maintain The Loop as a Top 10 Street	2	Near Term (next 6 months) and ongoing	N/A	Planning and Development Department	
Continue to provide façade improvement funds to property owners on Olive Blvd. to support reinvestment and development of a cohesive look within the Districts	Redevelop and Reinvest in Olive Boulevard	2	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST/CDBG	Planning and Economic Development Staff/Contractor; Marketing and Communications	
Leverage comprehensive planning process to re-position strategic retail sites along Olive Blvd. to reflect trends toward modern expectations; increase density and reduce parking requirements	Redevelop and Reinvest in Olive Boulevard	2	Intermediate Term (Year 1 to eighteen month)	N/A	Planning and Economic Development Staff/Contractor	
Identify strategic properties that can be combined to create developable sites and evaluate costs/benefit of acquisition (See also Principle #1 - land assemblage)	Redevelop and Reinvest in Olive Boulevard	2	Long Term (Year 2-5)	EDRST/CDBG	Planning and Economic Development Staff/Contractor	
Complete the streetscape enhancements along Olive Corridor reflecting unique character of each District	Redevelop and Reinvest in Olive Boulevard	2	Long Term (Year 2-5)	EDRST/DOT/CDBG		
Commission transportation study to evaluate traffic calming measures from Hanley Road east to Sutter Ave. to create more walkable, neighborhood environment for Heman Park and Olive Innovation Districts. Transportation study could be part of a broader Greats Streets Plan (competitive selection process with East-West Gateway).	Redevelop and Reinvest in Olive Boulevard	2	Long Term (Year2-3)	East/West Gateway - Great Streets Program/MoDOT	Planning and Economic Development Staff/Contractor	East-West Gateway; MoDOT

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
As part of the current Corps of Engineers 3-year flood risk management study, ensure the goals of the Districts along Olive Boulevard are a priority for the study's recommendations	Redevelop and Reinvest in Olive Boulevard	2	Long Term (Year 2-5)	Corps of Engineers, MSD, Federal/State Grants	Planning and Economic Development Staff/Contractor; Stormwater Committee; Public Works; Corps of Engineers; MSD	
Define municipal boundaries to create a sense of place when entering the City at key primary and secondary intersections	Enhance Visitor Experience	3	Long Term (Year 2-5) and ongoing	EDRST; Municipal Revenues	Planning and Economic Development Staff; Public Works	UCity in Bloom
Develop a branding program to define all commercial districts to create a sense of place through consistent signage, wayfinding and other physical improvements	Enhance Visitor Experience	3	Long Term (Year2-3) and ongoing	EDRST; Municipal Revenues	Planning and Economic Development Staff; Marketing and Communications	UCity in Bloom
Enhance public spaces in targeted commercial districts with artwork, plazas, landscaping, and informational plaques to attract visitor, businesses and residents	Enhance Visitor Experience	3	Long Term (Year 2-5) and ongoing	EDRST; Municipal Revenues	Planning and Economic Development Staff; Marketing and Communications; Loop Staff	UCity in Bloom
Incorporate placemaking improvements in redevelopment agreements	Enhance Visitor Experience	3	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	City Manager; Planning and Economic Development Staff	
Build on investments in the 3rd Ward to identify and target properties along Olive for redevelopment/reinvestment	Redevelop and Reinvest in Olive Boulevard	3	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST	Planning and Economic Development Staff/Contractor	

CHAPTER 3: PLACE-BASED GROWTH STRATEGIES

PLACE-BASED GROWTH STRATEGIES

University City is home to many existing "place-based" developments. The U City Loop and numerous neighborhood business clusters have a wonderful sense of scale and place. There is an opportunity to lay the groundwork for revitalizing areas in the City that have not yet shared this growth.

This Chapter focuses on place-based growth strategies. The Chapter is organized into three sections:

- Proposed Districts
- Priority Development Areas
- Place-Making Best Practices

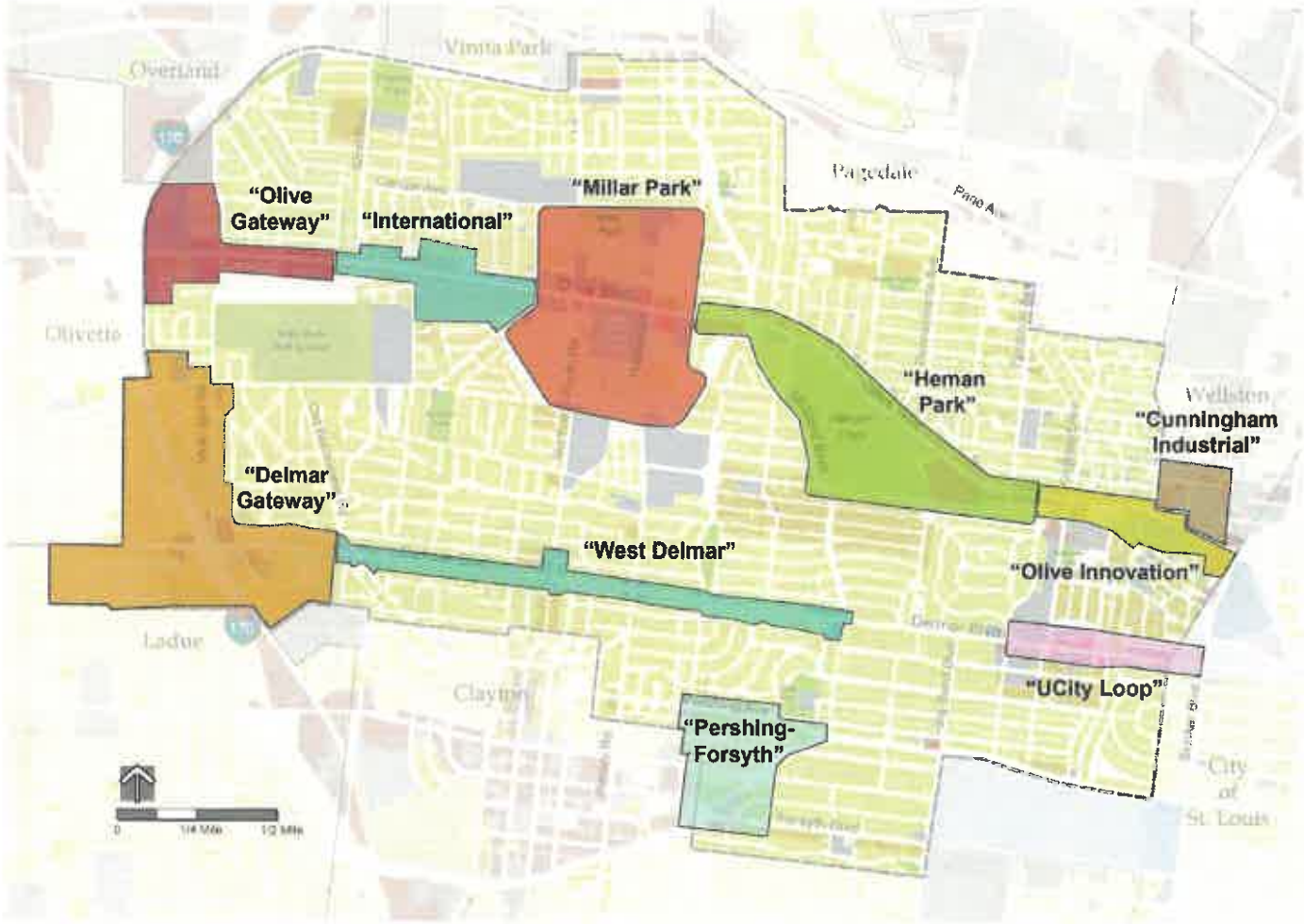
DISTRICTS

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 U City."
- 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	
U City 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.)

"Olive Gateway" District

The Olive Gateway District includes the western end of Olive Boulevard, including the intersection of Olive Boulevard and I170. The focus of the Olive Gateway District is regional retail to take advantage of its location near the interchange of I170. The proposed Novus Development at Olive Boulevard and I170 includes a mix of regional retail, hospitality, and residential.

Economic Development

Sectors: Retail; Accommodations & Food Service; and Professional, Scientific, & Technical (Professional Office).

The key sector is regional retail that takes advantage of the location near the I170 interchange.

The proposed Novus Development at Olive Boulevard and I170 is expected to include retail, hospitality, and residential uses with a national retail anchor. Hotel and office are also suitable.

Marketing

Part of City-wide "Explore U City."

Similar to other large retail development, The Novus development will likely have its own marketing.

Place-Making / Infrastructure

City-wide entry at the interchange of Olive Boulevard and I170

Streetscape improvements as redevelopment occurs should align with the 'Olive Boulevard Design Standards.'

Other

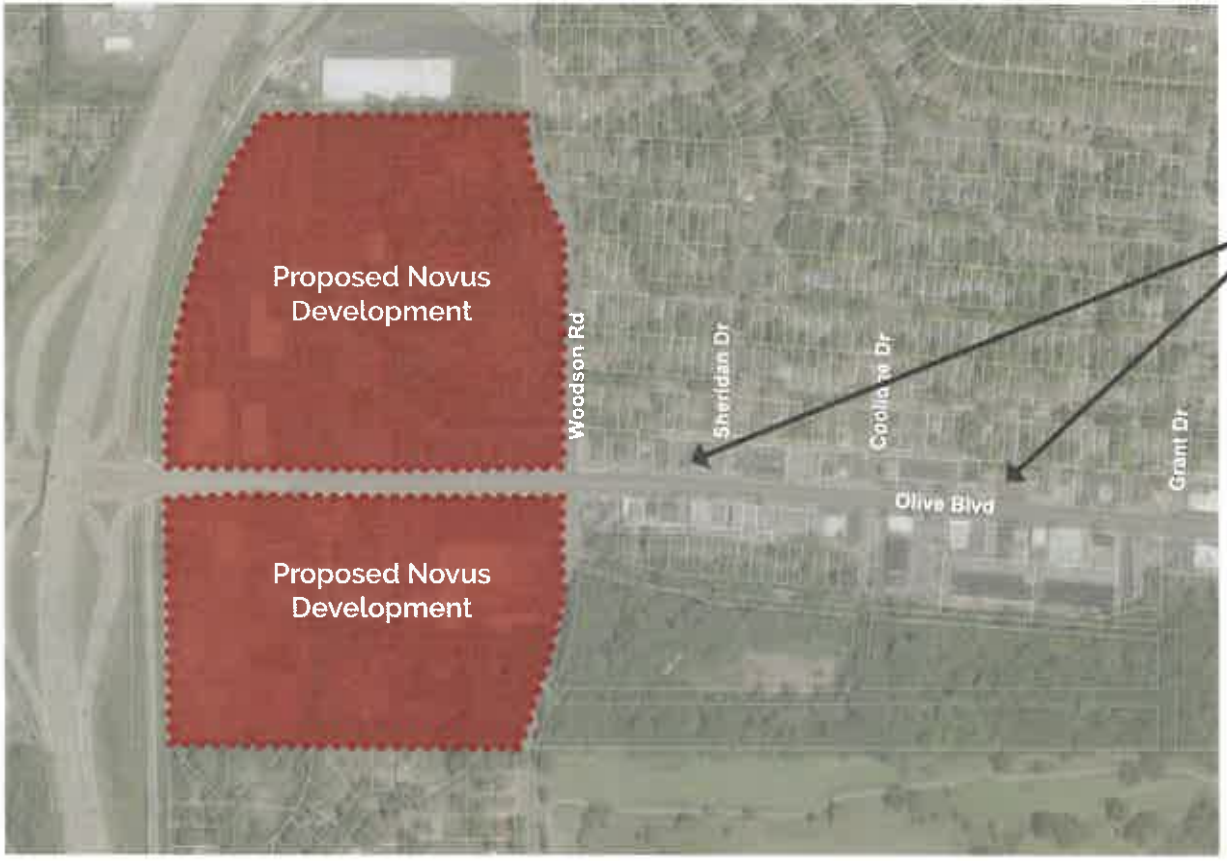
As the Novus Development at Olive Boulevard and I170 is built out, there will likely be additional retail and commercial development pressure further east. The existing commercial parcels along Olive are too shallow to support typical regional commercial development. The following pages describe this situation in more detail with potential options. The City's future land use plan should address the amount of land recommended for commercial uses versus residential uses.

Accommodating Future Regional Retail

As the Novus Development at Olive Boulevard and I170 is built out, there will likely be additional retail and commercial development pressure further east. Proximity to the I170 interchange and the Novus Development will drive this regional commercial demand.

While regional commercial (including retail, office, and hospitality) is part of the recommended economic development strategy for this section of Olive Boulevard, accommodating the land use for regional retail will need to be evaluated further as part of University City's upcoming comprehensive plan update. Existing parcels along Olive Boulevard, especially on the north side of Olive, zoned for commercial, are too shallow to accommodate typical regional retail development. This section provides an overview of the issue, precedent examples of regional retail layouts, and possible options to accommodate regional commercial.

The possible options shown on the following pages include a discussion of advantages and disadvantages. As the future land use plan is developed as part of the comprehensive plan, areas designated for future commercial and residential should consider these advantages and disadvantages along with input from 3rd Ward residents.



Existing commercial parcels along Olive are too shallow to accommodate typical regional retail development. Existing parking is a challenge. The photo below shows existing parking being squeezed into any available space.

Deep Lot

Deep lots provide a large extent of surface parking. Regional retail includes big and medium box stores. Deep lots may also accommodate out parcels closer to the street for restaurants and other uses.

Precedent: Deep Lot

Example: Precedent Applied to Olive

Medium Depth Lot

Medium depth lots provide a large extent of surface parking. Regional retail includes medium box stores. Typically, the depth of the lot does not allow room for out parcels. Sometimes parking will extend to the side of buildings due parking limitations in front of buildings.

Precedent: Medium Depth Lot

Example: Precedent Applied to Olive

Shallow Depth Lot

Shallow depth lots typically have one bay of parking serving strip retail. Although shallow, space should be provided behind buildings for maintenance and deliveries, buffering between adjacent land uses, and sidewalk and streetscape elements between the parking and street.

Precedent: Shallow Depth Lot

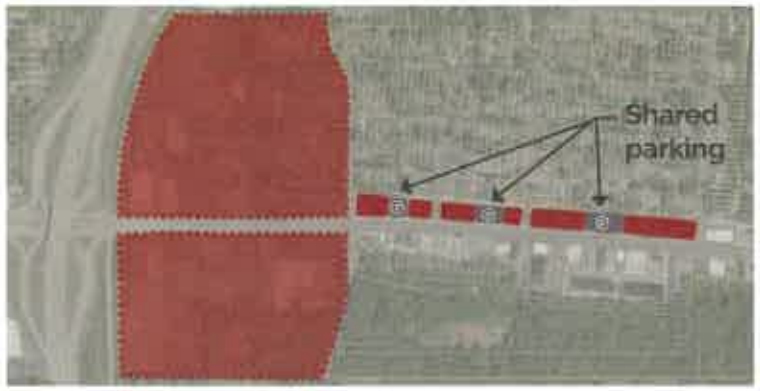
Example: Precedent Applied to Olive

Option A: Development within Existing Commercial Parcel Depth

This option keeps the current depth of existing commercial parcels. As part of private redevelopment or parcel assembly by the City, shared parking lots for each block would help provide sufficient parking for adjacent commercial uses.

Advantages
- Preserves residential land uses.
- Buildings at street edge promote an aesthetically pleasing streetscape edge.

Disadvantages
- Even with shared parking, shallow commercial lots may not be viable.

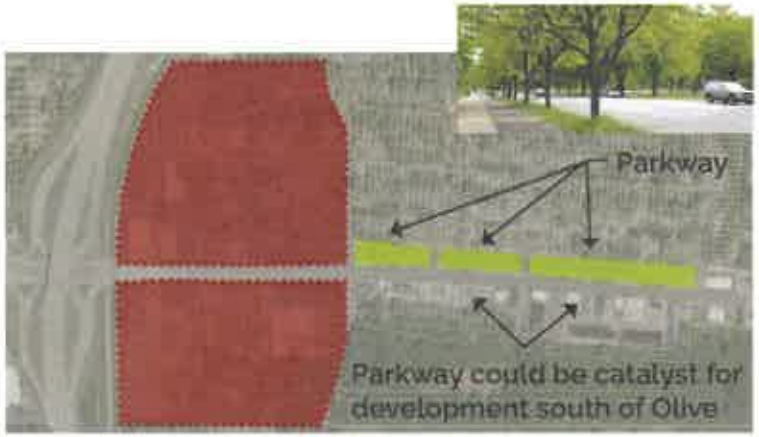


Option B: Parkway

Buyout of commercial parcels and replacement with parkway (street trees, landscaping, buffering of residential, multi-use trail, etc).

Advantages
- Aesthetically pleasing entry into University City.
- Additional park/open space for residents.
- Potential to increase the value of adjacent properties, especially south of Olive Boulevard.

Disadvantages
- Loss of commercial properties and a decrease in revenue. The 2018 appraised value of the existing commercial properties was over $4.8M.



Option C: Increase of Commercial Land Use

As part of the City's future land use plan, the City designates an additional area for commercial use. Existing residential uses to remain until future development proposals.

Advantages
- Increases viability of future regional retail and commercial.

Disadvantages
- Long-term loss of residential.

"International" District

The International District is unique not only to University City, but regionally with its concentration of Asian and internationally themed restaurants, stores, and groceries. The unique offering of the International District attracts visitors from throughout the region. The International District should continue its focus on Asian and internationally themed businesses. Increased marketing of the International District will further strengthen the District.

Economic Development

Sectors: Retail and Accommodations & Food Service

Focus should be on restaurants and retail with an international flair. The International District currently attracts visitors from throughout the region because of its unique stores and restaurants. Increased focus on this area will strengthen this unique asset for the City.

As part of the retail strategy, stores that manufacture their products in-store or locally should be encouraged.

Marketing

In addition to City-wide "Explore U City," the International District should have its own website and branding. The marketing for the International District could be done by the City or by businesses within the District,

Place-Making / Infrastructure

Streetscape improvements as redevelopment occurs should align with the 'Olive Boulevard Design Standards.' District branding should be included on street banners and other public realm elements.

Mitigation of River Des Peres flooding is key for long-term investment. If feasible, flood mitigation should incorporate place-making opportunities.

Infill development should be encouraged in areas of excess parking.

Other

The City should proactively engage with International District businesses and property owners to build relationships and better understand business needs.

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

"Millar Park" District

Of all the Districts, the Millar Park District most closely aligns as a neighborhood. The District is anchored on the north by Millar Park and River Des Peres and University City High School on the south. The District includes both residential and commercial uses. As a "neighborhood," the Millar Park Districts helps to connect and link the north and south side of Olive Boulevard.

Economic Development

Sectors: Retail; Accommodations & Food Service; and Professional, Scientific, & Technical (Professional Office).

Retail and restaurants should include businesses that cater to the community and neighborhood market, such as the Walgreens and Aldi already present in the District.

Existing residential should be preserved. Opportunities to increase density or adaptive re-use, such as the conversion of the former Hawthorne Elementary to apartments, should be encouraged.

Marketing

Part of City-wide "Explore U City."

Place-Making / Infrastructure

Streetscape improvements as redevelopment occurs should align with the 'Olive Boulevard Design Standards.'

Intersections should be improved for safer pedestrian crossings across Olive Boulevard to increase north-south connections.

District branding should be included on street banners and other public realm elements.

"Heman Park" District

As the largest park in University City and home to the City's recreational complex (Centennial Commons), Heman Park is an existing city-wide asset. However, current development along Olive Boulevard north of Heman Park does not take advantage of the prime park location. Existing development 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.

Increased residential should be encouraged north of Heman Park along Olive Boulevard. Residential will take advantage of the park location and will help support nearby retail. Other areas with the District should be a mix of neighborhood scale retail and residential.

Health Care related services are also an appropriate business sector. Health Care includes community-wide services such as medical offices and pharmacies, with an opportunity for synergy with the existing Schnucks as a neighborhood anchor.

Economic Development

Sectors: Retail; Health Care & Social Assistance; Professional, Scientific, & Technical (Professional Office).

Focus should be on increased residential density to the north of Heman Park, especially the redevelopment on the north side of Olive Boulevard to residential (see example following pages).

Retail should cater to the community and neighborhood market. Allow flexibility of building uses.

Health Care includes community-wide service such as medical offices and pharmacies.

Marketing

Part of City-wide "Explore U City."

Place-Making / Infrastructure

The potential for a road diet along Olive Boulevard will provide the opportunity for streetscape enhancements, traffic calming, and increased pedestrian safety. The road diet would benefit recommended residential development north of Heman Park.

Mitigation of River Des Peres flooding is key for long-term investment near Olive Boulevard and Midland Boulevard. If feasible, flood mitigation should incorporate place-making opportunities.

"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 include: unfriendly pedestrian and bicycle environment, unsafe pedestrian crossings, and less viability of commercial properties.

3. Large expanses of parking in front of buildings detract 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 increase pedestrian safety 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 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.

"Olive Innovation" District

With the increased growth and presence of tech firms in the Loop, the Olive Innovation District is an opportunity area to capture additional tech growth. Within walking distance of the Loop, the Olive Innovation District allows expansion of tech office space. In addition, the Olive Innovation District can capture the synergy of recent and planned developments along Kingsland Avenue including the proposed hotel at the Harvard Elementary School site and the co-working, start-up space at the Lewis Center.

In addition to tech, Olive Innovation should be mixed-use with multi-family housing. Increased residential opportunities in this area will provide live-work opportunities as well as support neighborhood retail to the west on Olive.

With its proximity to the Cunningham Industrial District and existing light industrial facilities within the District, the Olive Innovation District should celebrate its manufacturing and light industrial context by encouraging opportunities to utilize technology and manufacturing.

Economic Development

Sectors: Professional, Scientific, & Technical (Tech); and Manufacturing

With the increased growth and presence of tech firms being drawn to the Loop, the Olive Innovation District is an opportunity area to capture additional tech growth.

Olive Innovation District should be mixed-use with multi-family housing.

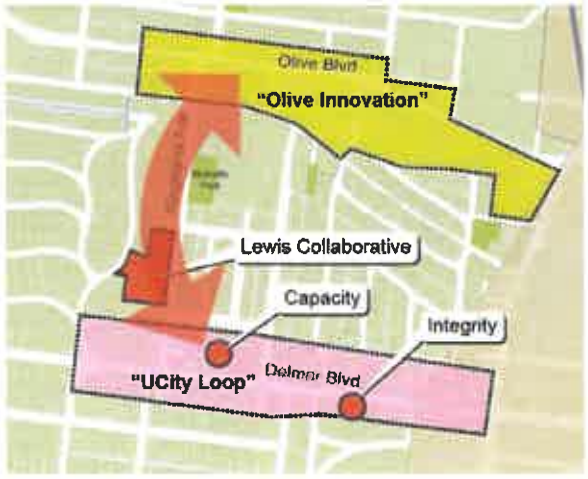
The Olive Innovation District should marry and encourage technology and manufacturing.

Marketing

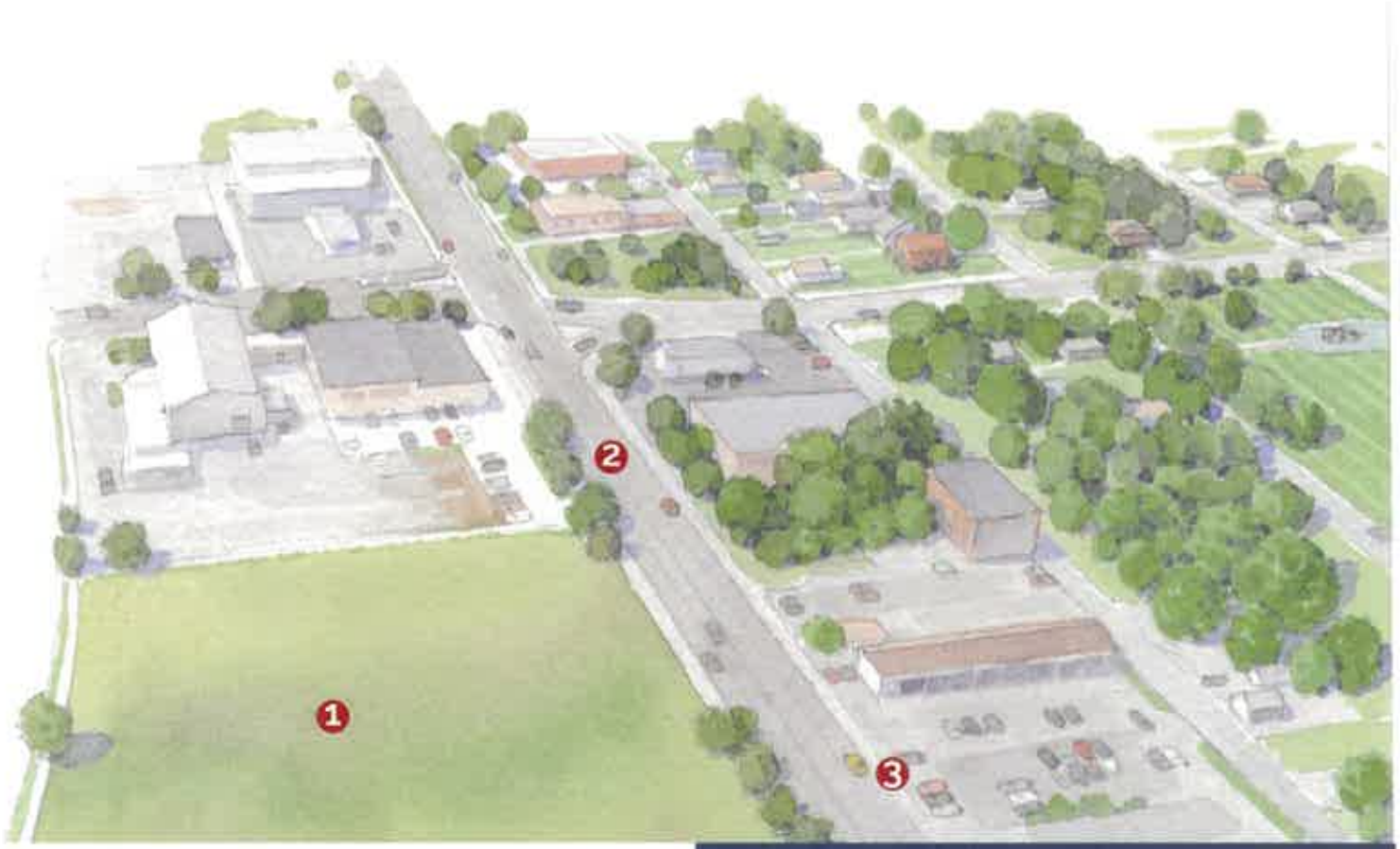
In addition to City-wide "Explore U City," the Olive Innovation District should have its own branding and a possible separate website. Marketing of the Olive Innovation District should be part of a larger citywide marketing effort to promote the City as a good location for tech firms and start-ups.

Place-Making / Infrastructure

The potential for a road diet along Olive Boulevard will provide the opportunity for streetscape enhancements, traffic calming, and increased pedestrian safety.



"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.

"Cunningham Industrial" District

The Cunningham Industrial District is a unique and important area for University City. Cunningham Industrial is home to a variety of manufacturing operations, ranging from parts and tool manufacturing to clothing. Some of the City's largest employers are in Cunningham Industrial. The industries provide good job opportunities with entry level positions with good starting pay and a chance for advancement. Cunningham Industrial also helps to diversify the City's economy.

The City should pursue expansion of Cunningham Industrial Park in cooperation with the City of Wellston to expand opportunities for light manufacturing that leverage location and access to transportation corridors. A strong Cunningham Industrial Park will help ensure a diverse business base in University City.

Economic Development

Sectors: Manufacturing

Preservation and expansion of Cunningham Industrial will help keep a diversified economy and provide job opportunities for residents.

Opportunities exist to create synergy with Tech (the adjacent Loop Innovation District) and manufacturing.

Marketing

Marketing for Cunningham Industrial should be targeted for site selectors and manufacturers.

Communication (and marketing) with workforce development programs will help ensure residents are connected to job opportunities in Cunningham Industrial

Place-Making / Infrastructure

Ensure that utilities provide needed capacity and maintenance/life-cycle considerations allow uninterrupted service.

While and lane reductions are recommended further west on Olive Boulevard for traffic calming, the far east-end of Olive should ensure needed access for Cunningham Industrial. As the east end of Olive Boulevard is a key entry into the City, streetscape enhancements are recommended, but should balance needed access for Cunningham.

"U City Loop" District

The U City Loop District is already a strong branded district within University City, Its electric blend of shops and restaurants and vibrant street life with elements such as the St. Louis Walk of Fame. A testament to the Loop's vibrancy was it being named by the American Planning Association as "One of the Ten Great Streets in America." The U City Loop is a top regional destination that is a major attraction to both regional and out-of-town visitors.

The U City Loop, however, will need to continue to position itself strategically for future success including: staffing support, marketing, parking, events, and public realm enhancements.

Economic Development

Sectors: Accommodations & Food Service; Retail; and Professional, Scientific, & Technical (Tech).

In addition to its existing mix of restaurants and retail, The Loop should continue to grow its emerging Tech sector.

New development on the west end of the Loop should be a priority to balance recent developments on the east end.

Marketing

The Loop already has a strong marketing presence with the www.VisittheLoop.com website and social media that markets both the University City and St. Louis City sections of The Loop. The Loop also is marketed through regional tourism publications.

The City should continue to market the University City's portion of the Loop (U City Loop) through the City-wide "Explore U City."

Place-Making / Infrastructure

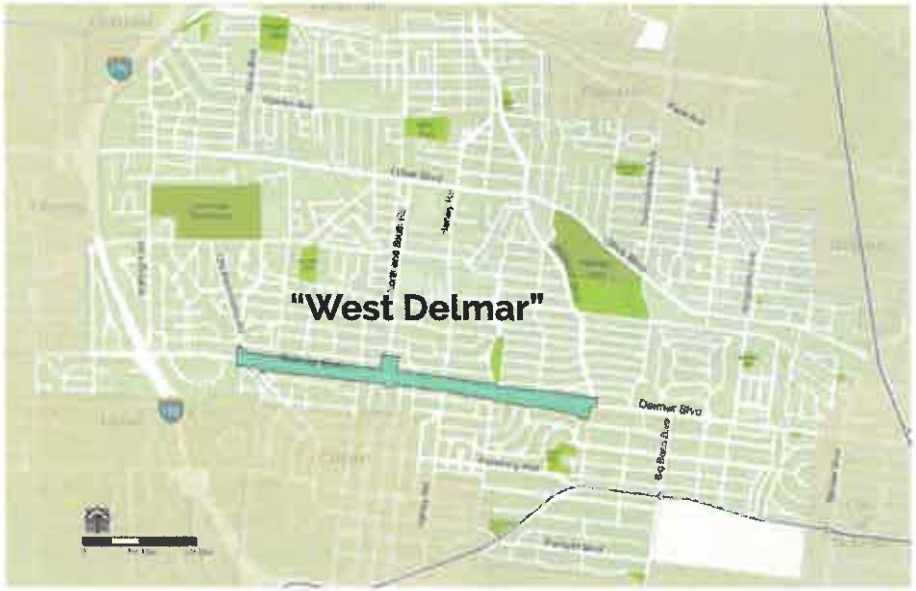
The U City Loop already has a strong sense of place with its scale of buildings and vibrant street life. The recommendations of the 2020 parking study should be implemented with an emphasis on smart parking strategies. A public realm analysis should be conducted to freshen streetscape elements without disrupting existing businesses.

"West Delmar" District

The West Delmar District is defined by nodes of wonderfully scaled commercial uses at intersections along Delmar Boulevard from Old Bonhomme Road and Midland Boulevard with existing residential between the commercial nodes.

The existing mix of retail, restaurant, and commercial uses within the West Delmar District are generally appropriate. Distinct branding for the West Delmar District will help differentiate the area.

The flexibility of building uses should be encouraged for market shifts such as restaurants. Preservation of building and street form is more important than particular uses.



Economic Development

Sectors: Retail and Accommodations & Food Service

The mix of existing retail, restaurant, and commercial uses within the West Delmar District are generally appropriate and should be preserved. Major redevelopment is not expected or needed.

The flexibility of building uses should be encouraged for market shifts such as restaurants. Preservation of building and street form is more important than particular uses.

Marketing

In addition to City-wide "Explore U City," the West Delmar District should have its own branding.

Place-Making / Infrastructure

District branding should be included on street banners and other public realm elements.

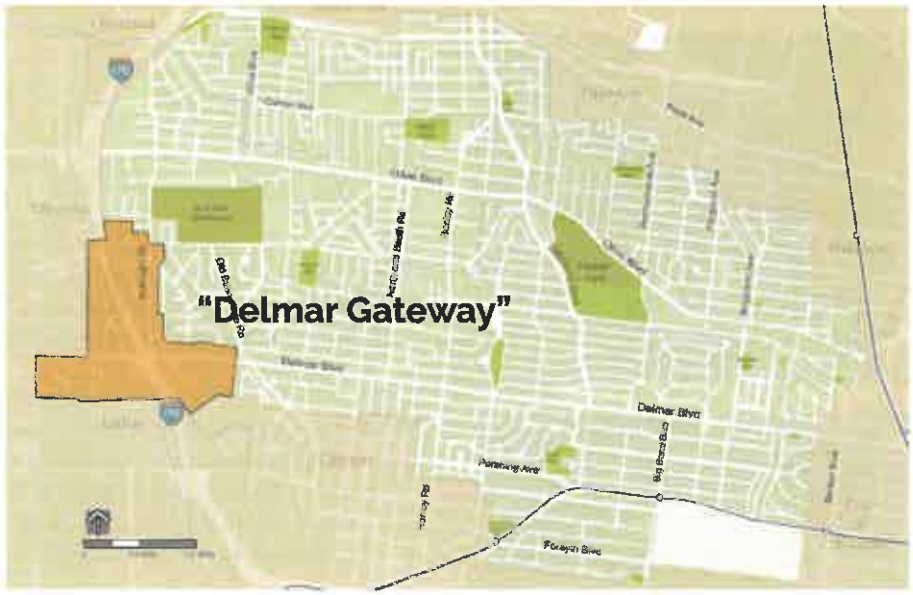
A parking study will benefit the West Delmar District by better accommodating parking for the restaurants and commercial nodes while respecting residential parking needs.

Intersections should be improved for safer pedestrian crossings across Delmar Boulevard to increase north-south connections.

"Delmar Gateway" District

The Delmar Gateway District is the gateway into University City from I-170 on Delmar Boulevard. Anchored by the Gatesworth and McKnight Place, the District is an existing destination for senior living. In addition to its excellent vehicular access, the District is served by the Centennial Greenway, a multi-use trail running parallel to I170.

The Delmar Gateway District should continue to focus its strength of senior living in a mix of uses including residential, retail, restaurants, and accommodations.



Economic Development

Sectors: Health Care & Social Assistance; Retail; and Accommodations & Food Service

Senior living is already a major strength with the Gatesworth and McKnight Place being anchors.

A planned mixed-use redevelopment of Delcrest Plaza is expected to include a hotel and retail. Retail is an important sector with the District's location near I-170 and the existing residential density.

Marketing

Part of City-wide "Explore U City."

Place-Making / Infrastructure

City-wide entry at the interchange of Delmar Boulevard and I170

Pedestrian and bicycle improvements to connect residential areas to neighborhood shops and the Centennial Greenway.

"Pershing-Forsyth" District

The Pershing-Forsyth District borders the City of Clayton. The District is mostly residential with pockets of existing commercial at Forsyth Boulevard near the Clayton city limit and the intersection of Pershing Avenue and Jackson Avenue.

The District is served by a MetroLink station at Forsyth Boulevard. A prime development site is located adjacent to the MetroLink station.

Economic Development

Sectors: Retail; Accommodations & Food Service; and Professional, Scientific, & Technical (Professional Office).

The District has a strong mix of existing restaurants and some retail. The key will be the development of the site adjacent to Forsyth MetroLink station. The size of the site, its location near transit, and proximity to other significant recent development positions the site for transformative development.

Marketing

Part of City-wide "Explore U City."

Place-Making / Infrastructure

The existing walkability of the District to neighborhood restaurants should be supported with pedestrian improvements such as crosswalk enhancements.

A parking study will benefit the West Delmar District by better accommodating parking for the restaurants and commercial nodes while respecting residential parking needs.

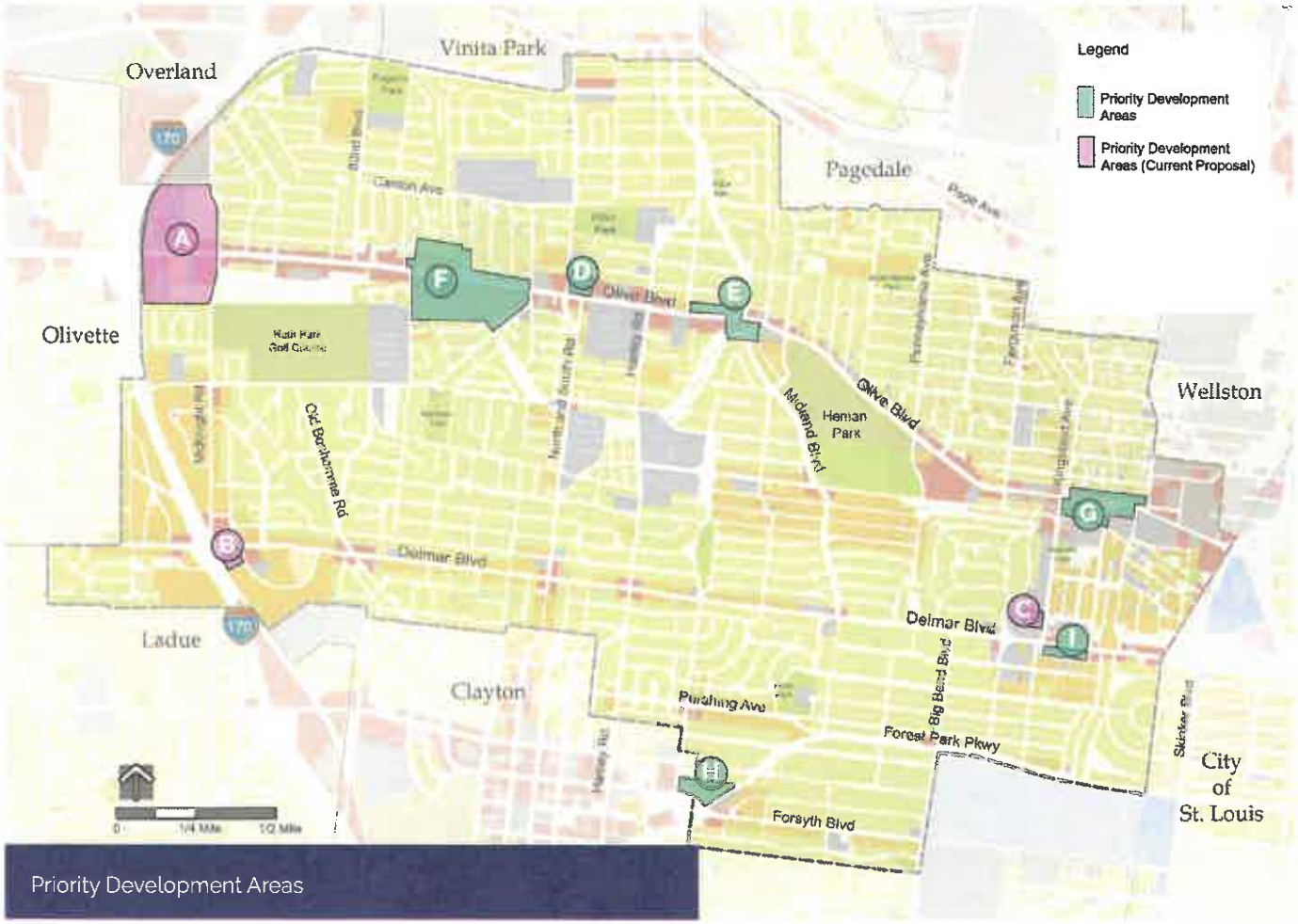
PRIORITY DEVELOPMENT AREAS

First Tier

- (A) Olive Blvd and I170
- (B) Delcrest Plaza
- (C) Delmar-Harvard Elementary School
- (D) Olive Blvd and North and South Rd
- (E) Olive Blvd and Midland Blvd

Second Tier

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



Priority Development Areas

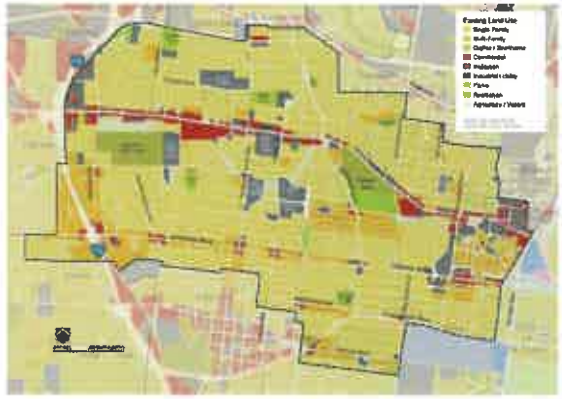
This section includes priority development areas in the City. The priority development areas are categorized as first-tier priority and second-tier priority.

The first-tier consists of current development proposals and locations that the City has site control. The second tier includes areas that are privately owned.

Analysis for Priority Development Areas

Many factors were evaluated in determining the priority development areas including: economic development goals, past City priority areas, existing land use and zoning, property ownership, transit connections, valuations, vacant parcels, and parcel size. The maps on this page show analysis maps. A large version of each map can be found in the Appendix.

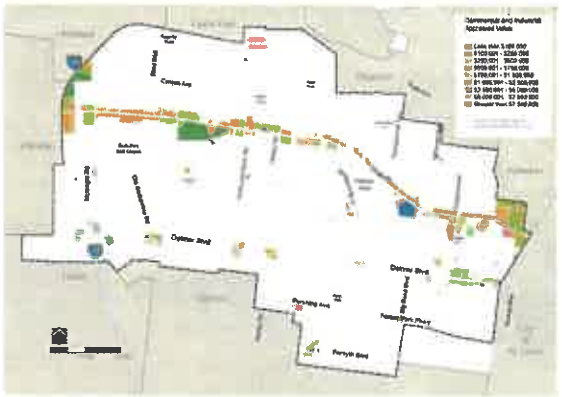
A key screening metric was parcels (and vacant parcels) greater than five acres. There are a limited number of parcels in University City greater than five acres, especially vacant parcels. Future development and redevelopment within the City will most often require multiple parcel assembly to achieve viable sites.



Existing Land Use

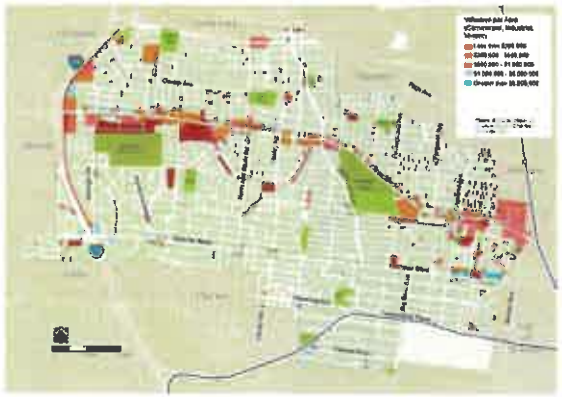
Existing Zoning
(Commercial, Industrial, Residential/Office)

Existing Transit



Existing Appraised Value
(Commercial and Industrial)

Existing Vacant Parcel Size



Existing Valuation per Acre
(Commercial, Industrial, and Vacant)

Parcel Size
(Commercial, Industrial, and Vacant)

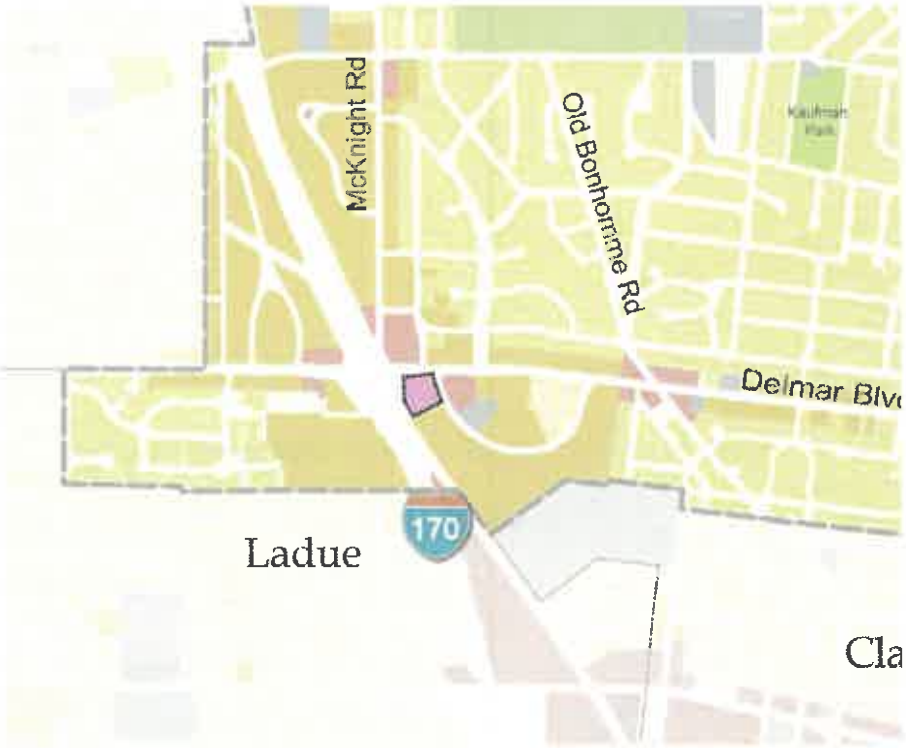
Olive Blvd and I170

Size: North of Olive Blvd = Approx 27.6 acres,
South of Olive Blvd = Approx 21.0 acres

Status: 2019 redevelopment agreement by Novus Development. Currently acquiring property.

Development Overview: Regional retail, hospitality, and residential uses with a national retail anchor.

Left: Novus Development conceptual plan.



Delcrest Plaza

Size: Area 1 = 2.7 acres

Status: University City development review of a planned mixed-use redevelopment of Delcrest Plaza that includes apartments, a hotel, and retail.

Development Goals: Alignment with 'Delmar Gateway District' goals.

Nearby Existing Development

A. Mansions on the Plaza

B. The Gatesworth Retirement Community

Delmar-Harvard Elementary School

Size: Area 1 = 1.2 acres.

Status: Awaiting final development agreement.

Development Goals: Alignment with 'U City Loop District' goals.

Nearby Existing Development

A. Lewis Collaborative - Apartments, Live/Work Studios, Co-Working hub (Opening 2020)

B. 560 Music Center

C. Fitz's

D. Blueberry Hill

E. University City Library

Olive Blvd and North & South Rd

Size: Area 1 = 2.0 acres. Area 2 = 0.86 acres.

Development Goals: Alignment with 'Millar Park District' goals.

University City currently owns the vacant parcel at the northeast corner of North & South Road and Olive Boulevard. While the existing vacant parcel is viable in size for new development, the site is somewhat irregularly shaped with limited lot depth directly adjacent to the intersection. A larger development footprint that includes the two parcels to the northwest would increase options for development and increase the overall site to approximately 2.9 acres. It would also allow the opportunity to have a building footprint closer to the intersection that would be better for urban form and place-making.

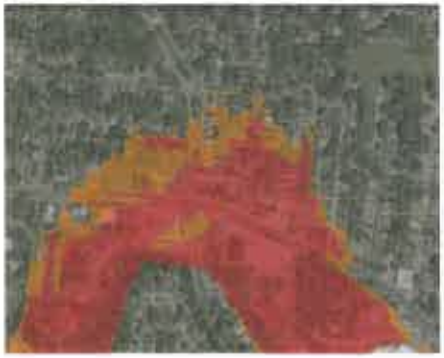
Nearby Existing Development

A. Aldi

B. Dollar Tree

C. Goodwill

Olive Blvd and Midland Blvd



Left: Existing flood hazard areas.

Size: Area 1 = 1.6 acres. Area 2 = 1.0 acres. Area 3 = 1.4 acres. Area 4 = 1.3 acres.

Development Goals: Alignment with 'Heman Park District' goals.

University City has assembled multiple parcels as a development site at the northwest corner of Olive Boulevard and Midland Boulevard. The size of the development site is viable for new development, however, an extended development area to Mt. Vernon Avenue would create a cohesive development from Midland to Mt. Vernon with a combined area of approximately 3.0 acres.

As the map on the right shows, the development area is located within a flood hazard area. Flood mitigation will be required to alleviate flooding problems. Flood mitigation may be an opportunity to alleviate parcel specific flooding, create natural amenities that create value for adjacent properties, and a greater scale of redevelopment. Flood mitigation should prioritize creating developable sites along Olive Boulevard.

Olive Blvd and River Des Peres

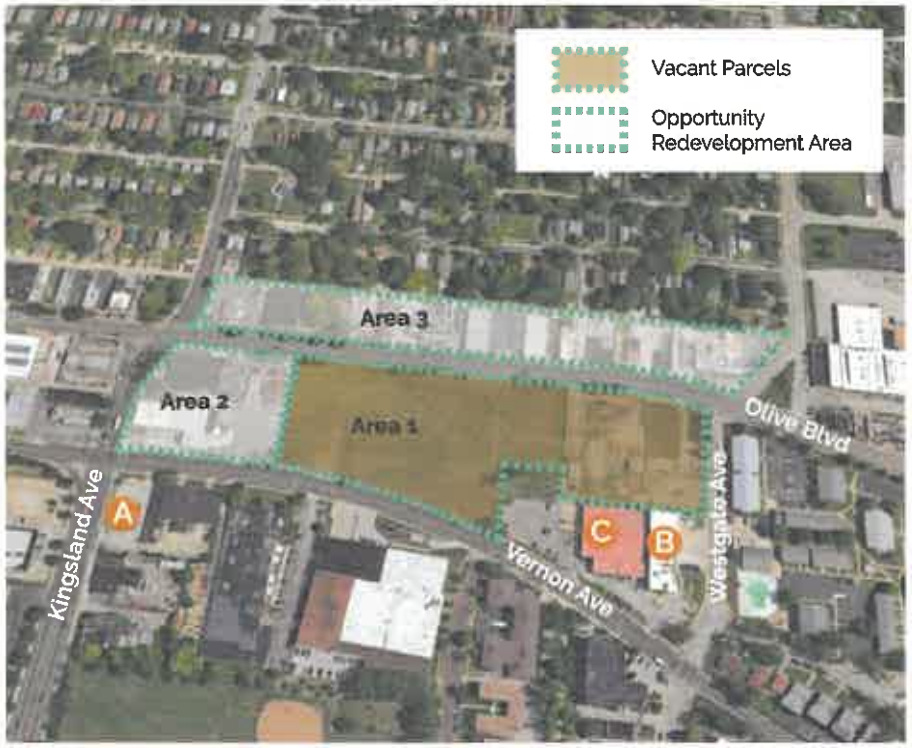
Left: Existing flood hazard areas.

Size:

Development Goals: Alignment with 'International District' goals.

Existing international themed businesses such as the Olive Supermarket (Asian supermarket) draw visitors and shoppers outside of University City. However, as the map on the right shows, many parcels are located within a flood hazard area. Flood mitigation will be required to alleviate flooding problems. Flood mitigation may be an opportunity to alleviate parcel specific flooding, create natural amenities that create value for adjacent properties, and a greater scale of redevelopment. Flood mitigation should prioritize creating developable sites along Olive Boulevard.

Extensive parking areas on the south side of Olive Boulevard are an opportunity for additional out-parcel development.



6610 Olive (Former Shur-Sav)

Size: Area 1 = 5.6 acres. Area 2 = 2.1 acres. Area 3 = 4.0 acres.

Development Goals: Alignment with 'Olive Innovation District' goals.

At 5.6 acres, the former Shur-Sav site and adjacent parcel to the east (Area 1)is the largest of the priority development sites. As discussed with the 'Olive Innovation District,' the site is well positioned to expand the growing tech-sector currently based in the U City Loop. Combined with Area 2, the development area is approximately 7.7 acres.

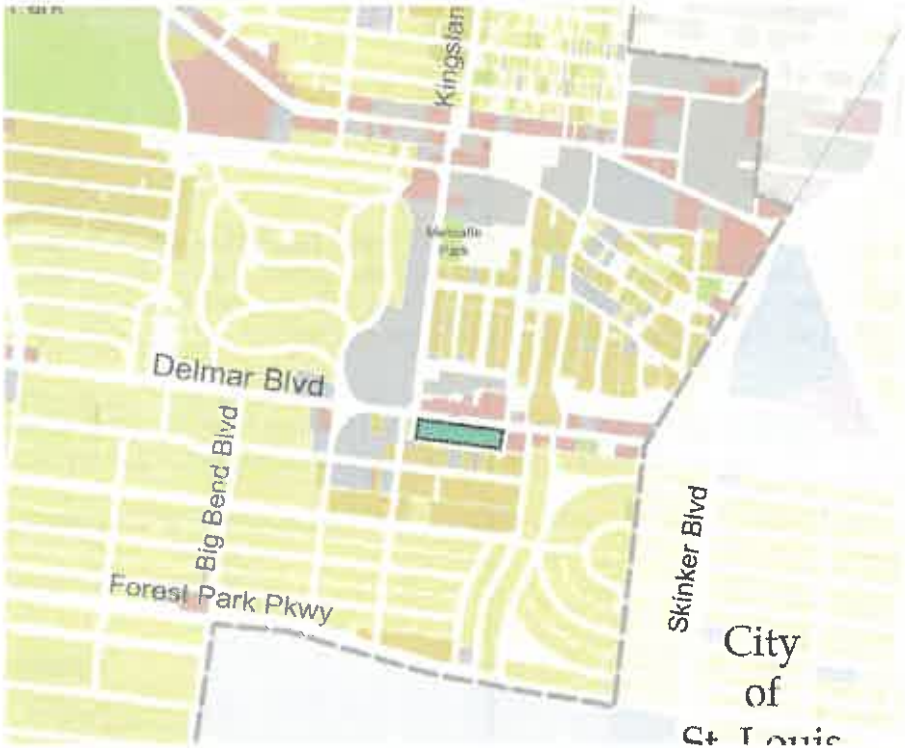
The area north of Olive Boulevard (Area 3) has a relatively shallow lot depth. Structured parking will likely be required to accommodate office or residential uses.

Nearby Existing Development

A. Kingsland Walk Senior Living (Opening 2020)

B. University City Fire Engine House

C. Washington University - Institute for School Partnership



West Loop

Size: Area 1 = 3.4 acres (excluding streets).

Development Goals: Alignment with 'U City Loop District' goals.

Development east of Skinker Boulevard along Delmar Boulevard in recent years has pointed to the need for new development at the western end of the Loop to help anchor this stretch of the U City Loop. Since this area is built-out, new development will come in the form of redevelopment. The City should actively support redevelopment proposals in this area that align with the goals of the 'U City Loop District.'

Nearby Existing Development

A. Lewis Collaborative - Apartments, Live/Work Studios, Co-Working hub (Opening 2020)

B. 560 Music Center

C. Fitz's

D. Blueberry Hill

Forsyth

Size: Area 1 = 5.5 ac

Development Goals: Alignment with 'Pershing-Forsyth District' goals.

The size of the site, its location near transit, and proximity to other significant recent development positions the site for a transformative development. The site sits within two jurisdictions.

The University City boundary splits the site with the eastern portion of the site within University City and the western portion of the site in the City of Clayton. The recently completed $770 million Centene Corporation new headquarters is west of the site along Forsyth Boulevard.

Nearby Existing Development

A. Centene Centre ($770M new headquarter for Centene Corporation)

B. MetroLink Forsyth Station

PLACE-MAKING

What is Place-Making?

People usually know place-making when they see it or experience it. And there are many examples of place-making in University City. However, it can be hard for communities to define the specific features, that in combination, create a sense of place.

This section starts with different definitions of place-making. The second part of this section includes best practices. As the City works with property owners and developers on place-making, these elements should be kept in mind.

"Designing places that attract & unite people and foster a sense of community pride."
Urban Land Institute

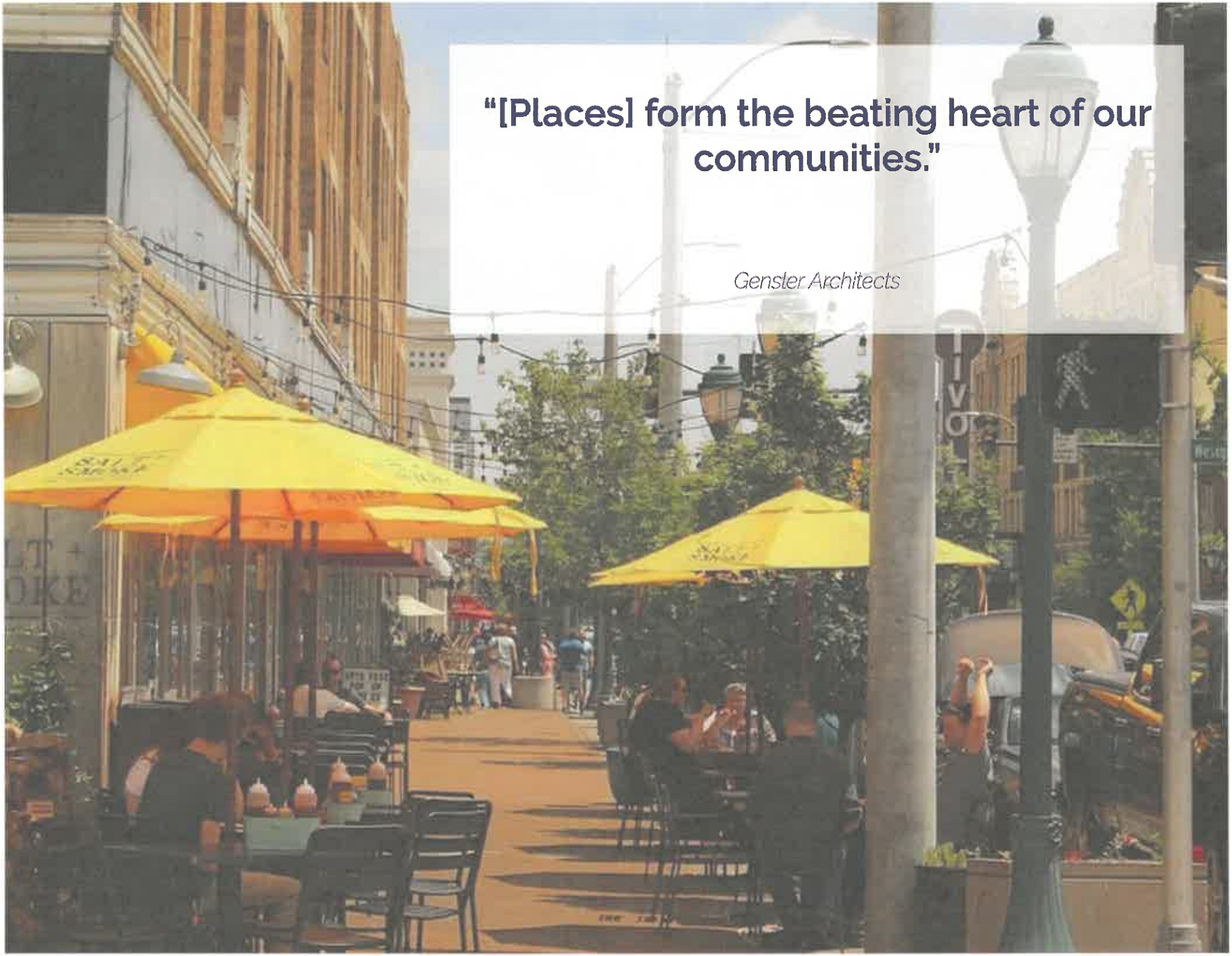
"Creative placemaking animates public and private spaces...."

Anne Markusen and Ann Gadwa,
Creative Placemaking, white paper commissioned by the National Endowment of the Arts, 2010

"Creates interesting places that capitalize on distinctiveness."

ArtPlace America

"A place to gather and to linger."



"[Places] form the beating heart of our communities."

Gensler Architects

WHAT IS PLACE-MAKING: BEST PRACTICES

What is "place-making"? It is a trendy term that is not always easily defined. A whole book could be written on the qualities and how to achieve a "sense of place".

Place-making is not solely architecture, public places, landscaping, infrastructure, signage, or pedestrian amenities. It is the combination of all those elements and the siting and interaction of those elements that create a sense of place.

William H. Whyte's book, The Social Life of Small Urban Spaces, was one of the first attempts to define the qualities of place-making. Today, LEED for Neighborhod Development (LEED-ND) and SITES (Sustainable SITES Initiative) are two of the best rating systems for defining successful place-making.

People usually know place-making when they see it or experience it. And there are many examples of recent place-making in University City

This section includes an overview of the best practices of place-making. As the City works with property owners and developers on place-making, these elements should be kept in mind.

Elements of Place-Making

This section provides an overview of the principles of place-making, including:

- High Quality Architecture
- Comfortable for Pedestrians (Pedestrian Scaled)
- Gathering Places
- High Attention to Detail
- Thoughtful Landscaping
- Programming

Benefits of Place-Making

- Economic
- Social
- Cultural

HIGH QUALITY ARCHITECTURE

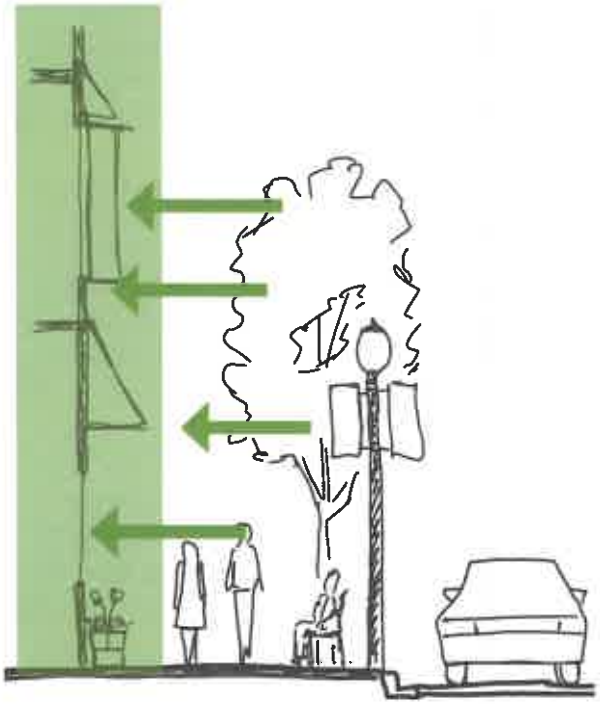
Place-making should include high quality architecture. The example on this page shows two examples of the same business, but with vastly different impacts because of the architecture of the buildings. Both examples have similar site layouts (close to the street and parking at the side of the building).

1. High quality materials such as brick.
2. Thoughtful building facades with windows, awnings, and other details.
3. Signage that is appropriately scaled for the building and compliments the rest of the architecture.
4. Building is set close to the street, and includes space for street trees and tree lawn.
5. Store entry is welcoming for shoppers coming from either the sidewalk or the parking lot.

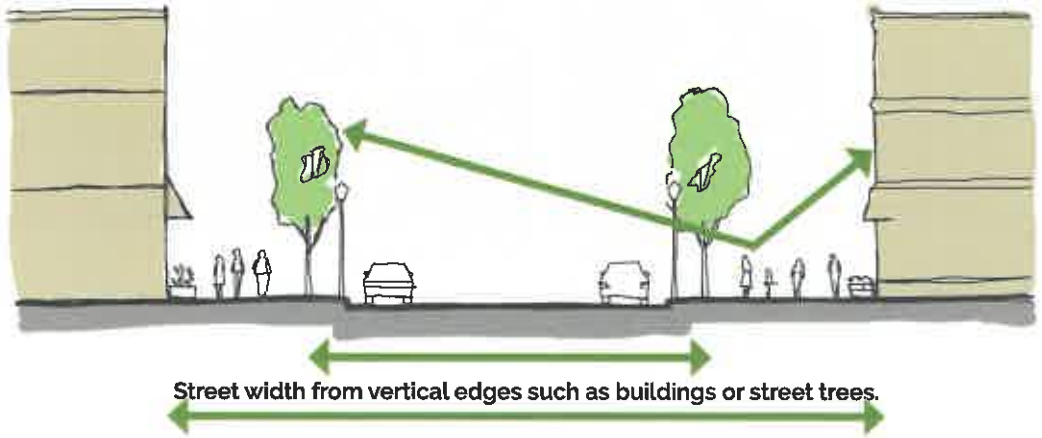
A. Blank building facade with no attention to details or relationship to street.

B. Building materials are concrete block that doesn't fit the context of surrounding buildings.

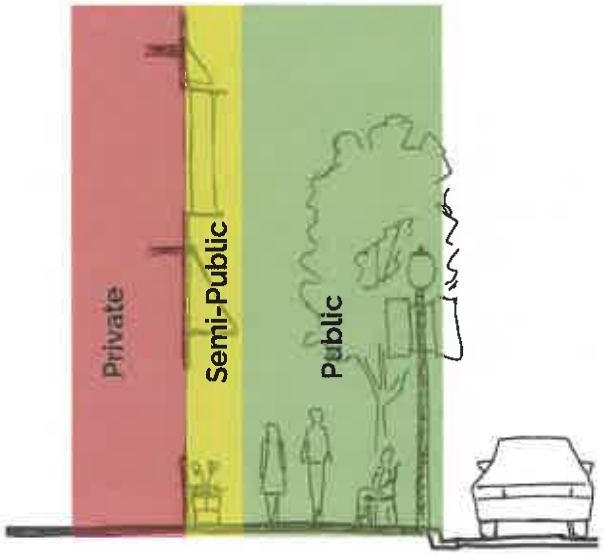
COMFORTABLE FOR PEDESTRIANS



Transparent and Thoughtful Edges
Edges with transparent, multi-layered edges enhance the quality of the streetscape experience.



Sense of Enclosure
Streets that have a street width to building height ratio of at least 1:2 to 1:4 are comfortable for pedestrians. Sometimes other vertical elements such as trees can act as the street edge.



Transition from Public to Private Places
Comfortable places have a transition from public to private places. This "semi-public" space can vary in size.

EXAMPLE: COMFORTABLE FOR PEDESTRIANS (SIDEWALKS)

Pedestrians feel comfortable when they have a sense of enclosure. The sense of enclosure typically comes from vertical elements such as buildings or street trees. The examples on this page shows street trees being used to provide a vertical edge and sense of enclosure. The "Poor" examples demonstrate that even with a sidewalk that is relatively wide and safe, it is not a comfortable sidewalk for walking.

1. The close spacing of street trees provides a buffer between the sidewalk and the roadway and creates a sense of enclosure for pedestrians.

2. Even on a big-box site, street trees and wide tree lawns can provide comfort to pedestrians and make them feel less exposed in a large expanse of parking.

A. The lack of any vertical element on either side of the sidewalk creates a large expanse of openness that makes a pedestrian feel uncomfortable. The fence on the left may be an attempt to provide definition, but it is too far away and not significant enough.

B. Although there are some trees relatively close to the sidewalk, the placement of the sidewalk directly adjacent to a high volume roadway makes a pedestrian feel exposed and uncomfortable.

EXAMPLE: COMFORTABLE FOR PEDESTRIANS (TRANSPARENT EDGES)

Transparent edges are another important element in creating a comfortable environment for pedestrians. Transparent edges are vertical and architectural articulations such as windows, awnings, architectural details, landscaping, and other elements.

The examples on this page are from the same street, but two different blocks. The street width, traffic volumes, and on-street parking are all the same in both examples. The only difference is the treatment of the edges.

1. The landscaping softens the effects of the pavement and architectural elements.
2. The landscape various in size, type, and texture which contributes to an interesting and transparent edge.
3. The architecture of the building includes windows and articulations in the facade.

A. The space adjacent to the sidewalk is additional pavement which is monotonous and unattractive visually (and not environmentally friendly).

B. Although the building has windows, the facade is fairly monotonous with little articulation.

EXAMPLE: COMFORTABLE FOR PEDESTRIANS (TRANSITION FROM PUBLIC TO PRIVATE)

Comfortable areas for pedestrians have transitions from public to private areas. A "semi-public" transition zone enhances the public realm and contributes to place-

1. The sidewalk is clearly in the public realm within the right-of-way of the street.

2. The outdoor seating area of the restaurant is technically private property, but visually it acts as a transition between to private indoors of the building and the public streetscape. This "semi-public" transition zone enhances the public realm and contributes to place-making.

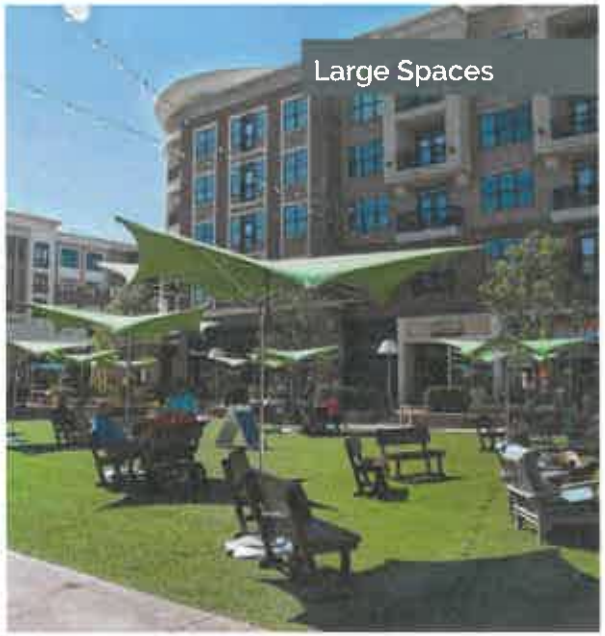
GATHERING SPACES (VARIETY OF SIZES)

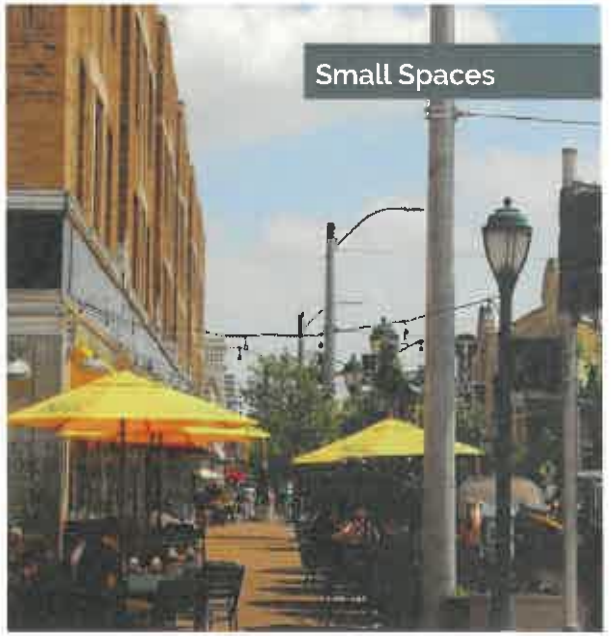
Place-making includes gathering spaces. These gathering spaces can vary in size from large areas between buildings to small nodes along a sidewalk or building entrance. The scale of the gathering space should be appropriate for the context of the location.

A key aspect of a gathering space is that the spaces should avoid the "fish bowl" effect. The "fish bowl" effect occurs when users in a space feel as if they are being watch. Courtyards surrounded by building windows are a classic example of a "fish bowl" effect.

Gathering spaces should have multiple seating and circulation opportunities that allow visitors to have a choice between privacy and clustering with other users.

Micro-climate is an important considering for gathering spaces. Shade should be available on hot, sunny days. Sunny areas should be available during cold and chilly days.





HIGH ATTENTION TO DETAIL

Place-making should have high attention to details for pavements, seating, landscaping, lighting, and architectural details.

1. This walkway between retail buildings is more than just a functional sidewalk. Thoughtful landscaping edge the sidewalk and softens the building facades. Architectural lighting not only increases safety, but enhances the space visually. High quality building materials are included on the sides of the building.

2. This shopping center includes many examples of details including pavement materials, building facades, entry gateways with branding elements, and landscaping.

3. This wall could have been just a blank wall, however the thoughtful use of landscaping with the climbing vine softens the wall visually and enhances the space.

4. This shopping center includes many examples of details including pavement materials, awnings, ornamental lighting, banners, and landscaping.

THOUGHTFUL LANDSCAPING

Thoughtful landscaping can provide a variety of benefits in creating a sense of place. Landscaping can help screen parking, reinforce edges, define outdoor rooms, soften hardscapes and building edges, and provide cooling shade.

1. The plantings here not only screen the sidewalk and seating area from the parking lot, by there is a wide variety of plant materials including native plants. The variety of plants help to ensure seasonal interest and textures.

2. Parking is softly screened. A mix of evergreens and grasses provides almost year-round screening, but also provides different textures.

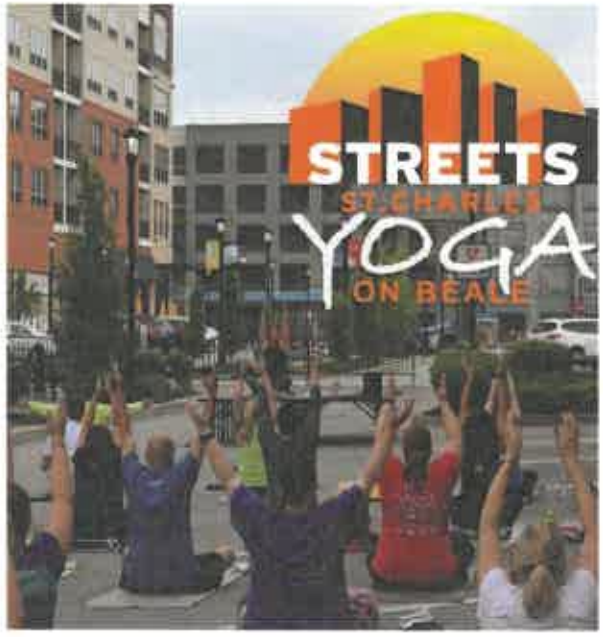
3. Seasonal color provides splashes of color. The location of the planting separates the outdoor dining area from circulation routes.

PROGRAMMING

Programming and events is a way to activate places and provides another draw for visitors. The scale of programming and events can vary greatly with large concerts or movies that may utilize large areas of the space to smaller background programming that provides an additional amenity without disrupting the normal circulation and flow of the space.

The key with programming is utilizing a variety events and programming seasonally and throughout the week.

Programming may be organized by one or a combination of groups including: development management (especially lifestyle centers or large retail developments), individual businesses, business or neighborhood associations, non-profits, and city staff.



EXISTING PLACE-MAKING IN UNIVERSITY CITY

A strength of University City is that the City already has multiple examples of place-making. The City has great architecture, pedestrian scaled gathering areas and streets, programming, and thoughtful landscaping. U City in Bloom is one of the strongest and most innovative community garden organizations in the region.

The strength of University City's place-making should not be overlooked. Prospective residents and businesses often refer to University City as "authentic" with its blend of architecture, walkability, and sense of place.

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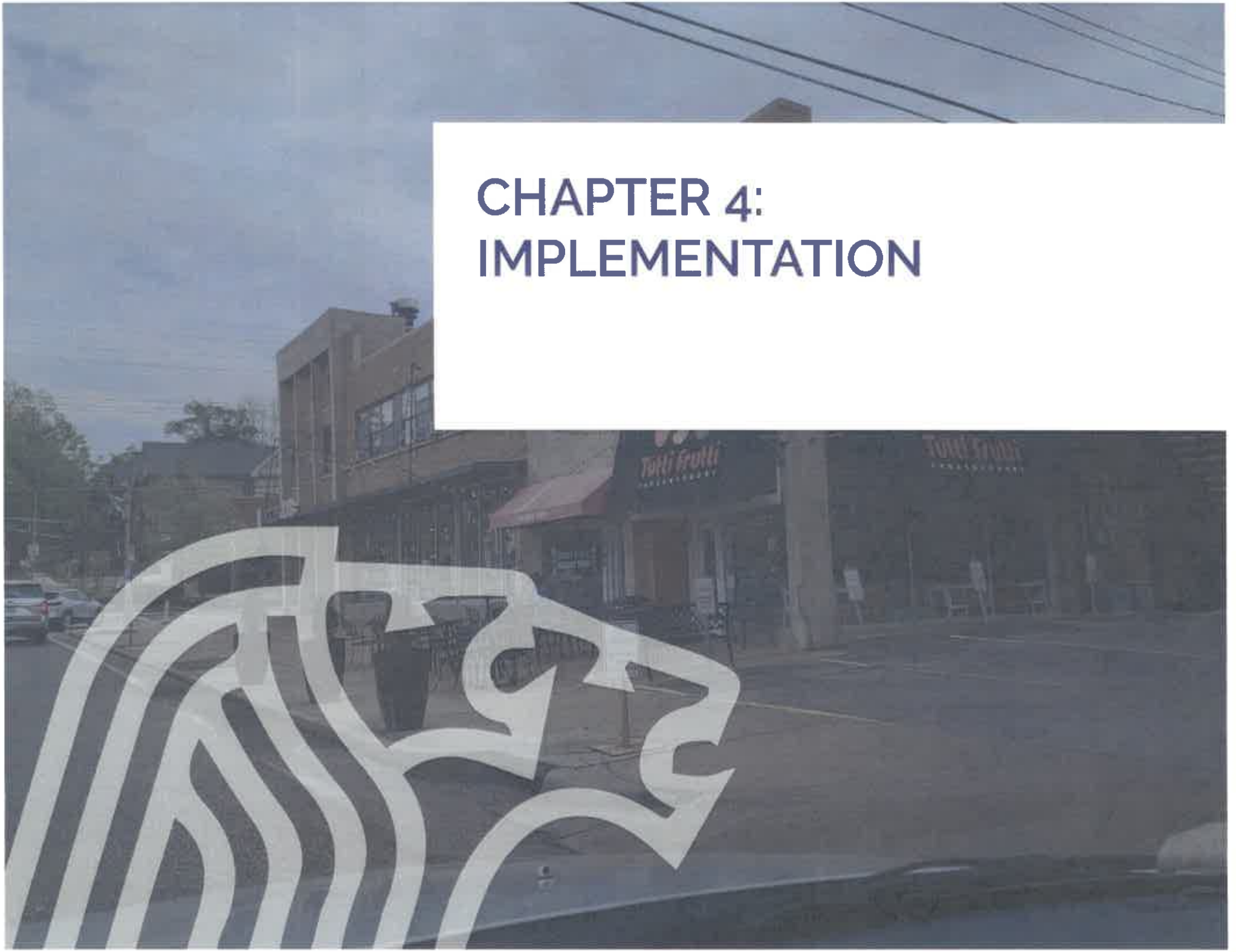


CHAPTER 4: IMPLEMENTATION

Implementation Overview

University City's economic development strategy lays out multiple recommendations based on the city's economic and market strengths in light of best practices. Achieving the economic resiliency that is the goal of the strategy requires action, tools, and resources. It will be particularly important for the City to work with partners to achieve common goals.

This chapter addresses considerations that impact strategy implementation. Please also refer to Chapter 2, 'Economic Development Principles,' where a set of detailed implementation actions follows each principle.

Metrics - Measuring Success

The following pages include key metrics to track so that the City may gauge successful long-term implementation of the economic development strategy.

The metrics should be used to adjust actions over time. The world is never static. While this economic development strategy provides an important framework for economic development principles and goals, individual actions may need to be tweaked, changed, or additional actions added. The direction of the metrics should guide future decision making.

METRICS

Metric	Plan Principle	Frequency of Measurement	Data Source
# of existing and emerging cluster businesses	Principle #1: Grow Existing and Emerging Business Sectors	Annually	BRE Visits/Business Licensing/ESRI
# of expansions in existing and emerging cluster businesses	Principle #1: Grow Existing and Emerging Business Sectors	Annually	BRE Visits
Location Quotient	Principle #1: Grow Existing and Emerging Business Sectors	Every 2-3 Years	ESRI
Real property tax revenues	Principle #1: Grow Existing and Emerging Business Sectors & Principle #3: Support UCity Businesses and Workers	Annually	City Finance Department
# of City residents employed by targeted industry cluster businesses	Principle #1: Grow Existing and Emerging Business Sectors & Principle #3: Support UCity Businesses and Workers	Annually	Industry Cluster Businesses
Commercial vacancy rates	Principle #1: Grow Existing and Emerging Business Sectors & Principle & #3: Support UCity Businesses and Workers	Semi-annually	LoopNet; Commercial Property Owners
# of business support service providers working with local businesses	Principle #1: Grow Existing and Emerging Business Sectors; Principle #2: Ensure Equitable Economic Opportunities #3: Support UCity Businesses and Workers	Annually	ED Staff
# of new business licenses	Principle #1: Grow Existing and Emerging Business Sectors; Principle #2: Ensure Equitable Economic Opportunities & Principle #3: Support UCity Businesses and Workers	Annually	City Finance Department
Sales tax revenues	Principle #1: Grow Existing and Emerging Business Sectors; Principle #2: Ensure Equitable Economic Opportunities; Principle#3: Support UCity Businesses and Workers	Semi-annually	State of Missouri
# of businesses participating in UCity business support programming	Principle #1: Grow Existing and Emerging Business Sectors; Principle #2: Ensure Equitable Economic Opportunities; Principle #3: Support UCity Businesses and Workers	As-offered	Program attendees
Level of businesses' satisfaction with UCity business support programming	Principle #1: Grow Existing and Emerging Business Sectors; Principle 2: Ensure Equitable Economic Opportunities; Principle #3: Support UCity Businesses and Workers	As-offered	Program participant surveys
Increase in property assessed valuation in 3rd Ward	Principle #2: Ensure Equitable Economic Opportunities	Year following County reassessment	County Assessment records

Cont...
Metrics

Metric	Plan Principle	Frequency of Measurement	Data Source
# of Minority businesses receiving City contracts	Principle #2: Ensure Equitable Economic Opportunities	Annually	City Contracting Data
Median Household Income by census tract	Principle #2: Ensure Equitable Economic Opportunities	Annually	American Community Survey (Census Data)
Novus and City Revenue Invested in the 3rd Ward	Principle #2: Ensure Equitable Economic Opportunities	Annually	Planning/Economic Development; City Finance Dept.
Level of businesses' satisfaction with operating in UCity	Principle #2: Ensure Equitable Economic Opportunities; Principle #3: Support UCity Businesses and Workers	Bi-annually	BRE Surveys
# of home-based businesses	Principle #2: Ensure Equitable Economic Opportunities; Principle #3: Support UCity Businesses and Workers	Annually	Business Licensing
Effectiveness of UCity target audience communications	Principle #2: Ensure Equitable Economic Opportunities; Principle #5: Celebrate and Promote University City	Quarterly	Website analytics
Mutually beneficial relationship with Washington University	Principle #4: Collaborate with Local & Regional Partners	Annually	City Manage/Mayor
# of businesses benefiting from regional support organizations	Principle #4: Collaborate with Local & Regional Partners	Annually	BRE Surveys
Additional resources for infrastructure improvements	Principle #4: Collaborate with Local & Regional Partners	Annually	City Finance Dept.
Sales tax revenues generated by specific districts	Principle #5: Celebrate and Promote University City	Annually	State of Missouri
Level of satisfaction with UCity business resource guides	Principle #5: Celebrate and Promote University City	Bi-annually	Business Surveys
City owned property sold for redevelopment	Principle #6: Place-Based Solutions	Semi-Annually	Planning/Economic Development
# of vacant/underutilized properties occupied and redeveloped	Principle #6: Place-Based Solutions	Semi-Annually	Planning/Economic Development

Cont...
Metrics

Metric	Plan Principle	Frequency of Measurement	Data Source
# of businesses on Olive participating in the Façade Improvement program	Principle #6: Place-Based Solutions	Semi-Annually	Planning/Economic Development
Completion of Streetcape and Infrastructure improvements	Principle #6: Place-Based Solutions	Annually	Planning/Economic Development
Increase in # of visitors patronizing City businesses	Principle #6: Place-Based Solutions	Bi-annually	Consumer Surveys

TOOLBOX

Overview

University City has demonstrated that it is a community that pro-actively supports economic growth through available economic development policies and tools. While specific actions to implement policy changes are detailed in the implementation strategy grids (see Chapter 2), policy changes that promote a more equitable and inclusive economic environment for small and minority businesses and residents, especially in the Third Ward, should be of particular note. Geographic and economic divisions in the City have a negative impact on municipal growth, revenue generation and quality of life. Especially for a community like U City where values of inclusion are so important, it is imperative that the City live up to its ideals by taking intentional steps to address disparities so that the whole community can thrive.

Incentive Programs & Development Tools

Incentive programs and development tools help municipalities enhance their business attraction and retention efforts that ensures continued economic growth, and in some instances, to address or reverse the effects of economic decline. Many development tools involve the intentional use of traditional local governmental functions to support private investment, e.g., road or other infrastructure improvements that support development.

Incentive programs are generally state- or federally-created mechanisms and typically offer opportunities to fund extraordinary costs associated with redevelopment or revitalization by allowing some or all of the tax revenues generated by the new development to be applied to development costs. These tax revenues may be generated through imposition of some form of an additional tax or through property tax abatement.

University City has historically availed itself of incentives and development tools to promote growth and offset disinvestment. With the focus on redeveloping and revitalizing the City's existing real estate, continued utilization of these tools should be a component of the City's economic development strategy, tailored to attract, support and promote development and redevelopment in strategic areas.

Recommendations

- Continue judicious utilization of statutorily authorized incentive programs and tools to encourage and support reinvestment in University City. These tools include Tax Increment Financing, Economic Development Retail Sales Tax (EDRST), Chapter 99 and Chapter 353 redevelopment (tax abatement vehicles), Community Improvement Districts and Transportation Development Districts.
- Use the EDRST to fund strategic land acquisition and assemblage by the City, targeting redevelopment opportunities along Olive Boulevard.
- Streamline or reduce data requirements from potential developers to promote a business-friendly environment and avoid losing opportunities for new development and investment.

Local Option Economic Development Sales Tax / Economic Development Retail Sales Tax

Missouri Revised Statute Section 67.1305 authorizes municipalities to levy, subject to voter approval, at a rate of up to one-half of one percent (0.5%) sales tax to be used for economic development purposes. After the Local Option Economic Development Sales Tax is approved by the voters, the municipality levying the tax must create an Economic Development Tax Board. The membership of the Board in a City/Town / Village can consist of either 5 or 7 members with membership representation dictated by the State Statute.

The purposes of the Board are to 1) develop and consider economic development plans, economic development projects, and designations of economic development areas, 2) hold public hearings, and 3) make recommendations to the governing body of the municipality concerning economic development plans, projects and designation of areas. The governing body of the municipality governing will make all final funding determinations. The revenue generated by the tax is subject to restrictions imposed by the authorizing legislation approved by the local municipality.

Utilizing the statute, University City approved a one-quarter (1/4) percent sales tax in August 2006; the revenue is based on the amount of sales tax generated through point of sales within the City limits. The City created a five (5) member Economic Development Retail Sales Tax (EDRST) Board to invest the funds in projects and programs that encourage the physical and economic development of major corridors, improve infrastructure, support existing successful business districts, and enhances efforts toward business retention, expansion and attraction.
The Board has identified four (4) funding priorities:

1. To expand efforts and partnerships to encourage the physical and economic redevelopment of Olive Boulevard
2. To continue infrastructure improvements to the Olive Boulevard and Delmar Boulevard streetscapes.
3. To continue to support existing successful business districts, such as the Loop.
4. To enhance the City's efforts of business retention, attraction and expansion.

The EDRST board submits projects recommended for funding to the City on an annual basis. Funding for recommended projects is included in and approved through the City Budget process.

Special Business District

The Revised Statues of Missouri Sections 71.790 to 71.808 governs the creation of special business districts. A special business district ("SBD") is a political subdivision with the power to impose a real property tax, a business license tax and special assessments, in the City where the SBD is created. The funding sources can be spent on public improvements such as streets and alleys, landscaping, sidewalk improvements/enhancements, and parking facilities. Additionally, public services such as the operation of buses, security services, promotion of business activity and maintenance of publicly owned infrastructure. The SBD is created by a city following submission of a petition by property owners that pay real property taxes within the proposed district. The SBD is governed by a separate legal entity distinct and apart from the City that creates the district.

Consistent with the Special Business District Law, University City created an SBD as a mechanism to allow local merchants and property owners to collectively enhance their environment and promote retail trade. The area was established as the University City Loop Special Business District ("The Loop"), geographically encompassing both the north and south sides of Delmar Boulevard from Kingsland Avenue to the University City eastern municipal limits and the commercial establishments fronting Kingsland, Enright., Leland, Melville and Westgate Aves.

Businesses and individuals licensed to do business in the area are subject to 1) An additional business license tax of fifty (50%)

above any other business license taxes levied by the City; and 2) An Additional real property tax of eighty-five cents ($0.85) per one hundred dollars of assessed valuation.

Since its establishment, The Loop has evolved into a vibrant shopping and entertainment area. The SBD instituted building and development regulations that limited first floor storefronts to retail shops, restaurants and galleries resulting in a pedestrian friendly street environment. Through the efforts of the SBD, The Loop has undergone significant redevelopment activities and enhancements, resulting in it being recognized in 2007 by the American Planning Association as "One of the 10 Great Streets in America".

Façade Improvement Program

Façade Improvement Programs are utilized by municipalities to encourage property owners to invest and upgrade the exteriors of properties to create an inviting, attractive appearance of commercial areas. The City of University City recognizes the positive impact that individual façade improvements can have on the overall appearance, quality and vitality of the City's commercial districts. The University City Façade Improvement Program was designed as an economic development strategy that is consistent with the City's 2005 Comprehensive Plan.

To facilitate private investments the Façade Program offers financial assistance, in the form of a matching grant up to $15,000, to commercial property owners or business owners interested in rehabilitating commercial building facades and that meet the eligibility requirements as outlined in the application. Commercial properties located on Olive Boulevard must also comply with the Olive Boulevard Design Guidelines.

Urban Redevelopment Corporation Under Chapter 353 RSMo

Missouri's Chapter 353 incentivizes redevelopment of blighted areas by allowing for tax abatement on property that is part of a redevelopment project. Under the statute, an urban redevelopment corporation may be created to operate a redevelopment project in a blighted area consistent with a city or county redevelopment plan. Frequently, the proposed developer will assume responsibility for preparing the redevelopment plan, which identifies the redevelopment area, projects to be undertaken, how the plan will eliminate blight and the estimated project costs. The city or county may approve a redevelopment plan that provides for tax abatement for up to 25 years. During the first ten years, the property owner pays real property taxes based on the amount in the year before the redevelopment corporation took title - property taxes are abated on the land and any improvements. During the next 15 years, the incremental real property taxes are abated 50-100%. The City may require payments in lieu of taxes that effectively reduce the abatement established by the statute.

Consistent with Urban Redevelopment Corporation, Chapter 353 Law, University City has established an Abatement process to encourage the redevelopment of blighted areas. The City is currently considering the utilization of Chapter 353 to facilitate the redevelopment of a 2.8-acre site for an Office Buildings, Senior Living Apartments and Parking Facilities.

Land Clearance for Redevelopment Authority under Chapter 99 RSMo

Tax abatement for a redevelopment project may also be secured through the University City Land Clearance for Redevelopment Authority (LCRA). Created by local government under Chapter 99, of the Revised Statutes of Missouri, an LCRA serves as a redevelopment entity, authorized to designate areas as blighted, prepare redevelopment plans and solicit proposals from developers to undertake redevelopment within the plan area. It also has the ability to acquire property, including through eminent domain, issue bonds and undertake public improvements as well as demolish or renovate existing buildings or construct new ones.

Consistent with the LCRA Law, University City's LCRA has been used to facilitate the redevelopment of a five-acre site which housed the former Nathaniel Hawthorne Elementary School, located on N. Hanley Road. The project included the conversion of the school building into thirty-seven one-bedroom apartments and the construction of ten new, two-bedroom townhomes on the site. The new development will be called the Hawthorne Apartments. The City also used the LCRA to assist with the construction of the Mansions on the Plaza, a luxury apartment complex located on Delmar Boulevard. The complex consists of one, two- and three-bedroom apartments with high-end amenities including concierge services, an on-site Executive Business Center, a 19-seat Movie Theater, Dog Park, Fitness Center, a masseuse and a heated salt-water swimming pool.

Tax Increment Financing

The Missouri Tax Increment Financing (TIF) law allows cities to adopt a redevelopment plan that provides for a redevelopment project or projects in an area designated as blighted, and to use TIF to fund a portion of the project costs. TIF funds are derived from the incremental increase in tax paid by property owners and from sales and utility taxes generated within the project area after development is completed. The increased incremental tax amounts typically are then used to pay off the costs of a portion of the development.

Existing TIF District: Olive Boulevard Commercial Corridor and Residential Conservation Redevelopment Plan (Olive & 1-170 TIF District)

To facilitate and encourage reinvestment in the commercial and residential areas along Olive Boulevard the City approved a TIF redevelopment area that extends from the eastern to the western boundaries of the City. The geography was divided into three (3) distinct Redevelopment Project Areas ("RPA"):

RPA 1 – Retail/Commercial Node of redevelopment
Located at the intersection of Olive and I-170, this area is the site of a proposed new commercial development that will encompass both sides of Olive Boulevard west of McKnight Road and Woodson Road. The development will be anchored by a national tenant along with other retail and commercial businesses. This project is anticipated to generate a significant amount of revenue through increases in property and sales tax that will be targeted to incentivize investment in RPA's 2 and 3.

RPA 2 – Residential redevelopment
A primarily residential area encompassing all of University City north of Olive Boulevard will be the focus of a strategic plan to increase residential property values, promote economic diversity, encourage homeownership, convert renters into homeowners and stabilize and invigorate the 3rd Ward.

RPA 3 – Retail/Commercial Corridor
The area includes the north and south sides of Olive Boulevard east of McKnight Road and Woodson Road. Utilizing revenue generated by RPA 1 the City plans to implement a strategy to stimulate economic development consistent with the Master Plan for the corridor. The strategy will focus on the acquisition and renovation of commercial property, demolition activities, installation of public improvements, landscaping, park development and the construction of buildings for new commercial uses.

Community Improvement Districts

A Community Improvement District (CID) is a political subdivision with the power to impose a sales tax, a special assessment or a real property tax. A CID may also be a nonprofit corporation with the power to impose special assessments. CID generated taxes or special assessments may be used to pay for a broad variety of public, community improvements, including sidewalks, parking lots, lighting, utilities and so on. Property owners within the proposed CID area must submit a petition requesting that the governing municipality authorize the creation of the CID. Property owners seek to impose such additional taxes to help fund needed public improvements that enhance community amenities supporting their properties. In a development scenario, the developer is often the owner of property within the CID and uses the increased property tax or often more typically additional sales tax or special assessments to generate revenues that are used to pay off eligible, often extraordinary development costs.

The City of University City and The Loop Special Business District are currently contemplating the creation of a CID within the footprint of the U City Loop.

Transportation Development Districts

A transportation development district ("TDD") may be created under state law to fund, promote, plan, design, construct, improve, maintain and operate one or more projects or to assist in such activity. A TDD is a separate political subdivision of the state and generates funds for such projects through an incremental sales tax on retail sales. Projects may include transportation related improvements, including bridges, streets, traffic signals, bus stops, etc.

Property Assessed Clean Energy (PACE)

PACE is an innovative program that makes it possible for owners of commercial, multi-family and industrial properties to obtain low-cost, long-term financing for energy-efficiency, water conservation and renewable energy Lighting, Building Controls, Windows, Insulation, Solar Applications and Kitchen Equipment.

University City recently passed an ordinance enabling commercial property owners to take advantage of this financing.

Industrial Development Authority

The Missouri Revised Statute – Chapter 349 authorized the establishment of municipal or county Industrial Development Authorities to issue Bonds to assist in developing commercial, industrial and manufacturing facilities. Bonds issued through the program enjoy a tax-exempt status, providing low-interest-rate financing for qualifying businesses. Federal law limits the availability of bonds to manufacturers and 501(C)(3) corporations. In addition, low-interest taxable bond programs have been introduced.

University City created an Industrial Development Authority devoted to helping attract industrial development and economic expansion in the City. It is a quasi-independent group governed by Missouri Statutes and is empowered to sell industrial development or revenue bonds.

The Authority consists of seven members appointed by the Mayor with concurrence by the City Council. The City does not actively use this Authority.

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Department Recommendations

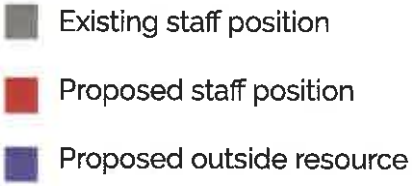
As a result of COVID-19 and anticipated loss of revenue, University City eliminated its dedicated economic development staff during the process of developing this strategy and now relies on its Director of Planning and Development to oversee economic development initiatives.
Given the range of recommendations in this strategy, it will be imperative that the City takes steps to re-establish economic development staffing for implementation. While the Planning Director has experience in economic development, his planning responsibilities will inevitably limit his capacity to effectively focus and effectuate the strategy recommendations.

Recognizing that budgetary constraints may impact hiring decisions, the implementation grid prioritizes key action items under each goal to assist the City in allocating its resources. Additionally, ensuring adequate time frames and leveraging partnerships will be important in realizing implementation. Where financially feasible, budgeting for consulting firms that bring specialized expertise (e.g., marketing/communications, program development/management) will increase bandwidth and bridge the current financial impacts of COVID-19 until municipal revenues stabilize.

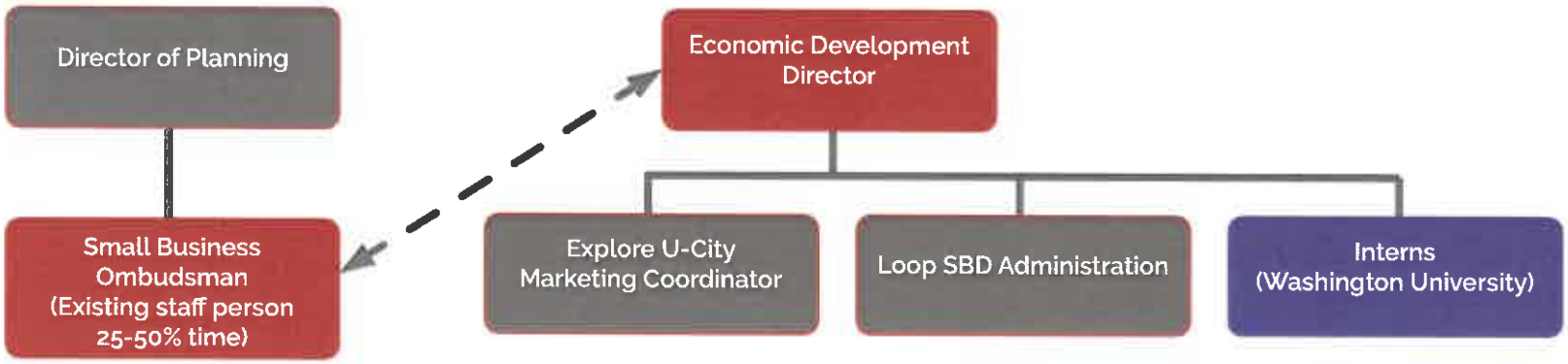
Additionally, the recommendations include exploring opportunities to leverage the expertise and talents of Washington University faculty and staff. In this regard, college or graduate school interns from Washington University or other area colleges and universities can be an important resource for expanding staffing capacity and bring a fresh perspective and new energy to specific projects or on a more extended basis. Areas that would benefit from student support would include developing a BRE, visitor and other surveys, helping to coordinate establishment of a business association (organizing meetings, soliciting participation, setting up the structure, networking etc.), assisting with small business development outreach, programming and partnerships; and assisting with website maintenance and updates. An extra pair of hands to help out in any of the BRE efforts also would be beneficial to the City, strengthen university relationships and provide a meaningful, hands-on experience for students.

The following organizational chart reflects the recommendations for an ideal structure, which would include an experienced, professional economic development director to lead the efforts plus supplementary supporting positions.

Existing Economic Development Organization Chart



Recommended Economic Development Organization Chart



COLLABORATION

Importance of Partnerships

Economic development is a regional game. Effective collaboration, communication and partnership with local and regional economic drivers and organizations will position University City to capitalize on resources and programs that can have a positive impact on the growth and development of the City. Effective implementation of the City's economic development strategy will require developing the right partnerships. The implementation matrix in Chapter 2 identifies potential partners that could support the recommended actions. As a starting point, the City should get to know what resources and expertise these potential collaborators bring to the table. The City will learn who may be the gatekeepers/impediments to progress and by building relationships will be better positioned to navigate possible challenges.

See implementation matrix in Chapter 2 for list of partners.

"Effective implementation of University City's economic development strategy will require developing the right partnerships."

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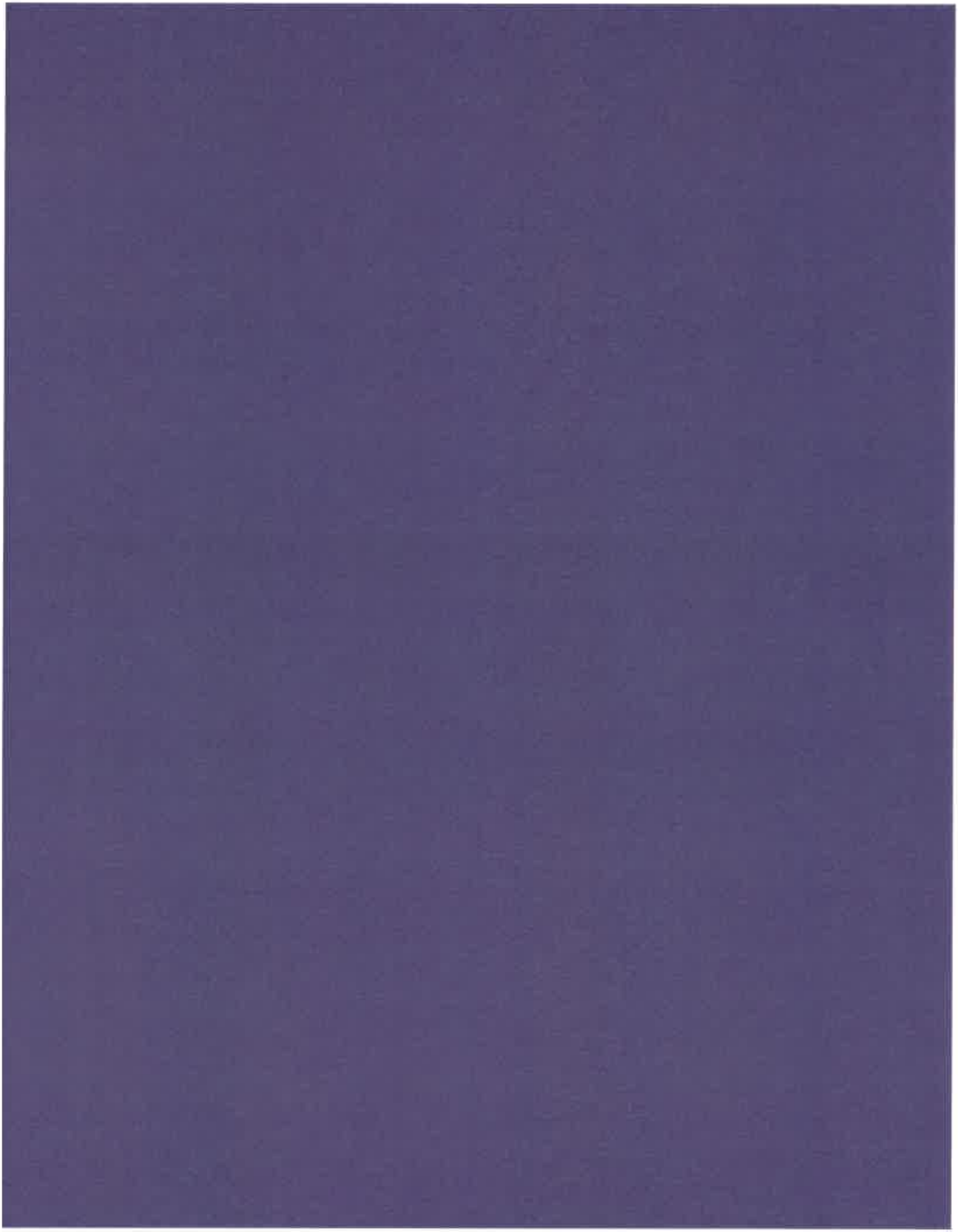


Department of Planning and Development
6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 862-6767, Fax: (314) 862-3168

MEMORANDUM

TO: Gregory Rose, City Manager

CC: LaRette Reese, City Clerk

FROM: Clifford Cross, Director of Planning & Development

DATE: February 5, 2021

SUBJECT: Material For February 22, 2021 Study Session

At the upcoming February 22, 2021 City Council Study Session, the Council will be provided a presentation pertaining to the final draft of the proposed Economic Development Strategy that has been drafted by the i5 group based upon community input, City Council input and multiple discussions/meetings by an appointed Economic Development Strategy Task Force.

The primary purpose of the update is present the final draft to the City Council to obtain feedback and address any questions that the City Council may have prior to bringing it to them for final acceptance. As a result, staff has attached the executive summary and draft document for their review prior to the meeting. Due to the amount of content we are requesting that Ms. Reese forward the electronic copies and physical copies prior to incorporating it into an official agenda packet.

Attachments:
1. Executive Summary
2. Draft Economic Development Strategy

EXECUTIVE SUMMARY

UNIVERSITY CITY

ECONOMIC DEVELOPMENT STRATEGY

With its convenient location in the St. Louis region, a diverse mix of businesses, renowned institutions, and vibrant neighborhoods, University City already has numerous economic assets. This Economic Development Strategy provides direction for University City to better utilize its economic assets to advance the future of the City's businesses and residents to grow the City's tax base and to increase economic opportunity.

While a long term strategy for economic growth, it is also important to recognize the tremendous impact COVID-19 has had on the economy in University City and elsewhere. However, communities cannot remain static in recovering from COVID-19. This Economic Development Strategy will better position the City to recover from the impacts of COVID-19 by creating a shared vision for economic development, provide confidence to existing and potential businesses to invest in University City, and provide a competitive advantage compared to other communities.

The University City Economic Development Strategy centers around six economic development principles that draw on best practices while taking into consideration the unique aspects of University City.

> *The University City Economic Development Strategy creates a shared vision for economic development in the City.*

PRINCIPLE 1: GROW EXISTING AND EMERGING BUSINESS SECTORS

Best practices in economic development call for promoting a diverse economic base that builds on community strengths. Supporting industry sectors or clusters that are significant employers and/or revenue generators in the community is an important part of the equation and a more effective use of resources than trying to promote a broad range of industries. Targeting key industry cluster strengths means investing in areas that sustain the attractiveness of a community to firms and workers in those sectors, creating growth that builds upon itself. The targeted sectors for University City noted below, include both core and emerging sectors.

- 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 areas of the City will benefit from existing or increased residential.)

GOALS

Support Core Industry Strengths to Increase Tax Revenues

Foster Increased Industry Diversity to Create a More Resilient Economy

Measuring Success

Increase of existing and emerging cluster businesses.

Increase in property and sales tax revenues.

PRINCIPLE 2: ENSURE EQUITABLE ECONOMIC OPPORTUNITIES

University City's diverse population and commitment to promoting small businesses affords it the opportunity to promote economic advancement that is inclusive of the entire community. University City should ensure that economic development activities, policies and programs benefit all members of the community. Ensuring representation of diverse groups of constituents in economic development decision making will lead to policies and practices that produce better outcomes for all.

GOALS

Invest in the 3rd Ward

Support Minority Entrepreneurs

Equitable City Policies and Practices

Measuring Success

Increase in household income, especially in the 3rd Ward.

Novus and City revenue invested in the 3rd Ward.

Increase in the number of minority businesses receiving City contracts.

PRINCIPLE 3: SUPPORT UNIVERSITY CITY BUSINESSES AND WORKERS

Business retention and expansion focuses on engagement with local businesses to understand their existing and future needs. This engagement is especially important as businesses recover from COVID-19. Growing University City's broad base of locally-owned businesses creates both economic and community benefits for the City.

Talent retention and expansion strategies serve the dual benefit of increasing local employment opportunities, while positioning University City as an attractive place to locate or expand a business.

GOALS

Focus on the Needs of Existing Businesses

Invest in Workforce Development for Residents

Retain Existing Businesses in University City

Increased Focus on the International District

Amplify the Voice of Local Businesses

Grow Next Generation of Small Business Owners in University City

Support Additional Neighborhood Retail

Measuring Success

Increase level of business satisfaction with operating in University City.

Increase the number of City residents employed by targeted industry cluster businesses.

PRINCIPLE 4: COLLABORATE WITH LOCAL AND REGIONAL PARTNERS

Effective collaboration with local economic drivers and regional organizations positions University City to capitalize on resources and programs that can have a positive impact on the growth and development of the City.

A cooperative working relationship with Washington University will be instrumental in developing priorities such as the Innovation District, commercial properties along Olive Boulevard, and residential housing in the 3rd Ward.

Support from regional agencies such as the Missouri Department of Transportation and the U.S. Army Corps of Engineers will be critical for investment along Olive Boulevard.

GOALS

Strengthen Relationship with Washington University

Connect to Regional Economic Resources

Align Regional Agencies for Investment along Olive Boulevard

Measuring Success

A mutually beneficial relationship with Washington University.

Additional resources for infrastructure improvements.

PRINCIPLE 5: CELEBRATE AND PROMOTE UNIVERSITY CITY

Effectively communicating a positive brand or image increases a community's potential to attract and retain residents, businesses, and workers. University City's central location, accessibility and well-educated population, along with its image as a diverse, amenity rich community characterized by walkable neighborhoods and historic architecture, are assets that can be highlighted and celebrated for economic development ends.

GOALS

Maximize Online Economic Development Impact

Elevate University City's Brand

Market Distinct Areas of the City

Celebrate the Arts in University City

Measuring Success

Increase in website visits to 'Explore U City' and followers on social media.

Increase in sales tax revenues generated by specific districts in University City.

PRINCIPLE 6: UTILIZE PLACE-BASED SOLUTIONS

The recommendations and strategies of this Economic Development Strategy are not a "one-size-fits-all" approach. Recommendations are tailored for certain areas of the City. University City is home to many existing "place-based" developments. The U City Loop and numerous neighborhood business clusters have a wonderful sense of scale and place. There is an opportunity to lay the groundwork for expanding revitalization, investment, and growth to new areas in the City.

Concept sketch of the Olive Innovation District

GOALS

Redevelop and Re-invest in Olive Boulevard

Maintain The Loop as a Top Ten Street

Enhance Visitor Experience City-Wide

Measuring Success

Completion of streetscape and infrastructure improvements.

Increase in the number of vacant or underutilized properties occupied and redeveloped.

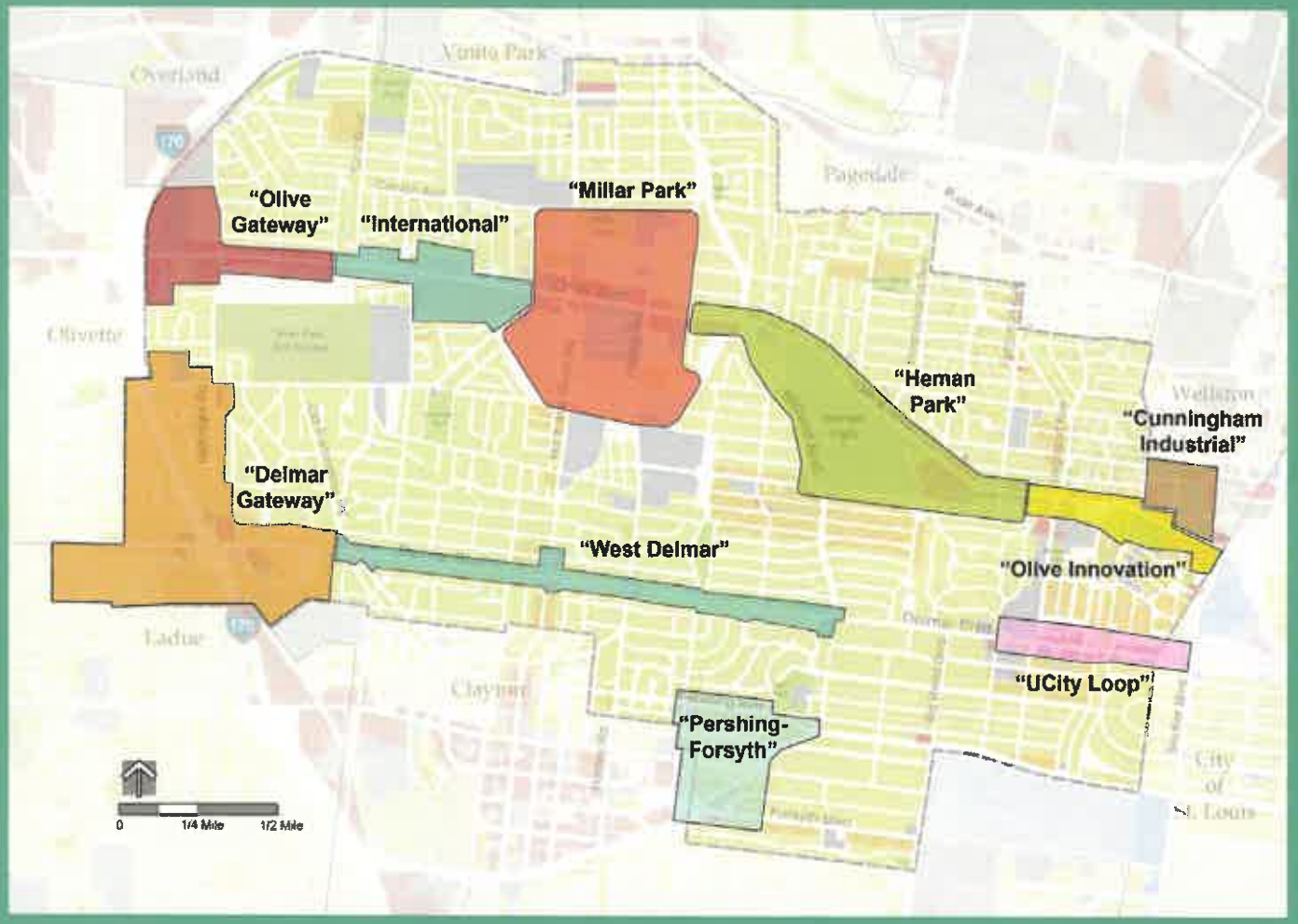
DISTRICTS: A FRAMEWORK FOR PLACE-BASED GROWTH

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.

Chapter 3 provides an overview of each District. For each District, recommendations are provided in the following areas:

- Economic Development
  Key business sectors are listed that align with 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 U City."
- 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	
U City 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.)

DRAFT

UNIVERSITY CITY
ECONOMIC DEVELOPMENT STRATEGY

OCTOBER 2020

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INSTRUCTIONS FOR COMMENTING ON THE DRAFT ECONOMIC DEVELOPMENT STRATEGY

Thank you for taking the time to review and comment on the draft Economic Development Strategy. Comments can be sent digitally or by mail. To comment digitally, please visit www.InvestUCity.com to access the comment form.

The final Economic Development Strategy is expected to be released in December.

To comment by mail, please send comments to:
Clifford Cross, AICP
Director of Planning & Development
City of University City
6801 Delmar Boulevard
University City, MO 63130

The draft Economic Development Strategy can be downloaded at www.InvestUCity.com

Comments will be accepted until November 30, 2020.

ACKNOWLEDGMENTS

City Council
Terry Crow | Mayor
Jeff Hales | 1st Ward Councilmember
Steve McMahon | 1st Ward Councilmember
Tim Cusick | 2nd Ward Councilmember
Aleta Klein | 2nd Ward Councilmember
Stacy Clay | 3rd Ward Councilmember
Bwayne Smotherson | 3rd Ward Councilmember

Task Force - Economic Development Strategy
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Sam Estep
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Natasha Kwan
Karen Neilson
Frank Oliendorf
Byron Price
Bwayne Smotherson
Kathleen Sorkin
Kevin Taylor

City Staff
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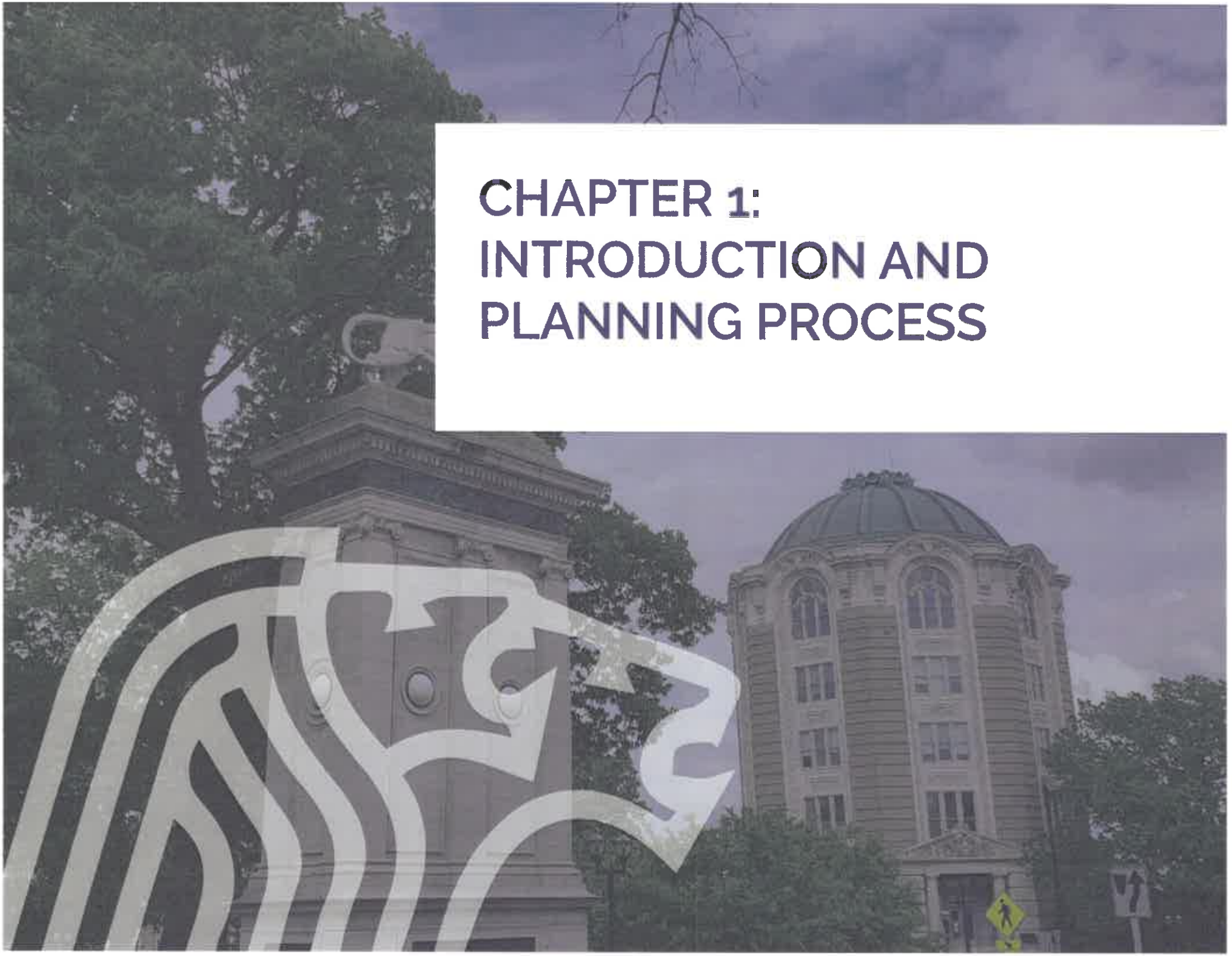


CHAPTER 1: INTRODUCTION AND PLANNING PROCESS

INTRODUCTION

With its convenient location in the St. Louis region, a diverse mix of businesses, renowned institutions, and vibrant neighborhoods, University City already has numerous economic assets. This Economic Development Strategy provides direction for University City to better utilize its economic assets to advance the future of the City's businesses and residents to grow the City's tax base and increase economic opportunity.

COVID-19 has had a tremendous negative impact on the economy in University City and elsewhere. However, communities cannot remain static in recovering from COVID-19. This Economic Development Strategy will better position the City to recover from the impacts of COVID-19 by creating a shared vision for economic development, provide confidence to existing and potential businesses to invest in University City, and provide a competitive advantage compared to other communities.

This Economic Development Strategy is composed of four chapters. Chapter 1 provides an overview of the planning process. Chapter 2 is the core of the document with recommendations and detailed actions grouped under six economic development principles. Chapter 3 includes strategies for place-based growth, priority development sites, and best practices of place-making. Chapter 4 includes additional implementation information to supplement the detailed implementation actions in Chapter 2. The Chapter also includes a set of metrics for the City to track progress over time.

TASK FORCE

A Task Force was appointed by the City Council and Mayor to help guide the development of the Economic Development Strategy. The primary purpose of the Task Force was as an advisory group to the planning team and to act as a sounding board during the process.

Each Councilmember was able to appoint two members to the Task Force. The Mayor was able to appoint three members. Task Force members included:

Matt Bellows
Kurt Eller
Matthew Erker
Sam Estep
Susan Glassman
Natasha Kwan
Karen Neilson
Frank Ollendorf
Byron Price
Bwayne Smotherson
Kathleen Sorkin
Kevin Taylor

The first Task Force meeting was held on February 3, 2020. Task Force meetings were suspended in March due to COVID-19. Meetings resumed in June via Zoom.

The schedule of Task Force meetings:
February 3, 2020
June 4, 2020
July 14, 2020
August 27, 2020
September 10, 2020
October 29, 2020

Presentations and documents from Task Force meetings are available at www.InvestUCity.com.

Task Force Meeting #1 on February 3.

STAKEHOLDER MEETINGS

Individual and small group stakeholder meetings are a great early step in the economic development strategy. Stakeholder meetings have multiple benefits. One, the meetings identify early in the process key issues and priorities. The meetings allow for a more robust dialogue than is often possible in a larger meeting setting. Second, the meetings begin to identify "project champions" that can assist in promoting the planning process and the plan itself.

In February and March the planning team conducted a series of stakeholder and focus group meetings with various property owners, businesses, entrepreneurs, organizations, institutions, Task Force members, and City Council members. The initial goal was to conduct 15-20 meetings. The planning team ended up conducting 30 meetings. The planning team strove to meet with stakeholders from across the City.

Stakeholder meeting with small business owners February 18, 2020

Meetings Included (in alphabetical order):

Jonathan Browne, Novus Companies
Capacity (Jenny Fritz, Kathryn Love)
Paulette Carr, Councilmember
Stacy Clay, Councilmember
Terry Crow, Mayor
Tim Cusick, Councilmember
Charles Deutsch, The Gatesworth
Sam Estep, Task Force Member and Saratoga Capital Group
Nina Ganci, SKIF International
Mary Gorman, Property Owner (and tenants: Clarity Salon & Spa, Ivy Grace Boutique, Subterranean Books, Three Kings Pub, The Wizards Wagon)
Jeff Hales, Councilmember
Deborah Henderson, Midwest Association of Farmers Markets
Stacey Hudson, CORE Facility Services
Bill Krenn, Winco Windows
Arthur Krichevsky, Kismet Pharmacy
Natasha Kwan, Task Force Member and Small Business Owner
Loop Special Business District Board
Steve McMahon, Councilmember
Sean Mullins, Asian American Chamber of Commerce
John Simanowitz, Integrity
Bwayne Smotherson, Councilmember and Task Force Member
Steve Stone, Property Owner
Kevin Taylor, Task Force Member
Ty Thornhill, Desco Group
Max Tsai, Gourmet Soy Foods
University City School District (Susan Hill, Clay Ware)
Dan Wald, Rodan Management
Washington University (Mary Campbell, Stephen Condrin, Jodie Lloyd, JoAnna Schooler)
Jeff Weintrop, Silver Lady

COMMUNITY ENGAGEMENT

As the draft recommendations were released in September 2020, a community open house was originally planned to gain feedback. Because of COVID-19, a virtual community engagement process was utilized to share the draft recommendations.

Elements of the virtual engagement included a thirty-minute overview video by the planning team that was posted on www.InvestUCity.com. The engagement was marketed via University City's e-newsletters, social media, and community institutions such as the University City School District.

Since the University City Library was one of the few public facilities open to the public for limited use, overview banners of the economic development strategy were placed at the entrance to highlight the draft recommendations and ways to provide feedback.

Residents were able to provide comments and feedback via an online comment form or by attending small group meetings with the planning team via Zoom.

Small group meeting dates included:
Tuesday, September 29th at Noon
Tuesday, September 29th at 1:00pm
Wednesday, September 30th at 9:00am
Thursday, October 1st at Noon
Thursday, October 1st at 6:00pm
Friday, October 9th at Noon

Above: Facebook post of engagement activities.
Top Left: Banners at University City Library to raise awareness.
Left: Overview video of the draft recommendations.

SCHEDULE

The 'Assessment and Market Analysis' was released in March 2020. The 'Assessment and Market Analysis' included a summary of the SWOT analysis and detailed data including demographics, tapestry reports, market and industry clusters, commercial real estate, activity hubs, and market indicators.

1 Economic and Market Assessment

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

Deliverable: Assessment and Market Analysis Report

January - June 2020

2 Draft Economic Development Strategy

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

Deliverable: Draft Economic Development Strategy

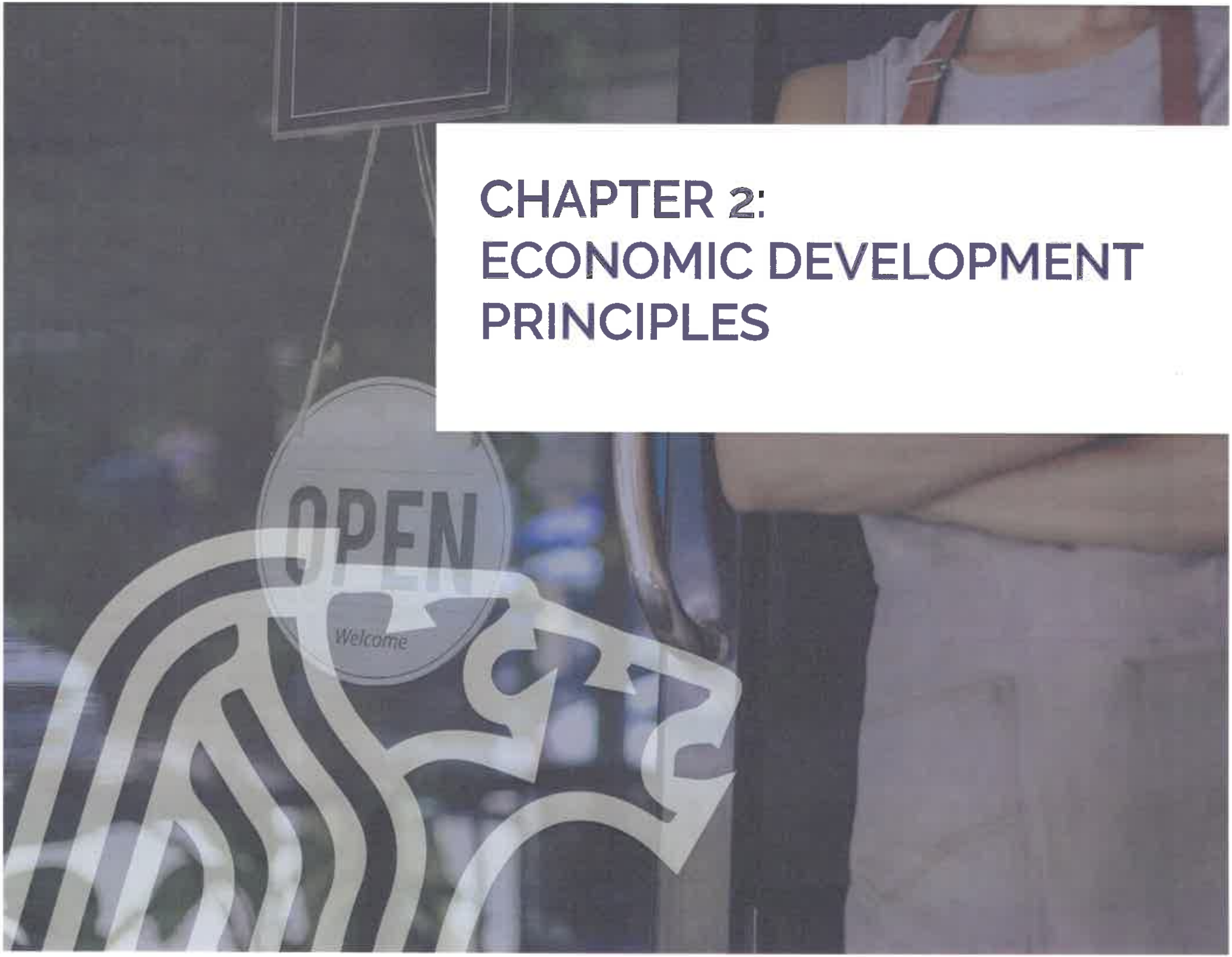
June - October 2020

3 Final Economic Development Strategy and Adoption

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

Deliverable: Final Economic Development Strategy

October - Dec 2020



CHAPTER 2: ECONOMIC DEVELOPMENT PRINCIPLES

ECONOMIC DEVELOPMENT PRINCIPLES

Economic development strategies generally center on growing a community's economic base by retaining, growing and attracting businesses that provide quality employment opportunities, typically in industries that produce goods or services. Fostering industry sector diversity and building on the local strengths helps to ensure a diversified tax base that contributes to a community's long-term financial resiliency. Financial resiliency refers to ensuring a diverse financial foundation that supports municipal operations for city residents, businesses and institutions, and that contributes to the quality of life in a community. Financial resiliency arises directly from revenues generated in and by a city (primarily through municipal taxes) as well as indirectly from measures that help ensure a vibrant and growing community that enables a city to increase or maintain its revenues.

The economic development principles, goals, and recommendations described in this Chapter seek to achieve these ends and draw on best practices while taking into consideration the unique aspects of University City's industry cluster characteristics; demographic profile; real estate, infrastructure and other assets; and challenges that bear on economic development opportunities.

Principle 1: Grow Existing and Emerging Business Sectors

Principle 2: Ensure Equitable Economic Opportunities

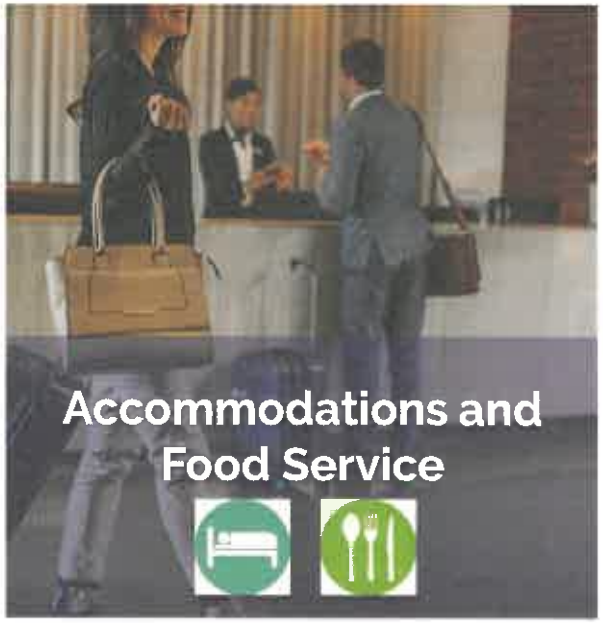
Principle 3: Support University City Businesses and Workers

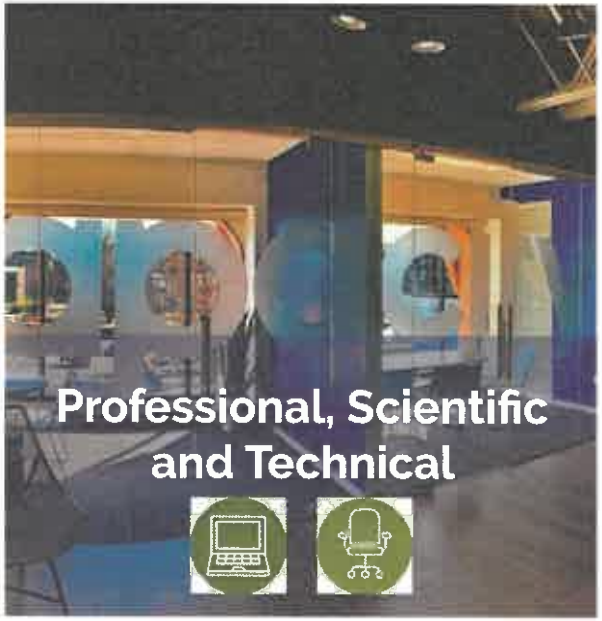
Principle 4: Collaborate With Local and Regional Partners

Principle 5: Celebrate and Promote University City

Principle 6: Utilize Place-Based Solutions

PRINCIPLE 1: GROW EXISTING AND EMERGING BUSINESS SECTORS





Overview

Best practices in economic development call for promoting a diverse economic base that builds on community strengths. Supporting industry sectors or clusters that are significant employers and/or revenue generators in the community is an important part of the equation and a more effective use of resources than trying broadly to promote a broad range of industries. Industry cluster development also may include, where feasible, fostering growth of nascent industries that may be based on a local strategic strength, e.g., logistics for communities with a central location and strong transportation networks.

Targeting key industry cluster strengths means investing in areas that sustain the attractiveness of a community to firms and workers in those sectors, creating growth that builds upon itself. Growth based on more specialized strengths often gives rise to a base of expertise that positions a community for growth in a new, related area. The Location Quotient (LQ), which measures industry concentrations in light of national averages, helps identify a community's industry clusters. With the national average concentration set at 1.0, any measure in excess of this figure may be considered an industry cluster.

University City enjoys a fairly diverse base of businesses given its relatively small size. Its dominant and emerging industry clusters are manageable in number and provide a broad tax base and range of employment opportunities for City residents. In University City, Accommodations & Food Services (LQ 2.04) and Health Care & Social Assistance LQ (1.21) emerge as the dominant industry sectors. Emerging clusters include both Retail (.91) and the Professional, Scientific and Technical (.88) sectors, which appears largely due to the growing tech sector businesses in the City. Although concentrating economic development efforts on University City's dominant and emerging industry clusters is the primary focus of the recommendations, secondary efforts to promote Manufacturing represent an opportunity to supplement and support these principal market areas.

"Targeting key industry cluster strengths means investing in areas that sustain the attractiveness of a community to firms and workers in those sectors, creating growth that builds upon itself."

Goal 1.1: Support Core Industry Strengths to Increase Tax Revenues

- Accommodations and Food Service
- Health Care & Social Assistance

Goal 1.2: Foster Increased Industry Diversity to Create a More Resilient Economy

- Retail
- Professional, Scientific and Technical
- Manufacturing

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 repurpose 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.

- Support hotel development consistent with study recommendations, prioritizing the more imminent Tristar development on Kingsland between the U City Loop and Innovation Districts that will have a more immediate impact of municipal tax revenues.

- Continue to actively promote the diversity of dining establishments throughout the City (especially in the International District and the Loop) through the Explore U City website and email newsletters as well as other City marketing and communications. The City continues to optimize its Explore U City website and enhance its local e-blasts. Expand such efforts to attract and engage non-resident markets 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.

- 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 taxpayers, businesses in the Health Care and Social Assistance industry cluster are a key part of the City's economy and offer residents employment opportunities, particularly entry-level positions. 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.

- 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, MET Center, Special School District and Washington University.

- Highlight the critical mass of senior living facilities and related services 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

While Retail is characterized as an emerging cluster, its relatively high LQ suggests that it is a well-established sector in the community and an important part of the City's tax base. With the advent of COVID-19 along with changes in consumer preferences and shifts from brick and mortar to online purchasing, efforts to support and stabilize this sector will be an essential part of the City's economic development strategy.

- 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 have contributed to the Economic Development 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 online 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) and, if appropriate, to be positioned to offer alternative locations along the Olive corridor.

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

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

Share Tapestry Market Profiles

Tapestry market profiles and data should be shared with local property owners to aid in recruiting retail businesses that align with the local consumer market. The following are the key tapestry data for University City.

Tapestry Segmentation classifies neighborhoods into 67 unique segments based not only on demographics but also socioeconomic characteristics.

LifeMode groups represent markets with a common experience—born in the same generation or immigration from another country—or a significant demographic trait, like affluence. Tapestry Segments are classified into 14 LifeMode groups. (Source - ESRI and Colliers International)

26.9% FAMILY FOUNDATIONS

Family and faith are the cornerstones of life in these communities. Older children, still living at home, working toward financial independence, are common within these households. Neighborhoods are stable: little household growth has occurred for more than a decade.

Many residents work in the health care industry or public administration across all levels of government. Style is important to these consumers, who spend on clothing for themselves and their children, as well as on smartphones.

17.7% URBAN CHIC

Urban Chic residents are professionals that live a sophisticated, exclusive lifestyle. Half of all households are occupied by married-couple families and about 30% are singles. These are busy, well-connected, and well-educated consumers—avid readers and moviegoers, environmentally active, and financially stable.

This market is a bit older, with a median age of 43 years, and growing slowly, but steadily.

11.4% EMERALD CITY

Emerald City's denizens live in lower-density neighborhoods of urban areas throughout the country. Young and mobile, they are more likely to rent. Well educated and well employed, half have a college degree and a professional occupation. Incomes close to the US median come primarily from wages, investments, and self-employment.

This group is highly connected, using the Internet for entertainment and making environmentally friendly purchases. Long hours on the Internet are balanced with time at the gym. Many embrace the "foodie" culture and enjoy cooking adventurous meals using local and organic foods. Music and art are major sources of enjoyment. They travel frequently, both abroad and domestically.

Tapestry Segmentation Profiles in University City

8.4% RETIREMENT COMMUNITIES

Retirement Communities neighborhoods are evenly distributed across the country. They combine single-family homes and independent living with apartments, assisted living, and continuous care nursing facilities. Over half of the housing units are in multi-unit structures, and the majority of residents have a lease. This group enjoys watching cable TV and stays up-to-date with newspapers and magazines. Residents take pride in fiscal responsibility and keep a close eye on their finances.

Although income and net worth are well below national averages, residents enjoy going to the movies, fishing, and taking vacations. While some residents enjoy cooking, many have paid their dues in the kitchen and would rather dine out.

8.2% COLLEGE TOWNS

About half the residents of College Towns are enrolled in college, while the rest work for a college or the services that support it. Students have busy schedules but make time between studying and part-time jobs for socializing and sports. Students that are new to managing their own finances tend to make impulse buys and splurge on the latest fashions.

This digitally engaged group uses computers and cell phones for all aspects of life including shopping, schoolwork, news, social media, and entertainment. College Towns are all about new experiences, and residents seek out variety and adventure in their lives.

6.4% LAPTOPS & LATTES

Laptops and Lattes residents are predominantly single, well-educated professionals in business, finance, legal, computer, and entertainment occupations. They are affluent and partial to city living—and its amenities. Neighborhoods are densely populated, primarily located in the cities of large metropolitan areas. Many residents walk, bike, or use public transportation to get to work; a number work from home. Although single householders technically outnumber couples, this market includes a higher proportion of partner households, including the highest proportion of same-sex couples. Residents are more interested in the stock market than the housing market. Laptops and Lattes residents are cosmopolitan and connected —technologically savvy consumers. They are active and health conscious, and care about the environment.

Tapestry LifeModes in University City

Eight of the fourteen Tapestry LifeModes are present in University City. The eight LifeModes are described as follows.

LifeMode 1 Affluent Estates

- Established wealth—educated, well-traveled married couples
- Accustomed to "more": less than 10% of all households, with 20% of household income
- Homeowners (almost 90%), with mortgages (65.2%)
- Married couple families with children ranging from grade school to college
- Expect quality; invest in time-saving services
- Participate actively in their communities
- Active in sports and enthusiastic travelers

LifeMode 2 Upscale Avenues

- Prosperous married couples living in older suburban enclaves
- Ambitious and hard-working
- Homeowners (70%) prefer denser, more urban settings with older homes and a large share of townhomes
- A more diverse population, primarily married couples, many with older children
- Financially responsible, but still indulge in casino gambling and lotto tickets
- Serious shoppers, from Nordstrom's to Marshalls or DSW, that appreciate quality, and bargains
- Active in fitness pursuits like bicycling, jogging, yoga, and hiking
- Subscribe to premium movie channels like HBO and Starz

LifeMode 3 Uptown Individuals

- Young, successful singles in the city
- Intelligent (best educated market), hard-working (highest rate of labor force participation) and averse to traditional commitments of marriage and home ownership
- Urban denizens, partial to city life, high-rise apartments and uptown neighborhoods
- Prefer credit cards over debit cards, while paying down student loans
- Green and generous to environmental, cultural and political organizations
- Internet dependent, from social connections to shopping for fashion, tracking investments, making travel arrangements, and watching television and movies
- Adventurous and open to new experiences and places

LifeMode 5 GenXurban

- Gen X in middle age; families with fewer kids and a mortgage
- Second largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees
- About a fifth of residents are 65 or older; about a fourth of households have retirement income
- Own older single-family homes in urban areas, with 1 or 2 vehicles
- Live and work in the same county, creating shorter commute times
- Invest wisely, well-insured, comfortable banking online or in person
- News junkies (read a daily newspaper, watch news on TV, and go online for news)
- Enjoy reading, renting movies, playing board games and cards, doing crossword puzzles, going to museums and rock concerts, dining out, and walking for exercise

LifeMode 8 Middle Ground

- Lifestyles of thirtysomethings
- Millennials in the middle: single/married, renters/homeowners, middle class/working class
- Urban market mix of single-family, townhome, and multi-unit dwellings
- Majority of residents attended college or attained a college degree
- Householders have ditched their landlines for cell phones, which they use to listen to music (generally contemporary hits), read the news, and get the latest sports updates of their favorite teams
- Online all the time: use the Internet for entertainment (downloading music, watching YouTube, finding dates), social media (Facebook, Twitter, LinkedIn), search for employment
- Leisure includes night life (clubbing, movies), going to the beach, some travel and hiking

LifeMode 9 Senior Styles

- Senior lifestyles reveal the effects of saving for retirement
- Households are commonly married empty nesters or singles living alone; homes are single-family (including seasonal getaways), retirement communities, or high-rise apartments
- More affluent seniors travel and relocate to warmer climates; less affluent, settled seniors are still working toward retirement
- Cell phones are popular, but so are landlines
- Many still prefer print to digital media: Avid readers of newspapers, to stay current
- Subscribe to cable television to watch channels like Fox News, CNN, and The Weather Channel
- Residents prefer vitamins to increase their mileage and a regular exercise regimen

LifeMode 12 Hometown

- Growing up and staying close to home; single householders
- Close knit urban communities of young singles (many with children)
- Owners of old, single-family houses, or renters in small multi-unit buildings
- Religion is the cornerstone of many of these communities
- Visit discount stores and clip coupons, frequently play the lottery at convenience stores
- Canned, packaged and frozen foods help to make ends meet
- Purchase used vehicles to get them to and from nearby job

LifeMode 14 Scholars and Patriots

- College and military populations that share many traits due to the transitional nature of this LifeMode Group
- Highly mobile, recently moved to attend school or serve in military
- The youngest market group, with a majority in the 15 to 24 year old range
- Renters with roommates in nonfamily households
- For many, no vehicle is necessary as they live close to campus, military base or jobs
- Fast-growing group with most living in apartments
- Part-time jobs help to supplement active lifestyles
- Millennials are tethered to their phones and electronic devices, typically spending over 5 hours online every day tweeting, blogging, and consuming media
- Purchases aimed at fitness, fashion, technology and the necessities of moving
- Highly social, free time is spent enjoying music, being out with friends, seeing movies
- Try to eat healthy, but often succumb to fast food

Professional, Scientific and Technical

Supporting professional firms through targeted support for growing tech companies along with ensuring the City has sufficient, quality commercial space will help to expand an important component of this emerging cluster.

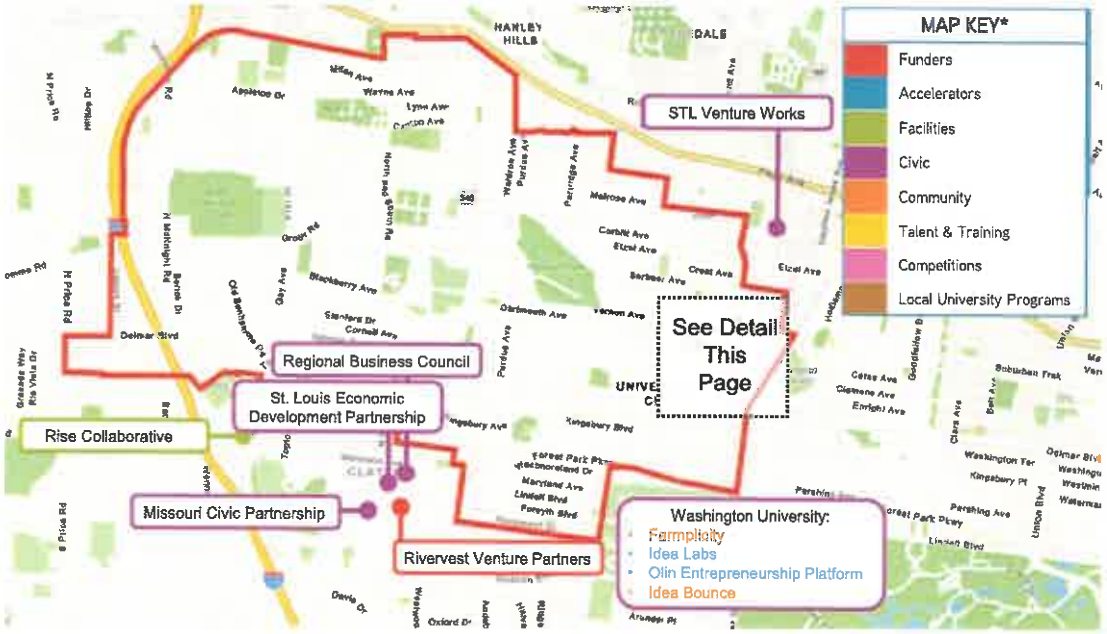
- Prioritize BRE efforts targeting local tech businesses to communicate with and understand needs, including talent requirements, in order to facilitate expansion and sector growth within the City. Such efforts are even more important in light of COVID-19 that is driving technological solutions and promoting growth in the tech sector.
- Encourage the 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.
- Advocate redevelopment of the former Commerce Bank and Craft Alliance properties that includes office space suitable for new and expanding tech companies that tend to co-locate with other tech firms, thereby leveraging the concentration in the Loop of the City's largest tech companies.
- 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.
- To support emerging cluster growth, establish a land assemblage and demolition program to proactively acquire properties, especially along Olive Boulevard in the Millar Park/Central Olive and Heman Park Districts, in order to create buildable sites

that can accommodate new commercial office and/or retail businesses. The development of office space on Olive is a natural extension and will build upon the creation of the new offices in the Harvard building in Tristar's anticipated development. Complementing the repurposed Delmar Harvard school property, additional new development along Kingsland (the Lewis Center co-working space; senior living residences) will create a vital link between the U City Loop and Olive Boulevard will strengthen the Loop and promote revitalization within the Heman Park and Olive Innovation Districts.

Professional, Scientific and Technical: Growing the Tech Footprint

University City is already well placed in the start-up ecosystem as the map below illustrates. Within University City, the growing tech sector is a strong attractor for tech employees. The opening of the Lewis Collaborative on Kingsland Avenue will feature apartments, live/work studios, and the TechArtista co-working center.

Olive Boulevard is a natural extension of expanding University City's growing tech sector with Kingslands Avenue and the Lewis Collaborative connecting the "Olive Innovation District" and the "U City Loop."



Above: Concept sketch of the "Olive Innovation District"
Left: Map of start-up ecosystem adjacent to University City.

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.

"In 2019, three of the top ten largest employers in University City were involved in manufacturing or supplies."

PRINCIPLE #1: GROW EXISTING AND EMERGING BUSINESS SECTORS
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Initiate retail sector focus group and one-on-one-visit program to identify key sector challenges from COVID-19 as part of BRE efforts	Foster Increased Industry Diversity to Create a More Resilient Economy	1	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor	
Ensure open and ongoing dialogue with Novus to ensure City supports developer's efforts to attract national retailers to locate in the Olive Gateway District (Olive/170 development) and potentially in other areas of the Olive corridor	Foster Increased Industry Diversity to Create a More Resilient Economy	1	Intermediate Term (Year 1 to eighteen month) and ongoing	TIF in place, Chapt. 353	Planning & Economic Development staff	
Assign City staff member to facilitate and expedite municipal approval processes for Tru Hotel Development	Support Core Industry Strengths to Increase Tax Revenues	1	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor	
Reduce municipal staff and commission review periods, authorize concurrent reviews and leverage new Planning Department software to expedite development review and approval process	Support Core Industry Strengths to Increase Tax Revenues	1	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor	
Develop programming and/or programming partnerships to address identified needs or challenges of retail businesses based on information gathered from focus groups/visits	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor	St. Louis Economic Development Partnership, Missouri Small Business Development Center, Legal Services of Eastern Missouri
Develop a 'shop-local strategy' in partnership with local retailers (e.g., shared marketing and branding, events, discounts, loyalty programs etc.)	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST	Planning & Economic Development staff/contractor and Marketing and Communications staff/contractor	Business association/alliance (see Principle #3)
Share tapestry data with local property owners and developers (including Novus) to aid in recruiting retail tenants.	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Near Term (next 6 months)	N/A	Planning & Economic Development staff	Local property owners, developers

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Initiate BRE visits with key technology firms to begin to build relationships and understand needs and identify follow up resources or supporting partners	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor	Dependent upon findings
Communicate City's desire for development that includes office space to accommodate tech cluster growth and existing firm expansions in targeted districts and sites	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Intermediate Term (Year 1 to eighteen months) and ongoing	N/A	Planning & Economic Development staff	Washington University, Real Estate Developers
Develop content that highlights key City strengths appealing to tech industry for use in City communications and marketing materials and deploy on Explore UCity website	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST	Planning & Economic Development staff/contractor and Marketing and Communications staff/contractor	
Inventory property and development requirements in targeted districts to develop profile of potential developable sites (in addition the priority sites listed in this report) and pre-development needs to help inform model or land assemblage/demolition program	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Intermediate Term (Year 1 to eighteen months) and ongoing	N/A	Planning & Economic Development staff	Comprehensive planning team
Develop purposes, goals, policies and parameters for land assemblage/demolition program and operationalize	Foster Increased Industry Diversity to Create a More Resilient Economy	2	Long Term (Year2-3)	EDRST, LCRA, Federal grants	Planning & Economic Development staff	St. Louis Economic Development Partnership, Missouri Department of Economic Development, Economic Development Administration
Develop and implement an external marketing strategy to promote UCity restaurants/arts/entertainment districts (an intermediate step might include identifying regional communication outlets (e.g., theSTL; RFT; Public Radio etc.) to profile City venues to expand audiences)	Support Core Industry Strengths to Increase Tax Revenues	2	Near Term (next 6 months) and ongoing	EDRST	Marketing and Communications staff/contractor	theSTL, RFT, St. Louis Public Radio, Washington University in St. Louis

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Compile list of existing restaurants by cuisine/style and create heat map to identify gaps in offerings to inform attraction efforts	Support Core Industry Strengths to Increase Tax Revenues	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff/contractor and Marketing and Communications staff/contractor	
Develop guidance documents tailored to opening a restaurant in University City	Support Core Industry Strengths to Increase Tax Revenues	2	Long Term (Year 2-5)	N/A	Planning & Economic Development staff/contractor and Marketing and Communications staff/contractor	Municipal League (practices/ resources/models)
Catalogue senior living and related businesses and descriptive data (size, # of employees etc.) and publicize on ED website	Support Core Industry Strengths to Increase Tax Revenues	2	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST	Planning & Economic Development staff/contractor and Marketing and Communications staff/contractor	
Investigate intergovernmental cooperative models for expanding Cunningham Industrial Park	Foster Increased Industry Diversity to Create a More Resilient Economy	3	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	City of Wellston
Complete due diligence for potential expansion of Cunningham Industrial Park (infrastructure, land assemblage, pre-development preparation etc.)	Foster Increased Industry Diversity to Create a More Resilient Economy	3	Long Term (Year 2-5)	EDRST	Planning & Economic Development staff	City of Wellston
Develop profile of Health Care employers' staffing needs through one-on-one interviews with leadership and HR departments	Support Core Industry Strengths to Increase Tax Revenues	3	Long Term (Year 2-5)	N/A	Planning & Economic Development staff	
Establish relationships with education and training institutions	Support Core Industry Strengths to Increase Tax Revenues	3	Long Term (Year2-5)	N/A	Planning & Economic Development staff	University City School District, St. Louis Community College, MET Center, Special School District and Washington University

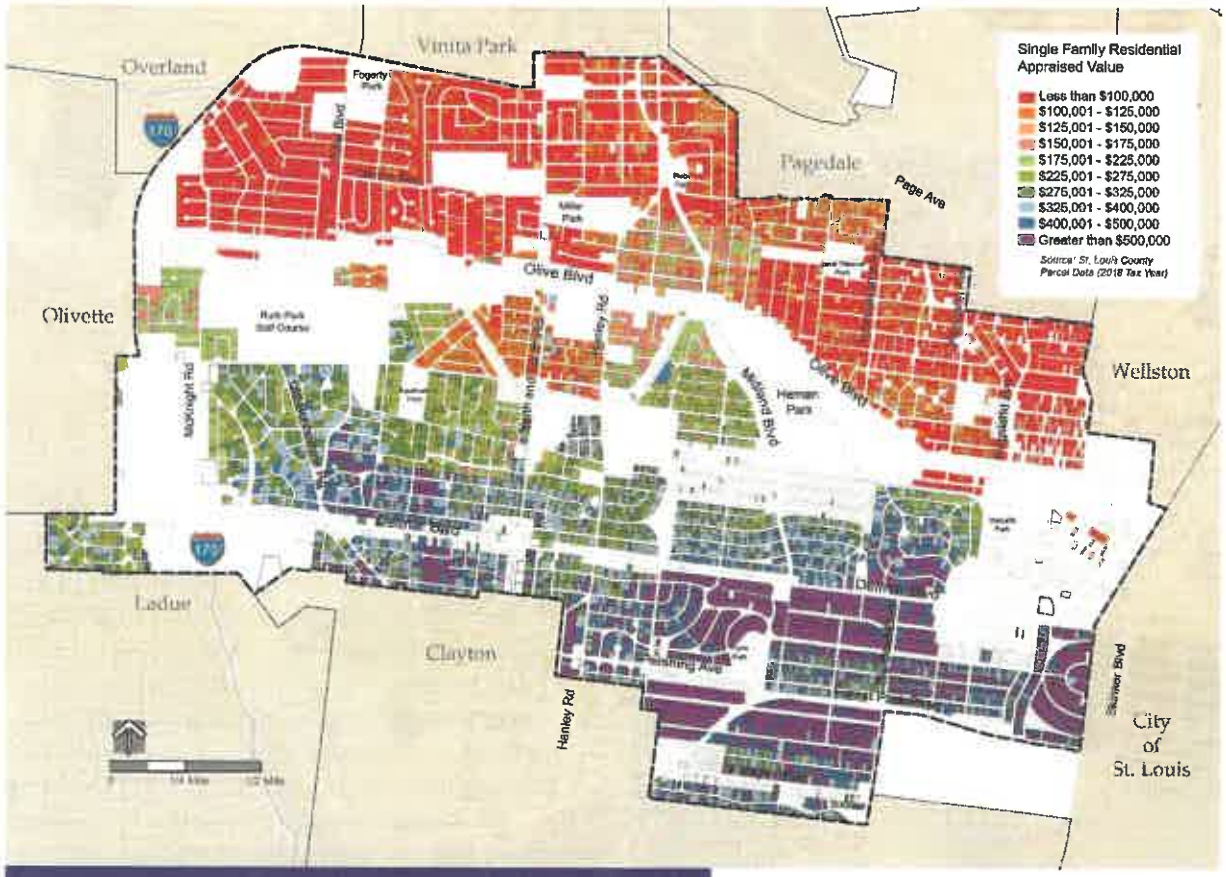
PRINCIPLE 2: ENSURE EQUITABLE ECONOMIC OPPORTUNITIES

Overview

Equitable growth typically refers to creating an economy that raises the living standards for all families. It could mean eliminating economic disparities by connecting residents to employment opportunities, supporting homeownership, and investing in the development of businesses owned by people of color. Communities should develop strategies to ensure that economic development activities, policies and programs benefit all members of the community. Ensuring representation of diverse groups of constituents in economic development decision making will lead to policies and practices that produce better outcomes for people of color. University City's diverse population and commitment to promoting small businesses affords it the opportunity to promote economic advancement that is inclusive of the entire community.

Goal 2.1: Invest in the 3rd Ward

Prioritize development and implementation of a strategy to re-invest new revenues generated through the Novus development in the community north of Olive and include intentional community engagement 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.



Appraised Value of Single Family Residential

Above: The need for 3rd Ward investment. While overall household incomes and housing values compare favorably with neighboring communities, there is a distinct difference in incomes and housing values north of Olive. Investments in the 3rd will be an opportunity to improve housing, incomes, and neighborhood assets.

Goal 2.2: Support Minority Entrepreneurs

Identify and engage with traditionally underserved 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 2.3: 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 #2: ENSURE EQUITABLE ECONOMIC OPPORTUNITIES
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Convene a Task Force to develop a diversity, equity and inclusion policy and strategy to assist the City with decision-making to avoid negatively affecting the minority communities	Equitable City Policies and Practices	1	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	City Manager	
Leverage comprehensive planning process to engage with the communities North of Olive to develop a comprehensive neighborhood improvement plan to guide re-investment of new revenue from the Novus development	Invest in the 3rd Ward	1	Intermediate Term (Year 1 to eighteen months), ongoing	Revenue generated by the Novus Development, EDRST	Planning & Economic Development Staff/Contractor	3rd Ward Aldermen, Residents & Property Owners
Develop a Community Engagement Strategy/Plan to ensure residents in the 3rd Ward are involved in any redevelopment efforts	Invest in the 3rd Ward	1	Near Term (next 6 months), ongoing	EDRST	Planning & Economic Development Staff/Contractor, Marketing & Communication Staff	3rd Ward Aldermen, Residents & Property Owners
Enter into an Agreement with the County Trustee Office to acquire tax delinquent properties in the 3rd Ward	Invest in the 3rd Ward	1	Intermediate Term (Year 1 to eighteen months), ongoing	EDRST	Planning & Economic Development, General Counsel	
Use the Explore UCity micro-site to promote and encourage patronage of Minority businesses	Support Minority Entrepreneurs	1	Near Term (next 6 months), ongoing	N/A	Planning & Economic Development Staff/Contractor; Marketing and Communication Staff	
Provide all City business guidance documents and brochures in multiple languages to reflect the diversity of businesses in University City	Equitable City Policies and Practices	2	Long Term (Year 2-5)	N/A	Marketing & Communications Staff/Contractor	
Conduct a review of all policies and procedures using a racial equity lens to ensure/mitigate unintended biases in hiring practices and contracting decisions	Equitable City Policies and Practices	2	Long Term (Year 2)	N/A	City Manager; Dept. Heads	
Communicate and ensure adherence to the City's Diversity Equity and Inclusion policy to all City Staff, Departments and Vendors	Equitable City Policies and Practices	2	Long Term (Year 2), ongoing	N/A	City Manager; Dept. Heads	
Develop and implement a plan/strategy to communicate with commercial property owners and tenants on both sides of Olive Blvd. to understand their needs, future plans and concerns	Invest in the 3rd Ward	2	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	Planning & Economic Development Staff/Contractor, Marketing& Communication Staff	3rd Ward Aldermen, Business and Property Owners
Develop and maintain a database of vacant and/or distressed properties on Olive Blvd.	Invest in the 3rd Ward	2	Near Term (next 6 months), ongoing	N/A	Planning & Economic Development Staff/Contractor; Public Works	

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Develop a Strategy/Plan to encourage reinvestment in distressed properties and/or acquisition for redevelopment	Invest in the 3rd Ward	2	Intermediate Term (Year 1 to eighteen months), ongoing	EDRST, City Revenues	Planning & Economic Development Staff/Contractor; Public Works	
Develop an outreach program to identify and engage with traditionally under-served groups and minority entrepreneurs to understand needs, opportunities and challenges that may be addressed by the City	Support Minority Entrepreneurs	2	Near Term (next 6 months), ongoing	N/A	Planning & Economic Development Staff/Contractor; Marketing and Communication Staff	
Develop relationships with organizations the provide technical assistance, training and financial education/resources to small businesses	Support Minority Entrepreneurs	2	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	Planning & Economic Development Staff/Contractor	Legal Services of Eastern Mo. - Micro Enterprise Program; Justine Peters; SCORE; SBDC; SIU VentureWorks Incubators
Integrate intentional engagement with minority entrepreneurs into home-based business outreach program to ensure support tailored to their needs	Support Minority Entrepreneurs	2	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	Planning & Economic Development Staff/Contractor	
Provide opportunities for Minority/ Under-served Businesses to be featured in the City's Marketing and Communication print materials	Support Minority Entrepreneurs	2	Near Term (next 6 months), ongoing	N/A	Marketing & Communications Staff/Contractor	
Advocate for a small business forum within the City-wide Business Support Organization to provide B2B opportunities	Support Minority Entrepreneurs	2	Long Term (Year 2-5)	Business Association	Marketing & Communications Staff/Contractor	Business Association
Review and update infrastructure and streetscape plans to develop an environment in each District that creates a sense of place. Ideally part of a broader Greats Streets Plan (competitive selection process with East-West Gateway).	Invest in the 3rd Ward	3	Long Term (Years 2-5)	EDRST/East-West Gateway Great Streets Program/Federal Transportation Funds	Planning & Economic Development Staff/Contractor; Public Works	MoDOT, East West Gateway

Overview - Business & Talent Retention & Expansion

Business retention and expansion (BRE) is a key part of any economic development strategy and involves ongoing engagement with local businesses to develop an understanding of their existing and future needs. By building relationships with local firms, local government is better prepared to respond to their needs – whether they arise from growth opportunities or from challenges – through coordinated resources, partnerships, and economic development tools. The City's Economic Development Retail Sales Tax is an example of its efforts to foster BRE. It is an important tool for responding to firms' needs by allowing the City to invest in local business projects that advance economic development in the community. The City recently pivoted this source of funding to provide support for local businesses experiencing economic losses due to the COVID-19 pandemic.

Similarly, talent retention and expansion strategies help ensure a robust labor pool is available to a community's employers. Typically, such strategies center on addressing workforce development needs – ensuring that the local workforce possesses the training and skills required by employers and that other barriers to accessing jobs (e.g., lack of transportation or child care) are addressed. Talent retention and expansion efforts may serve the dual purpose of increasing local employment opportunities for residents and at the same time, positioning the community as an attractive place to locate or expand a business. While strategies for cultivating a strong local workforce generally contemplate sourcing workers for industries at a regional level, University City has the benefit of a school district that is actively engaged in workforce development for both its students and adults and that could be leveraged to support talent needs for local employers through a localized workforce.

With the elimination of the City's Economic Development Director position, it is important to note that a robust BRE and talent retention and expansion program is likely to require dedicated staffing in order to achieve the greatest benefit for the community.

"A robust BRE and talent retention and expansion program is likely to require dedicated staffing in order to achieve the greatest benefit for the community."

Goal 3.1: 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 or engaging an independent contractor on an interim basis 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 3.2: 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 the University City School District. The school district is committed to developing or partnering with others to offer robust training programs, including career readiness for students and adults, so that they may access jobs that 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).

Above: The University City School District is an important partner for workforce development and career readiness.

Goal 3.3: Retain Existing Businesses in University City

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

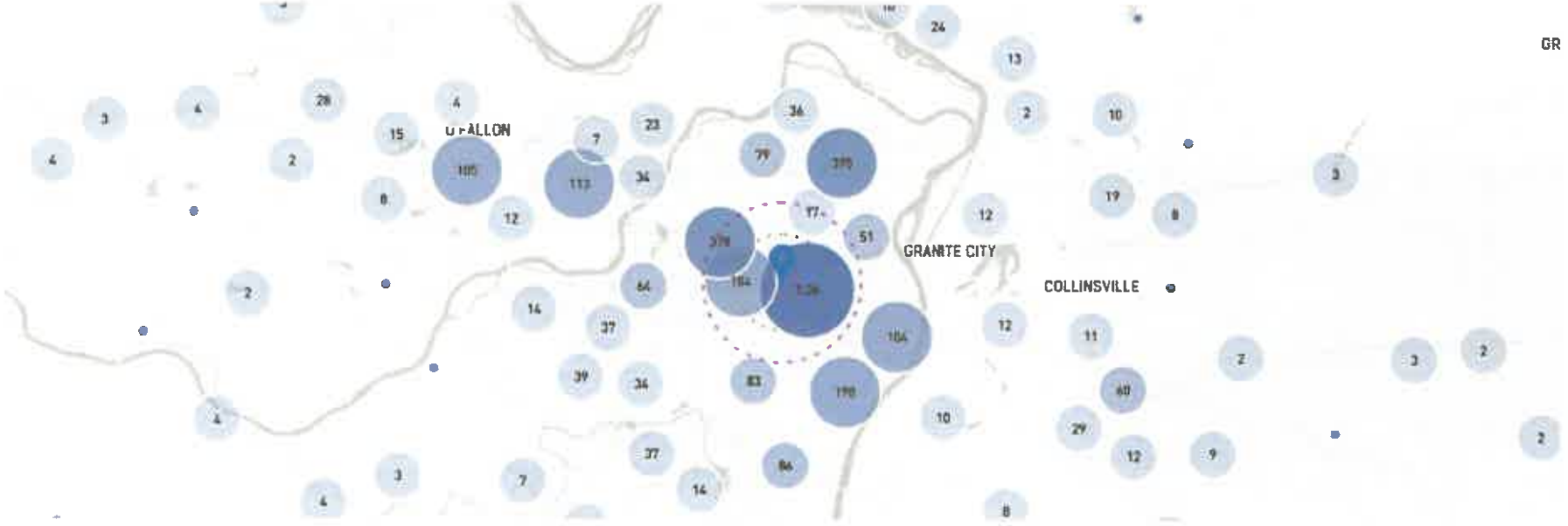
Goal 3.4: Increased Focus on the International District

Pro-actively engage with International District businesses and property owners to build relationships and promote better understanding of business needs and plans and the benefits of this unique district in order to grow and benefit from its economic impact. Leverage local resources such as the International Institute to educate and foster greater understanding and improved communications. Increased understanding and engagement could support additional business attraction and retention efforts, assist with marketing the district to local and visiting consumers and could lay the groundwork for needed redevelopment of under-utilized properties.

The International District is important as 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

Vista Property Report



Case Study: Gahanna, Ohio

Population: 33,000

The City of Gahnna, Ohio has a robust BRE program that includes:

- A yearly survey of over 800 business. Survey includes questions related to potential expansion or relocation, rating of City services, and happiness in the City.
- City staff personally responding to key survey respondents.
- Creating connections with service providers and partners, especially connections to partners for services that the City doesn't provide.

Source: Louise Anderson, IEDC

Business Retention and Expansion (BRE) Best Practices

The following is an edited excerpt from the International Economic Development Council (IEDC) recommendations for a Business Retention and Expansion program.

Visitation

Visitation programs are particularly helpful in identifying at risk companies, or those that are considering closing or relocating. Visits are centered on an interview with the firm's president or other lead staff to learn how the public sector might help the firm. The interview would include questions about the firm's plans for expansion or relocation. After the interview, follow-up would include a letter or telephone call to the firm responding to issues raised in the interview. The city may want to target living wage firms, medium sized firms, firms in certain neighborhoods, or firms in industries targeted for expansion or attraction.

Surveys

Periodically, a BRE program should survey existing businesses to better understand current and projected needs. Surveys also demonstrate the city's commitment to business and provide a regular reminder that the city's ears are open to problem solving. Such surveys would help the city stay abreast of business concerns and trends in transportation, workforce development, regulatory issues and public safety.

Clearinghouse

A BRE program can act as a clearinghouse for information such as: where to take classes on starting a business, where to get advice on creating a business plan, how to find technical assistance specifically for financing, and how to get an occupational license or appropriate building permits. The clearinghouse should have an outreach function that markets its service and the services of other business assistance organizations, reaching out to nascent entrepreneurs who have an idea for a business but no idea where to start.

An additional function of the clearinghouse can be to create a comprehensive calendar of activities. Events posted could include business roundtables, networking lunches, meetings of the chamber of commerce, minority business groups, economic development organizations, local banks, SBDCs, and community college programs.

Source: Louise Anderson, IEDC

Overview - Small Business & Entrepreneurship

Small businesses are an essential component of local economies: they provide employment opportunities and generate income and wealth for owners. Additionally, because small businesses are often locally-owned, these businesses consider themselves a part of the community. They therefore have a greater stake in a municipality's economic growth and quality of life. As a result, their impact extends beyond the financial aspects of economic development (taxes, jobs, etc.); local entrepreneurs typically are involved in civic and charitable organizations and give back to the community impacting qualitative elements that contribute to economic growth.

University City has a broad base of locally-owned businesses, some of which have been located in the City for many years, if not decades as well as co-working space that is fostering the next generation of local firms. The City actively recognizes the importance of entrepreneurs to the local economy and supports small business.

Recent efforts include the establishment of the Explore U City website and email communications promoting local businesses as well as the small business loan program created to offset the impact of COVID-19 on local firms.

Next steps for the City include leveraging this foundation of local firms to promote their active collaboration in a manner that benefits both the businesses and the City. Enhancing municipal engagement and communications with local businesses demonstrates that the City is "small business friendly."

Goal 3.5: 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.

Goal 3.6: Grow Next Generation of Small Businesses Owners in U City

Interface with local small business incubator/co-working spaces to engage with growing firms and to promote University City as a business-friendly municipality and an advocate for small business development. Such engagement will help retain and attract 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 business friendly rather than a regulatory compliance document.

Goal 3.7: 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.

PRINCIPLE #3: SUPPORT UNIVERSITY CITY BUSINESSES AND WORKERS
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Staff business retention and expansion (BRE) activities using existing staff or contracted services and reporting on an interim basis to Planning Director	Focus on the Needs of Existing Businesses	1	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor	
Hire a permanent full time economic development professional to lead implementation economic development strategy	Focus on the Needs of Existing Businesses	1	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST	City Manager	
Continue to formalize BRE efforts focusing on existing industry clusters and retail and tech emerging clusters through structured business visitation efforts with a particular emphasis on clusters impacted by COVID-19	Focus on the Needs of Existing Businesses	1	Near Term (next 6 months) and ongoing	N/A	Planning & Economic Development staff/contractor	St. Louis Economic Development Partnership, Missouri Department of Economic Development
Conduct targeted business outreach to firms located in Novus Development footprint to understand and document firm plans and needs and to identify municipal interventions to retain businesses	Retain Existing Businesses in University City	1	Near Term (next 6 months) and ongoing	N/A	Planning & Economic Development staff/contractor	Financial institutions, real estate brokers/property owners, business support services, St. Louis Economic Development Partnership
Identify business owners through BRE efforts to champion UCity specific business support organization and provide convening support	Amplify the Voice of Local Businesses	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	Loop Special Business District
Assign UCity staff member to serve as an ombudsman assisting businesses in navigating municipal processes and problem-solving challenges	Amplify the Voice of Local Businesses	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff/contractor	Municipal departments
Create and administer business survey instrument to capture short and likely long-term impacts of COVID-19 and business needs (e.g. internet access/speed; developing on-line presence etc.)	Focus on the Needs of Existing Businesses	2	Near Term (next 6 months)	N/A	Planning & Economic Development staff/contractor and Marketing and Communications staff/contractor	

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Formulate long-term BRE program parameters (prioritizing targeted sectors, survey types and frequencies, focus groups etc.)	Focus on the Needs of Existing Businesses	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	
Interface with local small business incubator/co-working spaces to engage with growing firms, understand plans and needs to retain businesses in UCity	Grow Next Generation of Small Businesses Owners in UCity	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	UCity Coworking, Tech-Artista, Missouri Small Business Development Center, Legal Services of Eastern Missouri, local property owners/brokers
Monitor home-based businesses growth and sector areas through business licensing and any business association that is established	Grow Next Generation of Small Businesses Owners in UCity	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	UCity-based business association
Develop home-based business outreach program to understand needs and opportunities for support	Grow Next Generation of Small Businesses Owners in UCity	2	Long Term (Year 2-5)	N/A	Planning & Economic Development staff	Missouri Small Business Development Center, Legal Services of Eastern Missouri, local property owners/brokers
Identify short- and long-term workforce needs and skills sets among cluster industry employers through direct communications with firms and surveys	Invest in Workforce Development for Residents	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	University City School District, St. Louis Community College, MET Center, Special School District and Washington University
Serve as a liaison connecting locally-owned retail operations and commercial property owners to expand retail offerings and base	Support Additional Neighborhood Retail	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	Commercial property owners, developers, Loop Small Business District
Review, refresh and consolidate 'starting a business in UCity' informational brochures for small businesses	Grow Next Generation of Small Businesses Owners in UCity	3	Intermediate Term (Year 1 to eighteen month)	EDRST	Planning & Economic Development staff and Marketing and Communications staff/contractor	City departments

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Proactively engage with International District businesses and property owners to build relationships and promote better understanding of business needs and plans	Increased Focus on the International District	3	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	International Institute, Missouri Small Business Development Center, Legal Services of Eastern Missouri
Communicate employer workforce needs and opportunities to educational institutions charged with developing training programs	Invest in Workforce Development for Residents	3	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff	University City School District, St. Louis Community College, MET Center, Special School District and Washington University

PRINCIPLE 4: COLLABORATE WITH LOCAL AND REGIONAL PARTNERS

Overview

Effective collaboration and communication with local economic drivers and regional organizations that promote the region and positions University City to capitalize on resources and programs that can have a positive impact on the growth and development of the City. Local organizations that attract visitors and potential residents and businesses to the area can significantly impact the City's revenues if some of the offerings in the City are tailored to address the needs of these populations. Highly educated and professional populations generally have significant disposable income. They are well positioned to purchase goods and services from local businesses and/or acquire and invest in residential/commercial properties.

Washington University ("WU") enrolled approximately 16,291 full and part-time students in 2019 and had 1,586 faculty working on the Hilltop campus. Historically, 30% of the student body lives off-campus, with approximately 2,800 living in University City, of which 1,400 reside in University owned properties. Representatives of the University also indicated that a significant number of faculty also reside in the City. Given the City's reliance on sales tax, this represents a significant population that could positively impact the City e.g. spending power and the attraction of visitors to the community.

Additionally, in 2015 the University owned over 1.2 million sq. ft. of tax-exempt residential and commercial property representing 5.3% of the total property value in University City. (Source: University City – Washington University Advisory Committee Report - 2015)

Since the late 1980's the University has been working with the University City School District, providing support with the STEM curriculum, professional development, and teacher resources. WU has developed residential properties that have improved the overall appearance and quality of the neighborhoods surrounding them and commercial properties that have provided residents with additional retail offerings. WU also manages a WashU Neighbor program that provides opportunities for the University City community to connect with the University athletic programs, museums, and other facilities.

With the extensive development expertise and the technical capacity at the University, University City should develop a cooperative working relationship with them to capitalize on their proximity to the institution. WU could be an instrumental partner in developing the Innovation District, commercial properties on Olive Blvd. and residential housing in the 3rd Ward.

The City is also home to a number of other properties owned by tax-exempt entities like schools, synagogues, cemeteries, Churches, religious affiliated and arts organizations, which combined with the University's holdings has an overall impact on the City's revenues.

It should be acknowledged that the non-profit tax-exempt entities/ organizations and the University can greatly impact the University City community in a variety of positive and negative ways. The Washington University impact analysis currently underway should provide the City with the information and data needed to have substantive discussions with the University on the role it should take in positively assisting with the continued growth and development of the City.

"Washington University could be an instrumental partner in developing the Innovation District, commercial properties on Olive Boulevard, and residential housing in the 3rd Ward."

Goal 4.1: Strengthen Relationship with Washington University

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.

Review and develop next steps 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.

Consider a formalized City-University partnership structure to help advance a 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.

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.

Property Ownership: University City and Washington University

As previously stated, a productive and cordial relationship will only strengthen University City's economy and community.

Both University City and Washington University are major property owners within the City as the map to the left indicates. Washington University owns key development sites.

In addition, Washington University is a major economic driver. According to Washington University's 'Economic and Community Impact FY2018 Report', impacts include:

- $116.8 million in local spending by out-of-town students.
- Employs 15,500 with $1.4 billion in salaries.
- Direct spending of $2.5 billion.

Case Study: College Park, Maryland

College Park, Maryland is a community of approximately 32,000 located adjacent to the University of Maryland. For over 20 years, the University and the City of College Park have worked together with the goal of making the City a top 20 college town.

To accomplish this goal, a 501(c)(3) organization, The College Park City-University Partnership, was formed as a local development organization to focus resouces in five strategic areas:

- Revitalization and Redevelopment
- Transportation
- Public Safety
- Education
- Sustainability

Vision Statement of the College Park City-University Partnership

"College Park is a diverse, engaged community comprised of residents and businesses, and the vibrant education, research, cultural and international resources of the University of Maryland. Residents are drawn to a range of housing options from single-family residences to high-density housing that thrives near livable, walkable commercial centers. Diverse businesses – from high tech start-ups to community retailers – are drawn to a demographic that provides educated workers and consumers. The University District offers its community a high quality of life including a safe and secure environment, access to world-class K-12 schools, and attractive commercial districts that serve families and students alike. The District enjoys excellent pedestrian and bicycle access, public transportation options, and efficient roads and parking. Finally, the University District exemplifies a leading "green" community, utilizing sustainable building practices, green technologies, and a strong commitment from the community to protect, preserve, and enhance natural resources."

Goal 4.2: 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.

Develop working relationships with adjoining municipalities, especially along key shared corridors or designated economic development Districts, to facilitate cooperative development activities and advance mutually beneficial goals.

Goal 4.3: 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, and U.S. Army Corps of Engineers).

PRINCIPLE #4: COLLABORATE WITH LOCAL AND REGIONAL PARTNERS
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Engage a third party to professionally facilitate an open and frank discussion with Washington University to build a mutually beneficial working relationship and develop a formalized City-University Partnership	Strengthen Relationship with Washington University	1	Near Term (next 6 months), ongoing	EDRST	Mayor; City Manager	Washington University Chancellor and Executive Vice Chancellor
Review and prioritize recommendations in Report to the City Council (2015) in light of Fiscal Impact Analysis (2020) for dialogue with Washington University	Strengthen Relationship with Washington University	1	Near Term (next 6 months), ongoing	N/A	Mayor; City Manager	
Review the Reports related to Washington University for issues that are relevant for other non-profits with large real estate holdings in the City	Strengthen Relationship with Washington University	1	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	Mayor; City Manager	
Build relationships with Regional Agencies that can assist with Infrastructure development and enhancements	Align Regional Agencies for Investment along Olive Boulevard	2	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	City Manager; Planning and Economic Development Staff/Contractor	MoDOT; East West Gateway - Great Streets; MSD, Army Corps of Engineers
Develop relationships with Economic Development Organizations in the region that promote small businesses; assist with business expansions and provide networking opportunities	Connect to Regional Economic Resources	2	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	City Manager; Planning and Economic Development Staff/Contractor	IT Network; the MOSIAC Project; International Institute; World Trade Center; Arch to Park Collaborative (STL Made and Alliance STL)
In addition to priority development sites owned by Washington University, identify redevelopment areas that could be opportunities for collaboration with Washington University, such as residential reinvestment and master leases	Strengthen Relationship with Washington University	2	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	City Manager; Planning and Economic Development Staff/Contractor	

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Work with Washington University to obtain market data about potential gaps in services and retail offerings that would satisfy unique student, faculty, staff, alumni and visitor interest and integrate into larger university marketing analysis	Strengthen Relationship with Washington University	3	Long Term (Years 2-5)	N/A	Planning and Economic Development Staff/Contractor	Washington University Community Liaison
Work with UCity Loop business manager to develop marketing targeting Washington University students, faculty, staff, alumni and visitors	Strengthen Relationship with Washington University	3	Long Term (Years 2-5)	N/A	Loop SBD Staff	
Develop relationship with WU faculty and staff to leverage their intellectual resources to address municipal challenges	Strengthen Relationship with Washington University	3	Intermediate Term (Year 1 to eighteen months), ongoing	N/A	City Manager; Planning and Economic Development Staff/Contractor	

PRINCIPLE #5: CELEBRATE AND PROMOTE UNIVERSITY CITY

Overview

Effectively communicating a positive brand or image increases a community's potential to attract and retain residents, businesses, and workers. University City's central location, accessibility and well-educated population, along with its image as a diverse, amenity rich community characterized by walkable neighborhoods and historic architecture, are assets that can be highlighted for economic development ends. The City's new "Explore U City" micro-site is an exciting step toward rethinking and repositioning its economic development content for a range of target audiences.

"The City's new "Explore U City" micro-site is an exciting step toward rethinking and repositioning its economic development content for a range of target audiences."

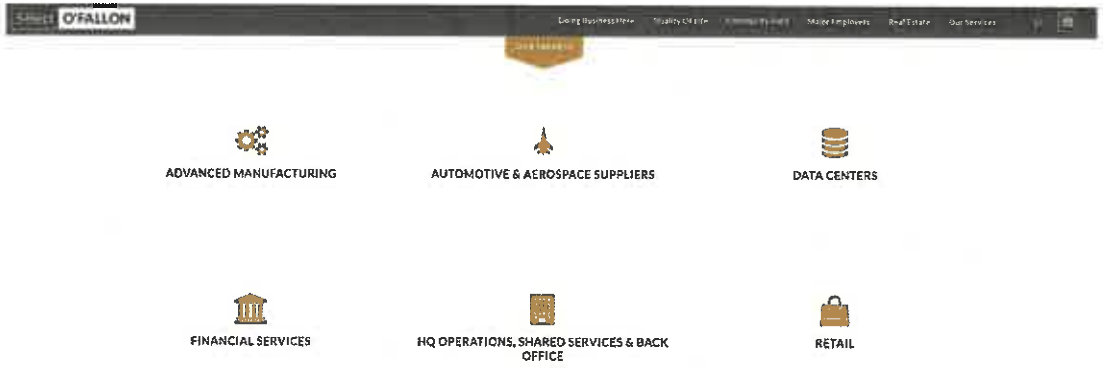
Goal 5.1: Maximize Online Economic Development Impact

Expand and centralize economic development content on the new "Explore U City" micro-site 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:

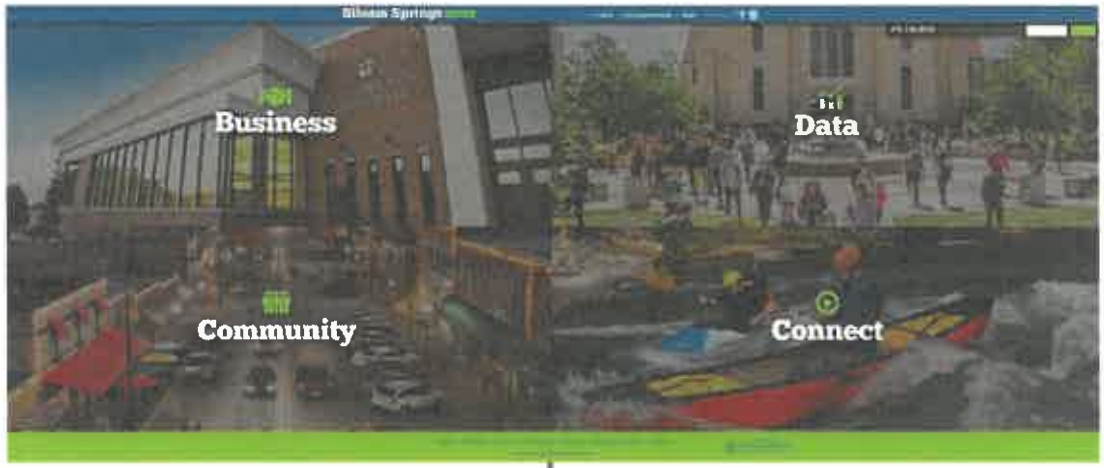
- Advanced Manufacturing
- Automotive & Aerospace Suppliers
- Data Centers
- Financial Services
- HQ Operations, Shared Services & Back Office
- Retail

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

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

Case Study: Why Siloam

The Why Siloam for Siloam Springs, Arkansas (https://whysiloam.com) site targets prospective businesses, site selectors, and developers.



The Why Siloam site has for main categories:

- Business
- Data
- Community
- Connect

Business section includes City and Trade Area demographics, regional partnerships, major employers, and why small businesses and entrepreneurs are important to the City.

Data section includes a link to available sites (through state database); overview of incentives, utilities, and taxes; key maps; and links to metro area (MSA) data.

Community section includes an overview of education institutions, entertainment, and cultural highlights, wellness overview, and Siloam Springs government department and contacts.

Communications section includes economic development contacts for the City, recent press releases, and economic development videos.

Goal 5.2: Elevate University City's Brand

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

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

Review existing business-related publications and information and revise as necessary to ensure that they communicate information in a business-friendly manner.

Goal 5.3: 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 5.4: Celebrate the Arts in University City

University City is home to a number of regional arts and cultural institutions. Major institutions include COCA, located at 6880 Washington Avenue. COCA recently completed a $45 million, 52,000 square-foot expansion that consists of a 450-seat theater. COCA is the 4th largest multidisciplinary community arts center in the country, serving more than 50,000 people annually. University City is also home to the 560 Music Center and the University City Orchestra.

In addition to non-profit institutions, private establishments, especially in the U City Loop, host concerts, events, and films.

The City is also home to a number of public art installations. Public art enriches the community and is an important component of place-making. Currently, the Regional Arts Commission maintains a database of public art installations. However, several of the listings for University City are located just outside the City near the Regional Art Commission headquarters.

The arts can be an important economic driver. A 2014 economic impact study of the arts in the Puget Sound region found that visitors to non-profit cultural institutions spent one-third on tickets with the other two-thirds spent locally on items such as restaurants, retail, and hotels.

Top Left: University City is home to major cultural institutions such as COCA and the 560 Music Center.

Left: Events like art afternoons in the U City Loop are an excellent way to activate places and create another draw for visitors.

- Currently, the Explore U City micro-site has just "Restaurant" and "Retail" categories for listings. The micro-site should add an "Arts and Entertainment" category for listings. In addition, the micro-site should add an overview of Cultural and Arts in the City to highlight the major non-profit institutions.

- Encourage additional public events (like the Loop Ice Carnival) that feature the arts that encourage creative place-making. Seek partnerships where the City can provide logistical support (temporary street closings, etc.) with organizations hosting the event.

- Encourage temporary and semi-permanent art displays that add value as place-making and are an additional draw for visitors.

- Create a map of art installations with descriptions in University City. Include background descriptions and link on the Explore U City micro-site. Opportunity to leverage the resources of the College of Art - Sam Fox School at Washington University for the development of the art map.

- Consider conducting a city-wide Art Strategic Plan. As a precedent for scope, Downtown STL recently commissioned a 'Downtown Public Art Plan' that provided recommendations and guidance for specific art installations, management and coordination of the art initiative, and evaluation criteria for future art installations.

PRINCIPLE #5: CELEBRATE AND PROMOTE UNIVERSITY CITY
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Expand and centralize economic development content on Explore UCity website and create clear linkages between municipal site and Explore UCity (See narrative for specific content)	Maximize On-line Economic Development Impact	1	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST	Planning & Economic Development staff and Marketing and Communications staff/contractor	
Review existing business-related publications and information and revise as necessary to ensure that they communicate information in a business-friendly manner	Ensure Business-Related Publications are "Business-Friendly"	1	Intermediate Term (Year 1 to eighteen month)	N/A	Planning & Economic Development staff and Marketing and Communications staff	
Secure market research on local university/student populations to help tailor marketing strategy scope/focus	Elevate UCity's Brand	2	Intermediate Term (Year 1 to eighteen month)	EDRST	Planning & Economic Development staff and Marketing and Communications staff/contractor	Washington University, Fontbonne University and University Missouri St. Louis
Develop marketing strategy targeted at university/student populations (with a focus on Washington University) See Principle 4 Recommendations.	Elevate UCity's Brand	2	Long Term (Year 2-5)	EDRST	Planning & Economic Development staff and Marketing and Communications staff/contractor	Washington University, Fontbonne University and University Missouri St. Louis
Encourage additional public events (like the Loop Ice Carnival) that feature the arts and that encourage creative place-making. Seek partnerships where the City can provide logistical support (temporary street closings, etc.) with organizations hosting the event.	Celebrate the Arts in University City	2	Intermediate Term (Year 1 to eighteen month), on-going	EDRST	Planning & Economic Development staff and Marketing and Communications staff/contractor	Loop SBD, Cultural and Art Institutions
Add an "Arts and Entertainment" category for listings and an overview of Cultural and Arts in the City to highlight the major non-profit institutions on the Explore UCity micro-site	Celebrate the Arts in University City	2	Intermediate Term (Year 1 to eighteen month)	N/A	Planning & Economic Development staff and Marketing and Communications staff/contractor	
Develop specific messaging and marketing for the International, Olive Innovation and West Delmar Districts	Market Distinct Areas of the City	3	Long Term (Year 2-5)	EDRST	Planning & Economic Development staff and Marketing and Communications staff/contractor	District businesses, business association

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Research examples of municipal branding/messaging strategies and evaluate costs/benefits of City-specific branding campaign	Elevate UCity's Brand	3	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff and Marketing and Communications staff/contractor	
Consider conducting a city-wide Art Strategic Plan	Celebrate the Arts in University City	3	Long Term (Year 2-5)	EDRST	Planning & Economic Development staff	
Create a map of art installations with descriptions in University City and backgrounds and link on the Explore UCity micro-site. Leverage the resources of the College of Art - Sam Fox School at Washington University for the development of art map.	Celebrate the Arts in University City	3	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning & Economic Development staff and Marketing and Communications staff/contractor	Washington University

PRINCIPLE #6: UTILIZE PLACE-BASED SOLUTIONS

Overview

The recommendations and strategies of this Economic Development Strategy are not a "one-size-fits-all" approach. Some recommendations are more specific for certain areas of the City. This Principle #6 describes place-based recommendations for Olive Boulevard, the U City Loop, and city-wide strategies.

Many of the place-based recommendations are described in additional detail in Chapter 3.

It is also important to note that many place-based recommendations begin to overlap with the scope of the upcoming comprehensive plan. Recommendations in this document seek to complement and inform the work of City's next comprehensive plan. Recommendations note, where applicable, issues that should be further refined as part of the comprehensive plan.

Goal 6.1: Redevelop and Re-invest in Olive Boulevard

Olive Boulevard presents an opportunity to expand University City's retail and commercial offerings and 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 north and south sides of Olive Boulevard.
- 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

Below: Proposed Districts along Olive Boulevard to guide strategies and recommendations for specific areas. See Chapter 3 for additional details.

Proposed Districts along Olive Boulevard

Olive Isn't a "One-Size-Fits-All" Solution

Currently, the existing zoning treats Olive Boulevard monolithically. The majority of Olive Boulevard is zoned 'General Commercial' or 'Industrial Commercial' as the map on this page illustrates. Olive Boulevard is such a long corridor that a "one-size-fits-all" approach is not applicable.

The 2009 Olive Boulevard Design Guidelines were an attempt to treat different sections of Olive Boulevard uniquely. The 2009 Design Guidelines were a good start, and many of the streetscape design recommendations are still applicable. However, the four proposed "zones" of the 2009 Design Guidelines (Interchange, International, Parkway, and Industrial) were just streetscape design guidelines. They did not provide an economic development framework needed along Olive Boulevard.

The six proposed Districts (Olive Gateway, International, Millar Park, Heman Park, Olive Innovation, and Cunningham Industrial) along Olive Boulevard better target business sectors, marketing, and land use recommendations. See Chapter 3 for a detailed overview of the Districts.

It is important to note that the proposed Districts are meant to complement and inform the upcoming comprehensive plan. While each District has recommendations for targeted business sectors and land use characteristics, the update of the comprehensive plan should define the actual land use. The future land use plan that is developed as part of the comprehensive plan should then be used to update and modify zoning requirements. A form-based zoning code will be applicable along Olive Boulevard.

Existing Zoning along Olive Blvd (Commercial and Industrial

2009 Olive Blvd Design Guidelines "Zones"

Creating More Space: A Road Diet

A potential road diet from Hanley Road east to Sutter Avenue will provide traffic calming and allow for north-south pedestrian crossings. Narrowing the roadway would create a more walkable neighborhood environment and create connections between the areas on the north and south sides of Olive Boulevard.

A road diet can help spur economic development in addition to safety benefits. The additional space from reduced lanes can be used for streetscape and place-making enhancements. The Urban Land Institute has reported that people stay longer, come back more often, and spend more money in places that attract their affection.

A traffic study will be required to fully evaluate the feasibility of a road diet. Based on 2019 traffic volumes, the annual average daily traffic volume (AADT) was under 12,000 (11,779) vehicles per day. A road with traffic volumes of 12,000 - 18,000 vehicles per day is a good candidates for a road diet. However, factors such as peak volumes, turning movements, and percentage of truck traffic need to be evaluated in more detail.

The comprehensive plan process will be an opportunity to further define resident priorities for a road diet. For example, while a road diet can provide additional space for streetscape and place-making enhancements, the space could also be used for bike lanes or other improvements.

University City should consider applying for a Great Streets planning grant. The Great Streets program, administered by the East-West Gateway Council of Governments, provides planning funds (with a local match) for projects that align with Great Streets principles. The traffic study could be accomplished as part of a Great Streets plan.

Potential Road Diet Along Olive Boulevard

What is a Road Diet

A road diet refers to reducing lanes to create additional space within the street right-of-way for streetscape enhancements, wider sidewalks, bike lanes, or on-street parking. Typically, a road diet will convert an existing four-lane road to a three-lane road consisting of two through lanes and a center, two way left turn lane.

The Federal Highway Administration (FHWA) has stated that four-lane undivided highways experience relatively high crash frequencies — especially as traffic volumes and turning movements increase over time — resulting in conflicts between high-speed through traffic, left-turning vehicles and other road users.

Often, four-lane roadways have excess capacity in terms of how much traffic volume they can handle. Excess capacity often promotes higher speed traffic.

Other names for "road diet" include "road rechannelization" and "lane reduction". The term "road diet" is used in this document to be consistent with usage from FHWA and other state and regional agencies.

Traffic calming through road diets can benefit economic development. Instead of a street that people pass through at higher speeds and less attentively, a road diet can help create a calmer, safer, and more attractive street that invites people to stay.

Existing Condition
Example condition of the existing condition along Olive Boulevard. The street is four through lanes with a center turn lane.

With a Road Diet
Example of a potential road diet along Olive Boulevard with two through lanes and a center turn lane. In this example, the additional space is used for streetscape enhancements. Additional options include on-street parking, bike lanes, or drop-off space.

Creating Opportunities with Flood Mitigation

As the map on the right shows, several commercial areas along Olive Boulevard are within a flood hazard area. Flood mitigation will be required to alleviate flooding problems.

Currently, the U.S. Army Corps of Engineers is conducting a flood mitigation plan for the River Des Peres in coordination with University City and the Metropolitan Sewer District. The plan is expected to be complete in 2023.

Flood mitigation may be an opportunity to alleviate parcel specific flooding, create natural amenities that create value for adjacent properties, and a greater scale of redevelopment. A key outcome should be that flood mitigation should prioritize creating developable sites along Olive Boulevard.

Flood Hazard Areas

Case Study: Brentwood, MO

The City of Brentwood is currently in a multi-year planning process that will help mitigate flooding in the community from Deer Creek while also creating redevelopment opportunities and community amenities. Strategies from Brentwood may be applicable for the River Des Peres in University City.

Source: City of Brentwood

Source: City of Brentwood

Goal 6.2: Maintain The Loop as 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).

- Implement the Lochmueller Group parking study (March 2020) recommendations including additional circulation and smart parking analysis. 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.

- Pro-actively market City-owned and privately held properties to reduce vacancies that undermine the vibrancy of the area.

- 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.

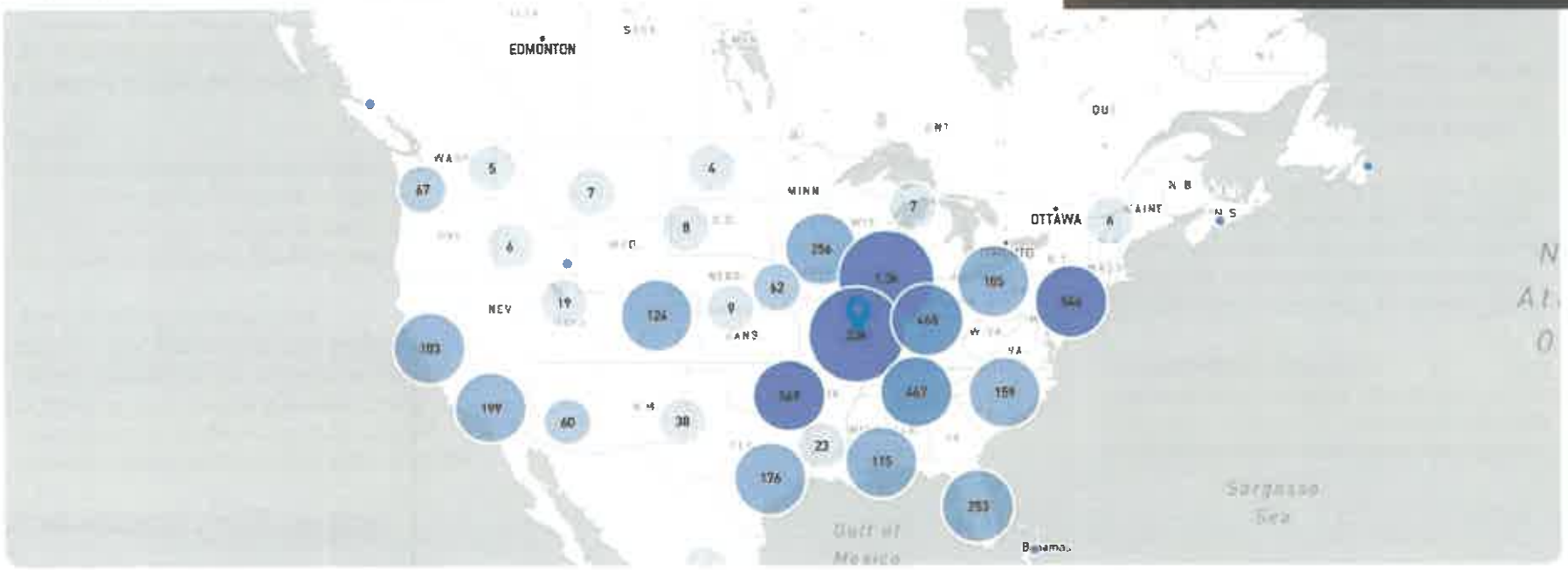
The Importance of the U City Loop as a Destination

The map below shows the location of visitors to the northwest area of the U City Loop (east of Kingsland Avenue, west of Ackert Walkway, and the businesses and parking lot north of Delmar Boulevard) from February 1, 2019 to February 1, 2020.

The map shows the national draw of the U City Loop from tourists and visitors from across the nation.

(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



Goal 6.3: Enhance Visitor Experience City-Wide

- 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 improvements 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. Continue to utilize U City Bloom as a resource in beautification and thoughtful landscaping.

- 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 ongoing 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 the 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 the impact of non-profit entities on municipal revenues (payments in lieu of taxes or PILOTS).

The Importance of U City in Bloom

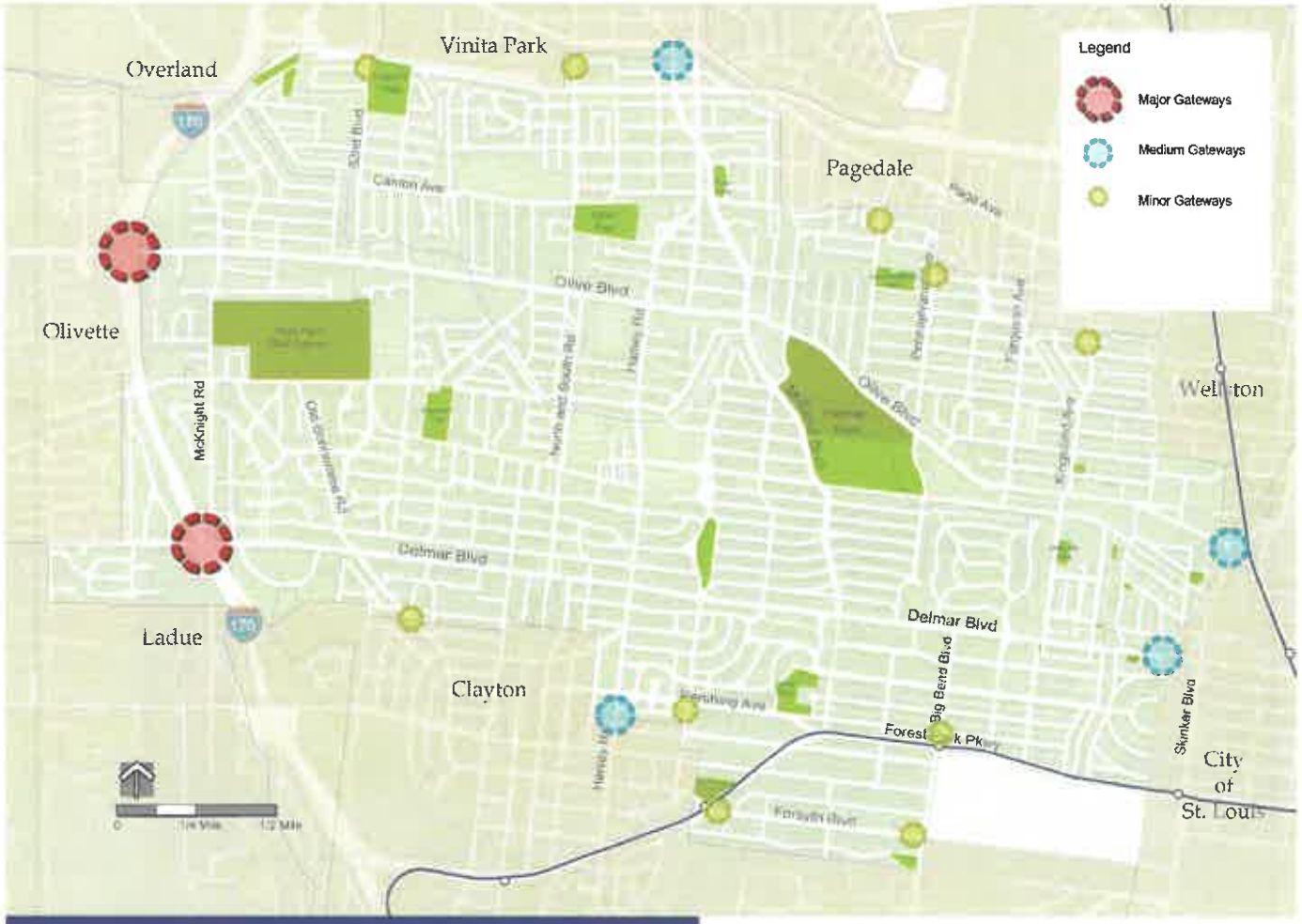
U City in Bloom is a great asset for the City. It is one of the strongest and most innovative community garden organizations in the region. With over 200 public gardens, U City in Bloom is critical in enhancing the visitor experience.

The need for enhancing areas throughout the City can often exceed the existing capacity of existing organizations. Future planning of new or additional gardens should balance capacity, equitable distribution, and visibility.

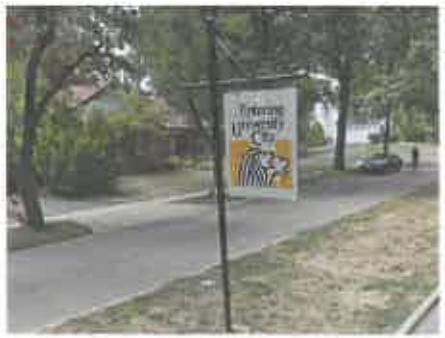
Gateways

Gateways allow new or regular visitors to know when they are entering a new or unique area by visual cues. This can be beneficial for an overall city or for smaller neighborhoods and commercial areas. Letting a University City visitor know they are in University City puts a name to a place. Gateways can be anything from full branding, to signage, to landscaping, or public art.

The map on this page shows possibilities for Major, Medium, and Minor Gateways in University City. The two Major Gateways are proposed at University City's two intersections with I-170. These areas have constant traffic from the interstate and bring many people into the city. The Medium Gateways are placed on major corridors and areas that tend to bring people into University City such as north Midland Boulevard, east Olive Boulevard, the Loop, and Hanley Road near Pershing Avenue. The Minor Gateways tend to be at the smaller entrance areas into the city, often in residential areas.



Gateway Locations



PRINCIPLE #6: UTILIZE PLACE-BASED SOLUTIONS
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Hire a full-time dedicated staff person, when financially feasible, to manage the Loop SBD, develop a marketing strategy to fill vacant properties and create a programming schedule for activities in The Loop	Maintain The Loop as a Top 10 Street	1	Intermediate Term (Year 1 to eighteen month)	EDRST	Planning and Economic Development Staff	
Utilize the Loop Special District to develop a strategy to improve communication between property owners and tenant businesses and facilitate consensus around Loop events and operations.	Maintain The Loop as a Top 10 Street	1	Near Term (next 6 months)	N/A	Loop SBD Staff	Loop SBD Members
Initiate discussions with Washington University to communicate the City's redevelopment desires for Commerce Bank and Craft Alliance sites (West Loop priority development area)	Maintain The Loop as a Top 10 Street	1	Near Term (next 6 months)	N/A	Mayor, City Manager	
Prioritize marketing and development of city-owned property on Olive Blvd. at North & South and Midland Blvd. using the place-making districts as a strategic framework	Redevelop and Reinvest in Olive Boulevard	1	Near Term (next 6 months) and ongoing	NA	Planning and Economic Development Staff/Contractor	
Proactively market vacant/underutilized properties with commercial brokers, on City website and to tenants located in the Novus footprint	Redevelop and Reinvest in Olive Boulevard	1	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning and Economic Development Staff/Contractor	Commercial Real Estate Brokers
List city-owned property with a commercial broker to increase market exposure	Redevelop and Reinvest in Olive Boulevard	1	Near Term (next 6 months)	N/A	Planning and Economic Development Staff/Contractor	Commercial Real Estate Brokers

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Leverage comprehensive planning process (Future Land Use plan) to incorporate requirements for increased density through mixed use developments, modern design trends for building placement to address outdate retail development/incorporate requirements into requests for redevelopment proposals. Future Land Use plan should then guide updates to zoning, including form based codes as applicable.	Enhance Visitor Experience	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	Planning and Economic Development Staff; Marketing and Communications	
Ensure proper management of the Special Business District to maximize revenue	Maintain The Loop as a Top 10 Street	2	Near Term (next 6 months) and ongoing	N/A	City Manager; Planning and Economic Development Staff	Loop SBD Board
Implement Lochmueller Group parking study (Mar. 2020) recommendations including additional circulation and smart parking analysis	Maintain The Loop as a Top 10 Street	2	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST; Municipal Revenues	City Manager; Planning and Economic Development Staff	
Evaluate existing public realm infrastructure to identify enhancements that maintain Loop appearance, address safety concerns and to keep the Loop competitive without major construction disruptions to businesses.	Maintain The Loop as a Top 10 Street	2	Long Term (Year2-3) and ongoing	EDRST; Municipal Revenues	City Manager; Planning and Economic Development Staff	
Proactively monitor the future plans for the Loop Trolley to anticipate and mitigate any negative impact on Loop business revenue	Maintain The Loop as a Top 10 Street	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	City Manager; Planning and Economic Development Staff; Marketing and Communication Staff	
Assemble Loop crime data and develop and disseminate strategic communication materials to place data in context and better manage concerns and perceptions	Maintain The Loop as a Top 10 Street	2	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	City Manager; Planning and Economic Development Staff; Marketing and Communication Staff; Police Dept.	

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
Engage Loop Special District property owners to encourage enhancements to street level vacant properties to improve the appearance of the Loop and environs	Maintain The Loop as a Top 10 Street	2	Near Term (next 6 months) and ongoing	N/A	City Manager; Planning and Economic Development Staff; Loop SBD Staff	
Actively enforce code requirements for property maintenance to encourage reinvestment in properties	Maintain The Loop as a Top 10 Street	2	Near Term (next 6 months) and ongoing	N/A	Planning and Development Department	
Continue to provide façade improvement funds to property owners on Olive Blvd. to support reinvestment and development of a cohesive look within the Districts	Redevelop and Reinvest in Olive Boulevard	2	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST/CDBG	Planning and Economic Development Staff/Contractor; Marketing and Communications	
Leverage comprehensive planning process to re-position strategic retail sites along Olive Blvd. to reflect trends toward modern expectations; increase density and reduce parking requirements	Redevelop and Reinvest in Olive Boulevard	2	Intermediate Term (Year 1 to eighteen month)	N/A	Planning and Economic Development Staff/Contractor	
Identify strategic properties that can be combined to create developable sites and evaluate costs/benefit of acquisition (See also Principle #1 - land assemblage)	Redevelop and Reinvest in Olive Boulevard	2	Long Term (Year 2-5)	EDRST/CDBG	Planning and Economic Development Staff/Contractor	
Complete the streetscape enhancements along Olive Corridor reflecting unique character of each District	Redevelop and Reinvest in Olive Boulevard	2	Long Term (Year 2-5)	EDRST/DOT/CDBG		
Commission transportation study to evaluate traffic calming measures from Hanley Road east to Sutter Ave. to create more walkable, neighborhood environment for Heman Park and Olive Innovation Districts. Transportation study could be part of a broader Greats Streets Plan (competitive selection process with East-West Gateway).	Redevelop and Reinvest in Olive Boulevard	2	Long Term (Year2-3)	East/West Gateway - Great Streets Program/MoDOT	Planning and Economic Development Staff/Contractor	East-West Gateway; MoDOT

Cont...
Implementation Action Items

Action	Plan Goal	Priority (1, 2, or 3)	Timeframe (near-term, intermediate, long-term, on-going)	Potential Funding Resource/Toolbox	Primary Responsibility	Additional Partners
As part of the current Corps of Engineers 3-year flood risk management study, ensure the goals of the Districts along Olive Boulevard are a priority for the study's recommendations	Redevelop and Reinvest in Olive Boulevard	2	Long Term (Year 2-5)	Corps of Engineers, MSD, Federal/State Grants	Planning and Economic Development Staff/Contractor; Stormwater Committee; Public Works; Corps of Engineers; MSD	
Define municipal boundaries to create a sense of place when entering the City at key primary and secondary intersections	Enhance Visitor Experience	3	Long Term (Year 2-5) and ongoing	EDRST; Municipal Revenues	Planning and Economic Development Staff; Public Works	UCity in Bloom
Develop a branding program to define all commercial districts to create a sense of place through consistent signage, wayfinding and other physical improvements	Enhance Visitor Experience	3	Long Term (Year2-3) and ongoing	EDRST; Municipal Revenues	Planning and Economic Development Staff; Marketing and Communications	UCity in Bloom
Enhance public spaces in targeted commercial districts with artwork, plazas, landscaping, and informational plaques to attract visitor, businesses and residents	Enhance Visitor Experience	3	Long Term (Year 2-5) and ongoing	EDRST; Municipal Revenues	Planning and Economic Development Staff; Marketing and Communications; Loop Staff	UCity in Bloom
Incorporate placemaking improvements in redevelopment agreements	Enhance Visitor Experience	3	Intermediate Term (Year 1 to eighteen month) and ongoing	N/A	City Manager; Planning and Economic Development Staff	
Build on investments in the 3rd Ward to identify and target properties along Olive for redevelopment/reinvestment	Redevelop and Reinvest in Olive Boulevard	3	Intermediate Term (Year 1 to eighteen month) and ongoing	EDRST	Planning and Economic Development Staff/Contractor	

CHAPTER 3: PLACE-BASED GROWTH STRATEGIES

PLACE-BASED GROWTH STRATEGIES

University City is home to many existing "place-based" developments. The U City Loop and numerous neighborhood business clusters have a wonderful sense of scale and place. There is an opportunity to lay the groundwork for revitalizing areas in the City that have not yet shared this growth.

This Chapter focuses on place-based growth strategies. The Chapter is organized into three sections:

- Proposed Districts
- Priority Development Areas
- Place-Making Best Practices

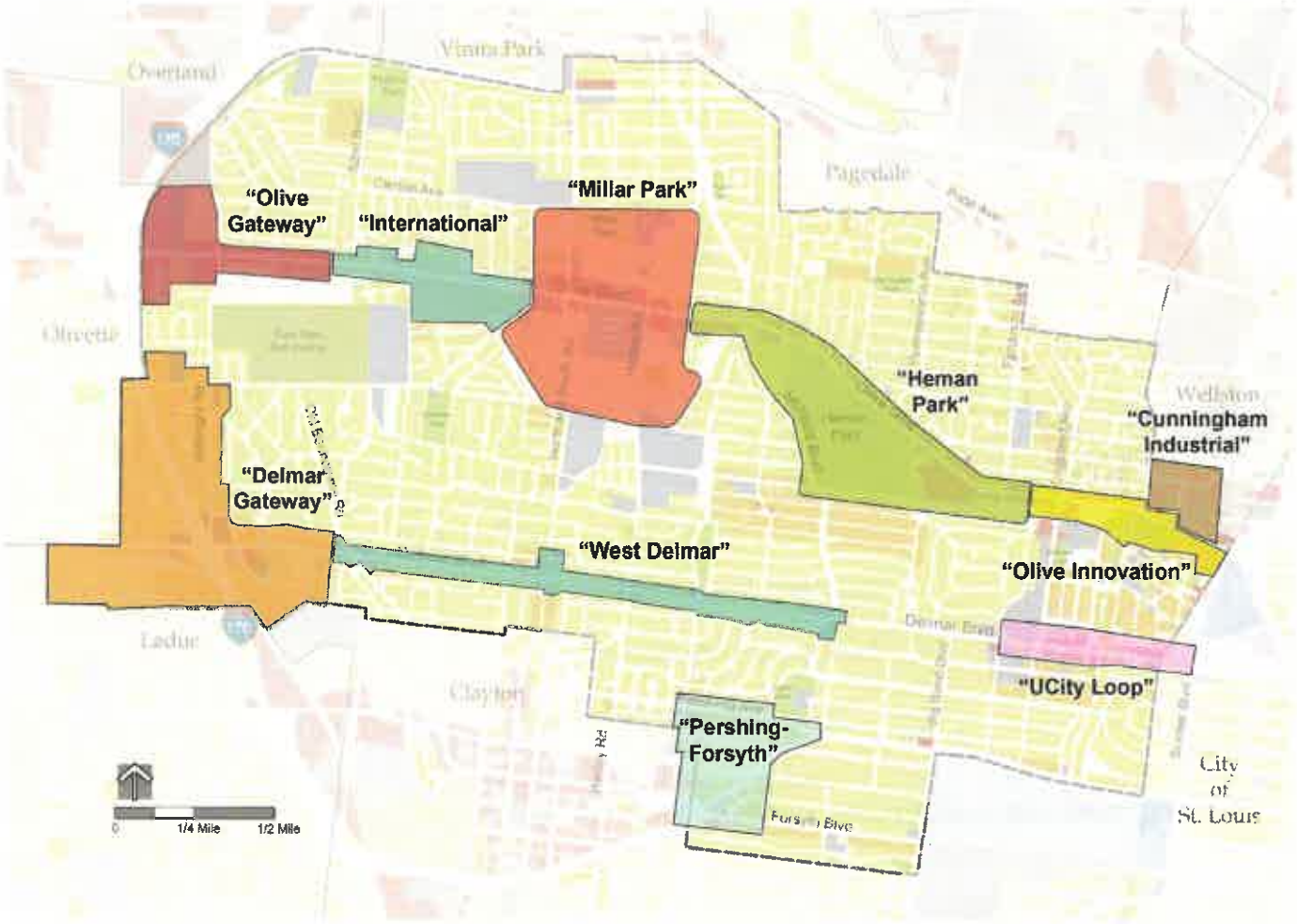
DISTRICTS

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 U City."
- 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	
U City 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.)

"Olive Gateway" District

The Olive Gateway District includes the western end of Olive Boulevard, including the intersection of Olive Boulevard and I170. The focus of the Olive Gateway District is regional retail to take advantage of its location near the interchange of I170. The proposed Novus Development at Olive Boulevard and I170 includes a mix of regional retail, hospitality, and residential.

Economic Development

Sectors: Retail; Accommodations & Food Service; and Professional, Scientific, & Technical (Professional Office).

The key sector is regional retail that takes advantage of the location near the I170 interchange.

The proposed Novus Development at Olive Boulevard and I170 is expected to include retail, hospitality, and residential uses with a national retail anchor. Hotel and office are also suitable.

Marketing

Part of City-wide "Explore U City."

Similar to other large retail development, The Novus development will likely have its own marketing.

Place-Making / Infrastructure

City-wide entry at the interchange of Olive Boulevard and I170

Streetscape improvements as redevelopment occurs should align with the 'Olive Boulevard Design Standards.'

Other

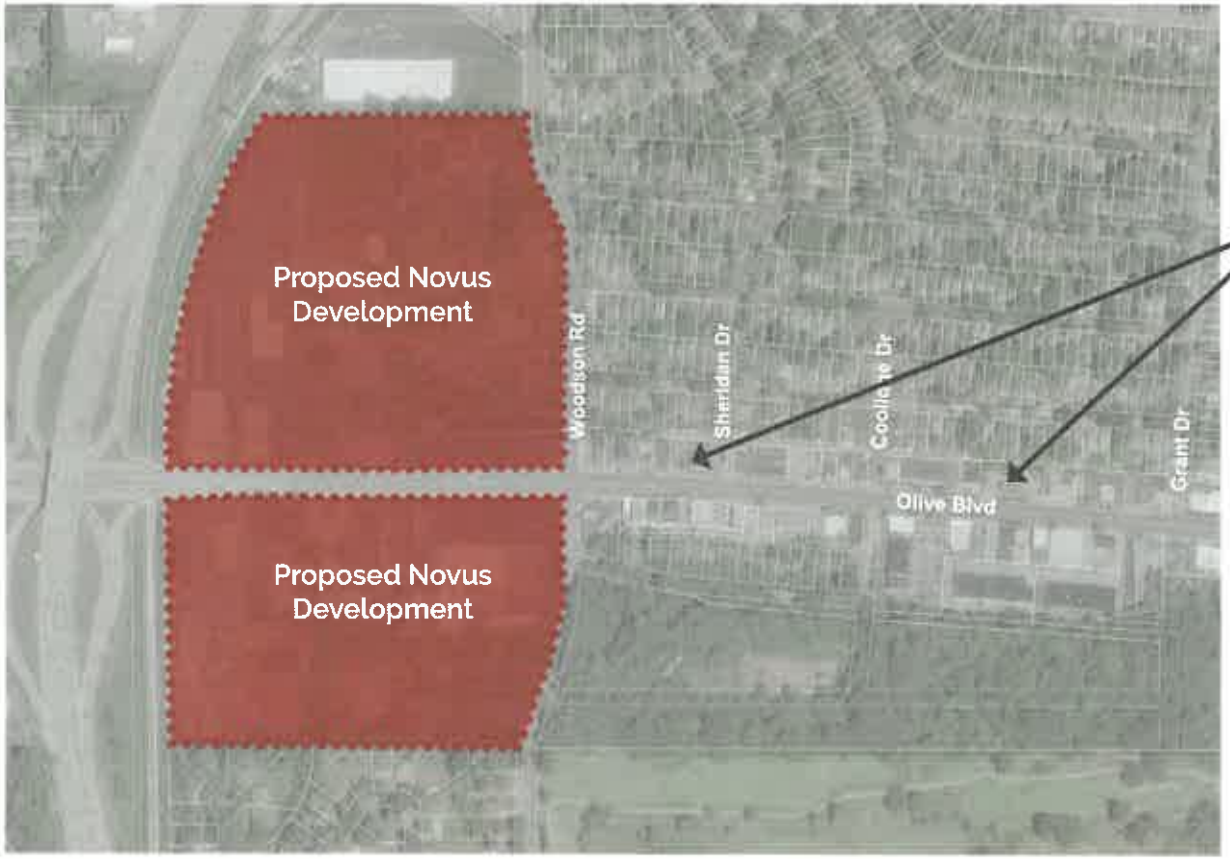
As the Novus Development at Olive Boulevard and I170 is built out, there will likely be additional retail and commercial development pressure further east. The existing commercial parcels along Olive are too shallow to support typical regional commercial development. The following pages describe this situation in more detail with potential options. The City's future land use plan should address the amount of land recommended for commercial uses versus residential uses.

Accommodating Future Regional Retail

As the Novus Development at Olive Boulevard and I170 is built out, there will likely be additional retail and commercial development pressure further east. Proximity to the I170 interchange and the Novus Development will drive this regional commercial demand.

While regional commercial (including retail, office, and hospitality) is part of the recommended economic development strategy for this section of Olive Boulevard, accommodating the land use for regional retail will need to be evaluated further as part of University City's upcoming comprehensive plan update. Existing parcels along Olive Boulevard, especially on the north side of Olive, zoned for commercial, are too shallow to accommodate typical regional retail development. This section provides an overview of the issue, precedent examples of regional retail layouts, and possible options to accommodate regional commercial.

The possible options shown on the following pages include a discussion of advantages and disadvantages. As the future land use plan is developed as part of the comprehensive plan, areas designated for future commercial and residential should consider these advantages and disadvantages along with input from 3rd Ward residents.



Existing commercial parcels along Olive are too shallow to accommodate typical regional retail development. Existing parking is a challenge. The photo below shows existing parking being squeezed into any available space.

Deep Lot

Deep lots provide a large extent of surface parking. Regional retail includes big and medium box stores. Deep lots may also accommodate out parcels closer to the street for restaurants and other uses.

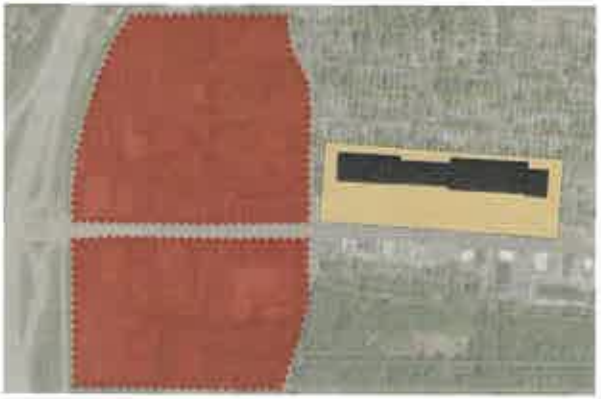
Precedent: Deep Lot

Example: Precedent Applied to Olive

Medium Depth Lot

Medium depth lots provide a large extent of surface parking. Regional retail includes medium box stores. Typically, the depth of the lot does not allow room for out parcels. Sometimes parking will extend to the side of buildings due parking limitations in front of buildings.

Precedent: Medium Depth Lot



Example: Precedent Applied to Olive

Shallow Depth Lot

Shallow depth lots typically have one bay of parking serving strip retail. Although shallow, space should be provided behind buildings for maintenance and deliveries, buffering between adjacent land uses, and sidewalk and streetscape elements between the parking and street.

Precedent: Shallow Depth Lot

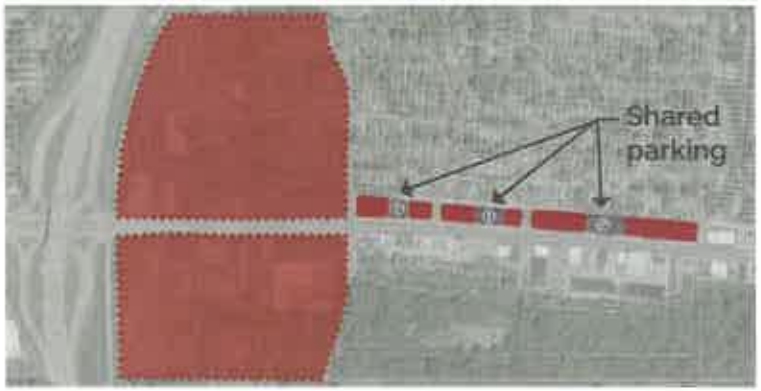
Example: Precedent Applied to Olive

Option A: Development within Existing Commercial Parcel Depth

This option keeps the current depth of existing commercial parcels. As part of private redevelopment or parcel assembly by the City, shared parking lots for each block would help provide sufficient parking for adjacent commercial uses.

Advantages
- Preserves residential land uses.
- Buildings at street edge promote an aesthetically pleasing streetscape edge.

Disadvantages
- Even with shared parking, shallow commercial lots may not be viable.

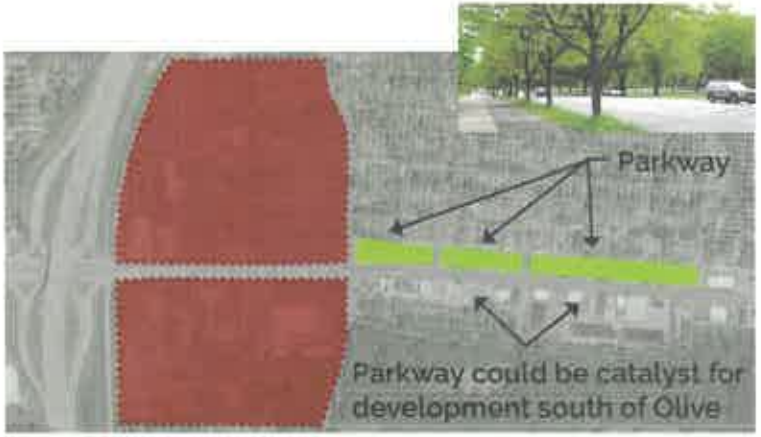


Option B: Parkway

Buyout of commercial parcels and replacement with parkway (street trees, landscaping, buffering of residential, multi-use trail, etc).

Advantages
- Aesthetically pleasing entry into University City.
- Additional park/open space for residents.
- Potential to increase the value of adjacent properties, especially south of Olive Boulevard.

Disadvantages
- Loss of commercial properties and a decrease in revenue. The 2018 appraised value of the existing commercial properties was over $4.8M.

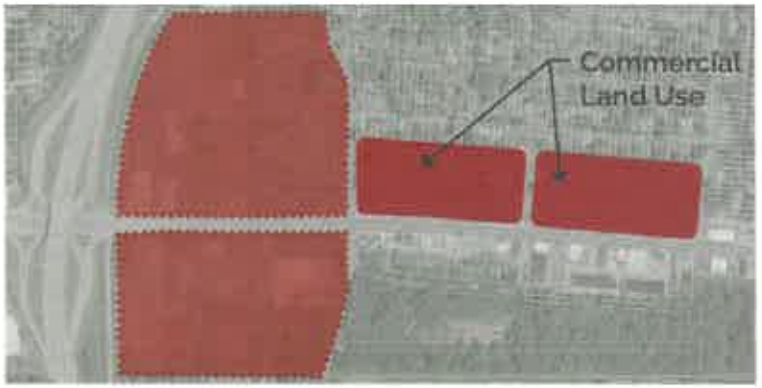


Option C: Increase of Commercial Land Use

As part of the City's future land use plan, the City designates an additional area for commercial use. Existing residential uses to remain until future development proposals.

Advantages
- Increases viability of future regional retail and commercial.

Disadvantages
- Long-term loss of residential.



"International" District

The International District is unique not only to University City, but regionally with its concentration of Asian and internationally themed restaurants, stores, and groceries. The unique offering of the International District attracts visitors from throughout the region. The International District should continue its focus on Asian and internationally themed businesses. Increased marketing of the International District will further strengthen the District.

Economic Development

Sectors: Retail and Accommodations & Food Service

Focus should be on restaurants and retail with an international flair. The International District currently attracts visitors from throughout the region because of its unique stores and restaurants. Increased focus on this area will strengthen this unique asset for the City.

As part of the retail strategy, stores that manufacture their products in-store or locally should be encouraged.

Marketing

In addition to City-wide "Explore U City," the International District should have its own website and branding. The marketing for the International District could be done by the City or by businesses within the District.

Place-Making / Infrastructure

Streetscape improvements as redevelopment occurs should align with the 'Olive Boulevard Design Standards.' District branding should be included on street banners and other public realm elements.

Mitigation of River Des Peres flooding is key for long-term investment. If feasible, flood mitigation should incorporate place-making opportunities.

Infill development should be encouraged in areas of excess parking.

Other

The City should proactively engage with International District businesses and property owners to build relationships and better understand business needs.

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

"Millar Park" District

Of all the Districts, the Millar Park District most closely aligns as a neighborhood. The District is anchored on the north by Millar Park and River Des Peres and University City High School on the south. The District includes both residential and commercial uses. As a "neighborhood," the Millar Park Districts helps to connect and link the north and south side of Olive Boulevard.

Economic Development

Sectors: Retail; Accommodations & Food Service; and Professional, Scientific, & Technical (Professional Office).

Retail and restaurants should include businesses that cater to the community and neighborhood market, such as the Walgreens and Aldi already present in the District.

Existing residential should be preserved. Opportunities to increase density or adaptive re-use, such as the conversion of the former Hawthorne Elementary to apartments, should be encouraged.

Marketing

Part of City-wide "Explore U City."

Place-Making / Infrastructure

Streetscape improvements as redevelopment occurs should align with the 'Olive Boulevard Design Standards.'

Intersections should be improved for safer pedestrian crossings across Olive Boulevard to increase north-south connections.

District branding should be included on street banners and other public realm elements.

"Heman Park" District

As the largest park in University City and home to the City's recreational complex (Centennial Commons), Heman Park is an existing city-wide asset. However, current development along Olive Boulevard north of Heman Park does not take advantage of the prime park location. Existing development 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.

Increased residential should be encouraged north of Heman Park along Olive Boulevard. Residential will take advantage of the park location and will help support nearby retail. Other areas with the District should be a mix of neighborhood scale retail and residential.

Health Care related services are also an appropriate business sector. Health Care includes community-wide services such as medical offices and pharmacies, with an opportunity for synergy with the existing Schnucks as a neighborhood anchor.

Economic Development

Sectors: Retail; Health Care & Social Assistance; Professional, Scientific, & Technical (Professional Office).

Focus should be on increased residential density to the north of Heman Park, especially the redevelopment on the north side of Olive Boulevard to residential (see example following pages).

Retail should cater to the community and neighborhood market. Allow flexibility of building uses.

Health Care includes community-wide service such as medical offices and pharmacies.

Marketing

Part of City-wide "Explore U City."

Place-Making / Infrastructure

The potential for a road diet along Olive Boulevard will provide the opportunity for streetscape enhancements, traffic calming, and increased pedestrian safety. The road diet would benefit recommended residential development north of Heman Park.

Mitigation of River Des Peres flooding is key for long-term investment near Olive Boulevard and Midland Boulevard. If feasible, flood mitigation should incorporate place-making opportunities.

"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 include: unfriendly pedestrian and bicycle environment, unsafe pedestrian crossings, and less viability of commercial properties.

3. Large expanses of parking in front of buildings detract 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 increase pedestrian safety 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 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.

"Olive Innovation" District

With the increased growth and presence of tech firms in the Loop, the Olive Innovation District is an opportunity area to capture additional tech growth. Within walking distance of the Loop, the Olive Innovation District allows expansion of tech office space. In addition, the Olive Innovation District can capture the synergy of recent and planned developments along Kingsland Avenue including the proposed hotel at the Harvard Elementary School site and the co-working, start-up space at the Lewis Center.

In addition to tech, Olive Innovation should be mixed-use with multi-family housing. Increased residential opportunities in this area will provide live-work opportunities as well as support neighborhood retail to the west on Olive.

With its proximity to the Cunningham Industrial District and existing light industrial facilities within the District, the Olive Innovation District should celebrate its manufacturing and light industrial context by encouraging opportunities to utilize technology and manufacturing.

Economic Development

Sectors: Professional, Scientific, & Technical (Tech); and Manufacturing

With the increased growth and presence of tech firms being drawn to the Loop, the Olive Innovation District is an opportunity area to capture additional tech growth.

Olive Innovation District should be mixed-use with multi-family housing.

The Olive Innovation District should marry and encourage technology and manufacturing.

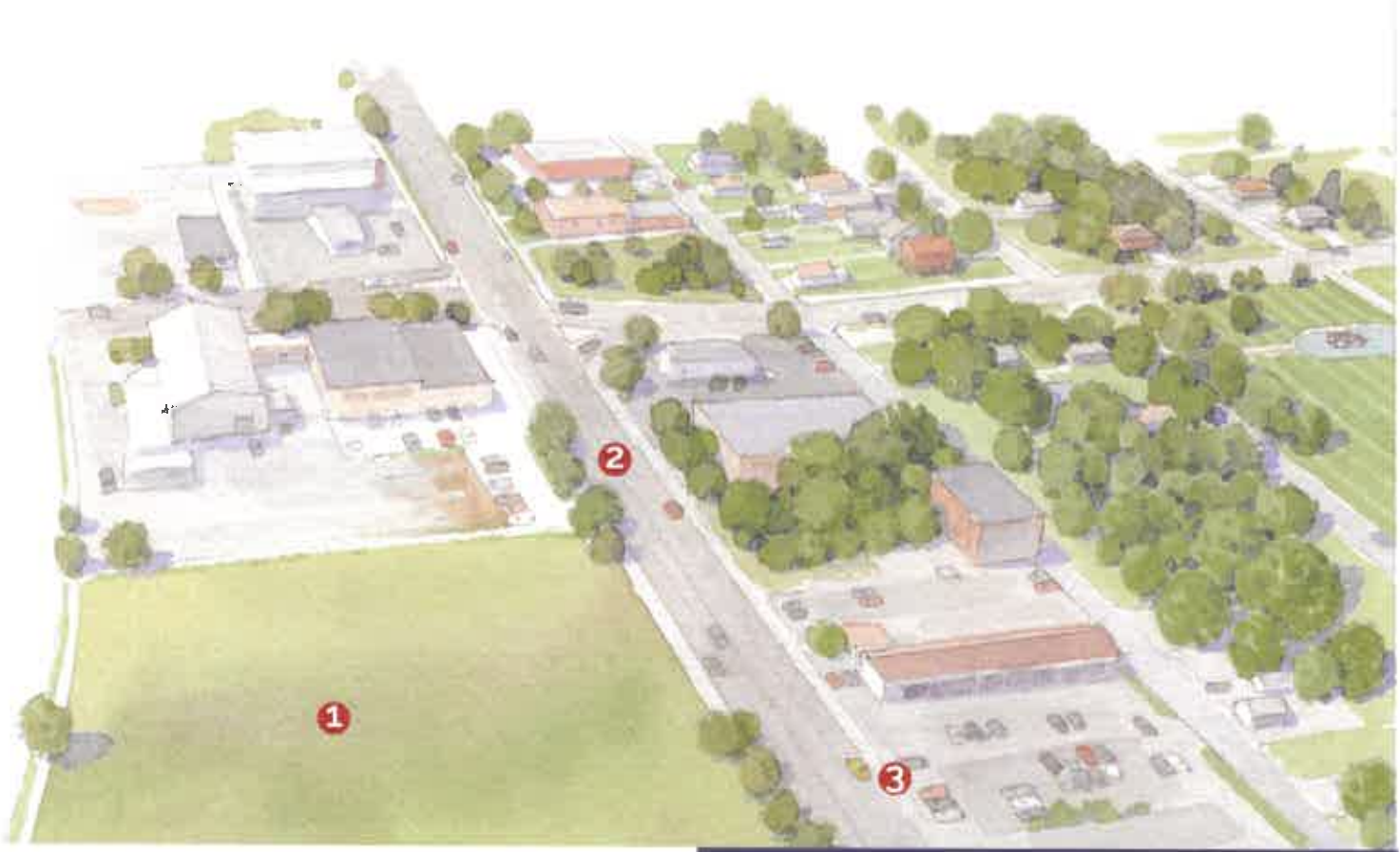
Marketing

In addition to City-wide "Explore U City," the Olive Innovation District should have its own branding and a possible separate website. Marketing of the Olive Innovation District should be part of a larger citywide marketing effort to promote the City as a good location for tech firms and start-ups.

Place-Making / Infrastructure

The potential for a road diet along Olive Boulevard will provide the opportunity for streetscape enhancements, traffic calming, and increased pedestrian safety.

"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.

"Cunningham Industrial" District

The Cunningham Industrial District is a unique and important area for University City. Cunningham Industrial is home to a variety of manufacturing operations, ranging from parts and tool manufacturing to clothing. Some of the City's largest employers are in Cunningham Industrial. The industries provide good job opportunities with entry level positions with good starting pay and a chance for advancement. Cunningham Industrial also helps to diversify the City's economy.

The City should pursue expansion of Cunningham Industrial Park in cooperation with the City of Wellston to expand opportunities for light manufacturing that leverage location and access to transportation corridors. A strong Cunningham Industrial Park will help ensure a diverse business base in University City.

Economic Development

Sectors: Manufacturing

Preservation and expansion of Cunningham Industrial will help keep a diversified economy and provide job opportunities for residents.

Opportunities exist to create synergy with Tech (the adjacent Loop Innovation District) and manufacturing.

Marketing

Marketing for Cunningham Industrial should be targeted for site selectors and manufacturers.

Communication (and marketing) with workforce development programs will help ensure residents are connected to job opportunities in Cunningham Industrial

Place-Making / Infrastructure

Ensure that utilities provide needed capacity and maintenance/life-cycle considerations allow uninterrupted service.

While and lane reductions are recommended further west on Olive Boulevard for traffic calming, the far east-end of Olive should ensure needed access for Cunningham Industrial. As the east end of Olive Boulevard is a key entry into the City, streetscape enhancements are recommended, but should balance needed access for Cunningham.

"U City Loop" District

The U City Loop District is already a strong branded district within University City, Its electric blend of shops and restaurants and vibrant street life with elements such as the St. Louis Walk of Fame. A testament to the Loop's vibrancy was it being named by the American Planning Association as "One of the Ten Great Streets in America." The U City Loop is a top regional destination that is a major attraction to both regional and out-of-town visitors.

The U City Loop, however, will need to continue to position itself strategically for future success including: staffing support, marketing, parking, events, and public realm enhancements.

Economic Development

Sectors: Accommodations & Food Service; Retail; and Professional, Scientific, & Technical (Tech).

In addition to its existing mix of restaurants and retail, The Loop should continue to grow its emerging Tech sector.

New development on the west end of the Loop should be a priority to balance recent developments on the east end.

Marketing

The Loop already has a strong marketing presence with the www.VisittheLoop.com website and social media that markets both the University City and St. Louis City sections of The Loop. The Loop also is marketed through regional tourism publications.

The City should continue to market the University City's portion of the Loop (U City Loop) through the City-wide "Explore U City."

Place-Making / Infrastructure

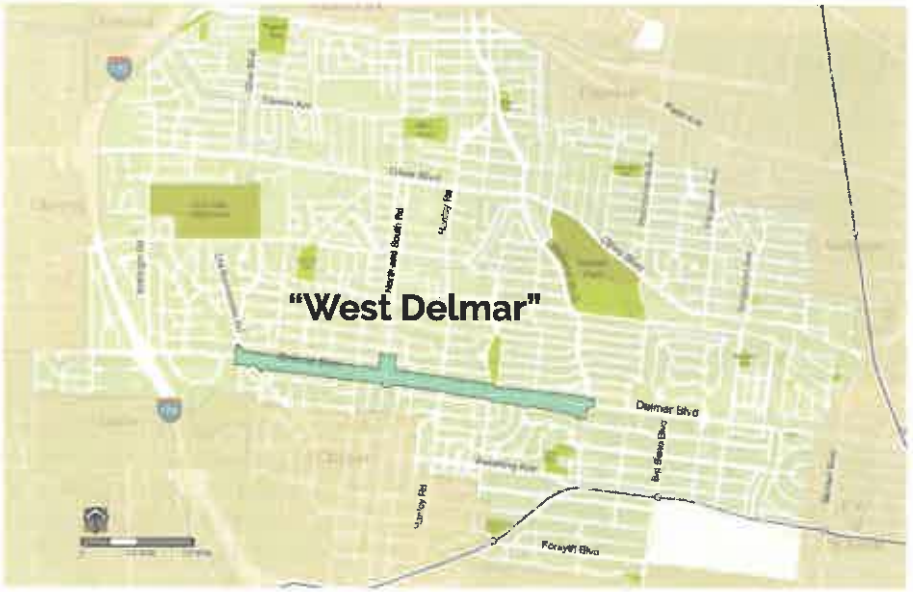
The U City Loop already has a strong sense of place with its scale of buildings and vibrant street life. The recommendations of the 2020 parking study should be implemented with an emphasis on smart parking strategies. A public realm analysis should be conducted to freshen streetscape elements without disrupting existing businesses.

"West Delmar" District

The West Delmar District is defined by nodes of wonderfully scaled commercial uses at intersections along Delmar Boulevard from Old Bonhomme Road and Midland Boulevard with existing residential between the commercial nodes.

The existing mix of retail, restaurant, and commercial uses within the West Delmar District are generally appropriate. Distinct branding for the West Delmar District will help differentiate the area.

The flexibility of building uses should be encouraged for market shifts such as restaurants. Preservation of building and street form is more important than particular uses.



Economic Development

Sectors: Retail and Accommodations & Food Service

The mix of existing retail, restaurant, and commercial uses within the West Delmar District are generally appropriate and should be preserved. Major redevelopment is not expected or needed.

The flexibility of building uses should be encouraged for market shifts such as restaurants. Preservation of building and street form is more important than particular uses.

Marketing

In addition to City-wide "Explore U City," the West Delmar District should have its own branding.

Place-Making / Infrastructure

District branding should be included on street banners and other public realm elements.

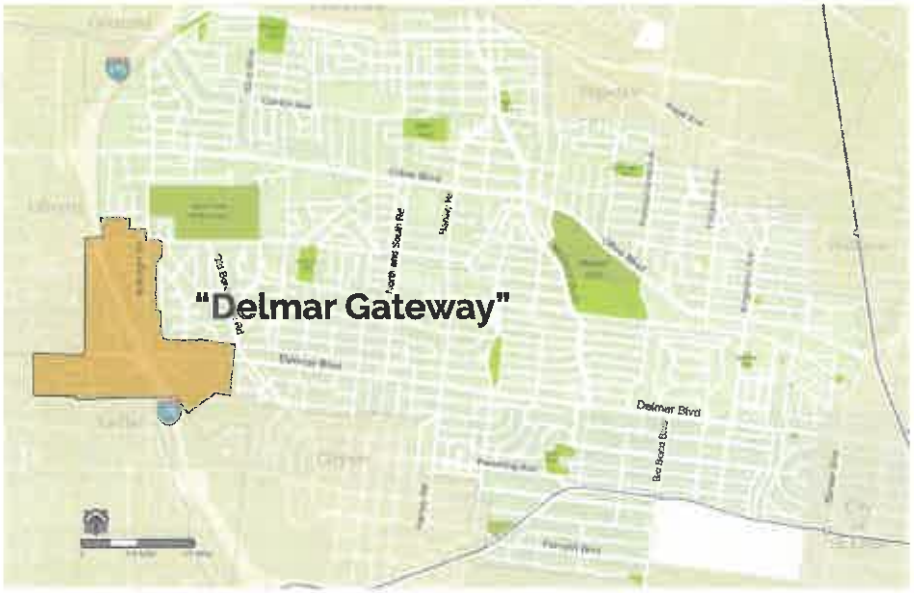
A parking study will benefit the West Delmar District by better accommodating parking for the restaurants and commercial nodes while respecting residential parking needs.

Intersections should be improved for safer pedestrian crossings across Delmar Boulevard to increase north-south connections.

"Delmar Gateway" District

The Delmar Gateway District is the gateway into University City from I-170 on Delmar Boulevard. Anchored by the Gatesworth and McKnight Place, the District is an existing destination for senior living. In addition to its excellent vehicular access, the District is served by the Centennial Greenway, a multi-use trail running parallel to I170.

The Delmar Gateway District should continue to focus its strength of senior living in a mix of uses including residential, retail, restaurants, and accommodations.



Economic Development

Sectors: Health Care & Social Assistance; Retail; and Accommodations & Food Service

Senior living is already a major strength with the Gatesworth and McKnight Place being anchors.

A planned mixed-use redevelopment of Delcrest Plaza is expected to include a hotel and retail. Retail is an important sector with the District's location near I-170 and the existing residential density.

Marketing

Part of City-wide "Explore U City."

Place-Making / Infrastructure

City-wide entry at the interchange of Delmar Boulevard and I170

Pedestrian and bicycle improvements to connect residential areas to neighborhood shops and the Centennial Greenway.

"Pershing-Forsyth" District

The Pershing-Forsyth District borders the City of Clayton. The District is mostly residential with pockets of existing commercial at Forsyth Boulevard near the Clayton city limit and the intersection of Pershing Avenue and Jackson Avenue.

The District is served by a MetroLink station at Forsyth Boulevard. A prime development site is located adjacent to the MetroLink station.

Economic Development

Sectors: Retail; Accommodations & Food Service; and Professional, Scientific, & Technical (Professional Office).

The District has a strong mix of existing restaurants and some retail. The key will be the development of the site adjacent to Forsyth MetroLink station. The size of the site, its location near transit, and proximity to other significant recent development positions the site for transformative development.

Marketing

Part of City-wide "Explore U City."

Place-Making / Infrastructure

The existing walkability of the District to neighborhood restaurants should be supported with pedestrian improvements such as crosswalk enhancements.

A parking study will benefit the West Delmar District by better accommodating parking for the restaurants and commercial nodes while respecting residential parking needs.

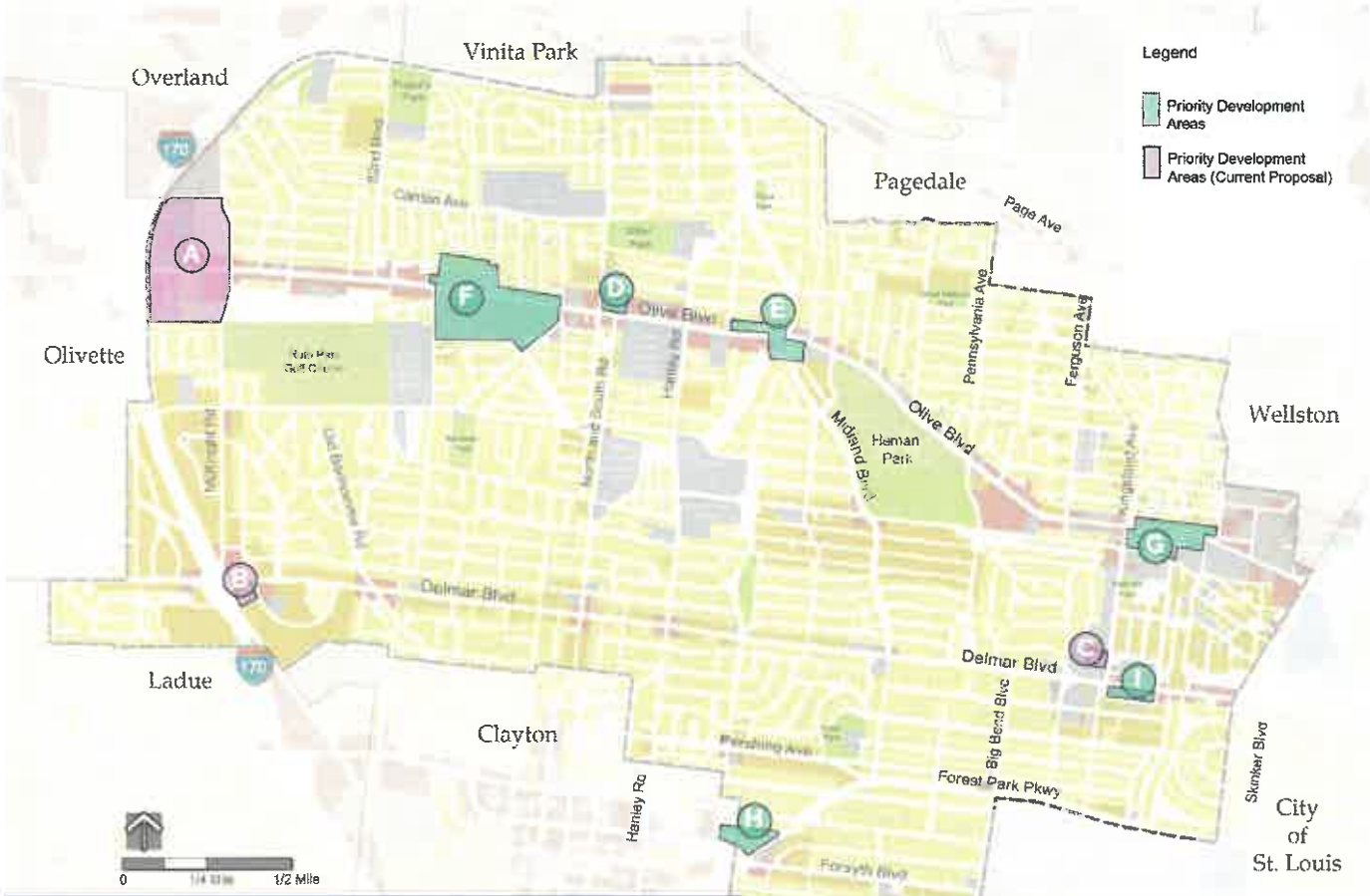
PRIORITY DEVELOPMENT AREAS

First Tier

- A Olive Blvd and I170
- C Delcrest Plaza
- D Delmar-Harvard Elementary School
- D Olive Blvd and North and South Rd
- E Olive Blvd and Midland Blvd

Second Tier

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



Priority Development Areas

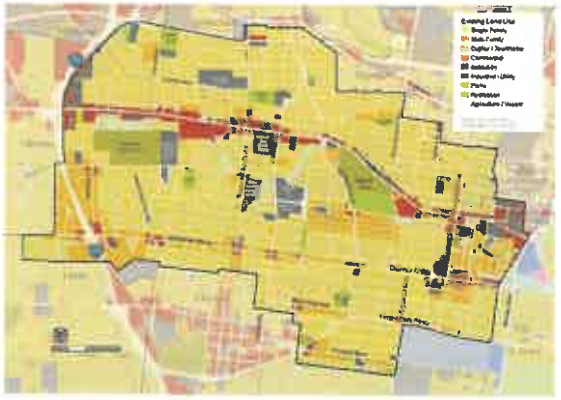
This section includes priority development areas in the City. The priority development areas are categorized as first-tier priority and second-tier priority.

The first-tier consists of current development proposals and locations that the City has site control. The second tier includes areas that are privately owned.

Analysis for Priority Development Areas

Many factors were evaluated in determining the priority development areas including: economic development goals, past City priority areas, existing land use and zoning, property ownership, transit connections, valuations, vacant parcels, and parcel size. The maps on this page show analysis maps. A large version of each map can be found in the Appendix.

A key screening metric was parcels (and vacant parcels) greater than five acres. There are a limited number of parcels in University City greater than five acres, especially vacant parcels. Future development and redevelopment within the City will most often require multiple parcel assembly to achieve viable sites.



Existing Land Use

Existing Zoning
(Commercial, Industrial, Residential/Office)

Existing Transit

Existing Appraised Value
(Commercial and Industrial)

Existing Vacant Parcel Size

Existing Valuation per Acre
(Commercial, Industrial, and Vacant)

Parcel Size
(Commercial, Industrial, and Vacant)

Olive Blvd and I170

Size: North of Olive Blvd = Approx 27.6 acres,
South of Olive Blvd = Approx 21.0 acres

Status: 2019 redevelopment agreement by Novus Development. Currently acquiring property.

Development Overview: Regional retail, hospitality, and residential uses with a national retail anchor.

Left: Novus Development conceptual plan.

Delcrest Plaza

Size: Area 1 = 2.7 acres

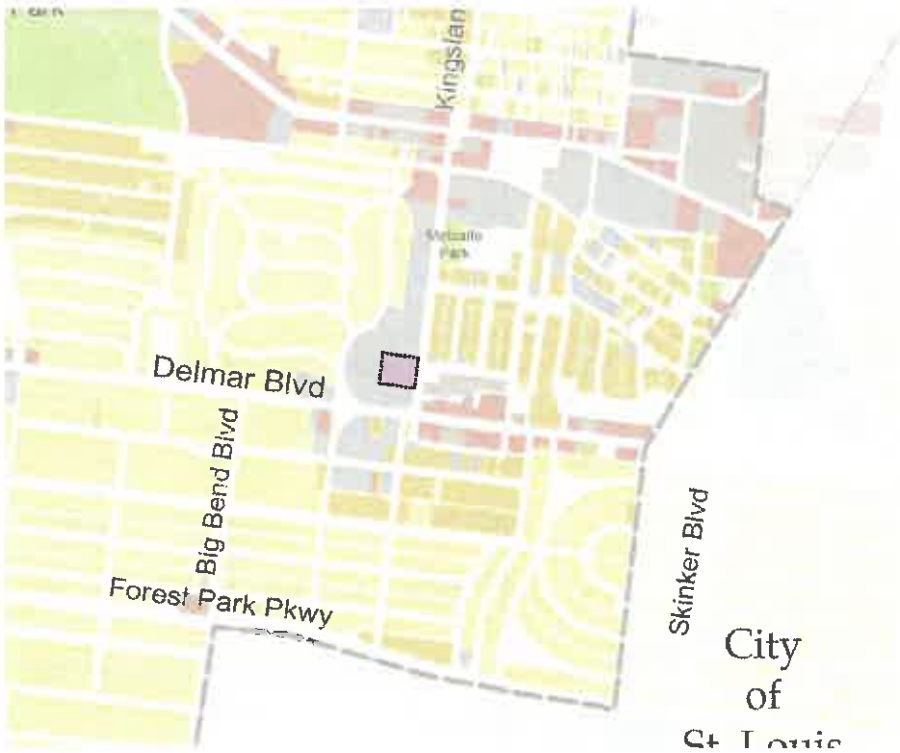
Status: University City development review of a planned mixed-use redevelopment of Delcrest Plaza that includes apartments, a hotel, and retail.

Development Goals: Alignment with 'Delmar Gateway District' goals.

Nearby Existing Development

A. Mansions on the Plaza

B. The Gatesworth Retirement Community



Delmar-Harvard Elementary School

Size: Area 1 = 1.2 acres.

Status: Awaiting final development agreement.

Development Goals: Alignment with 'U City Loop District' goals.

Nearby Existing Development

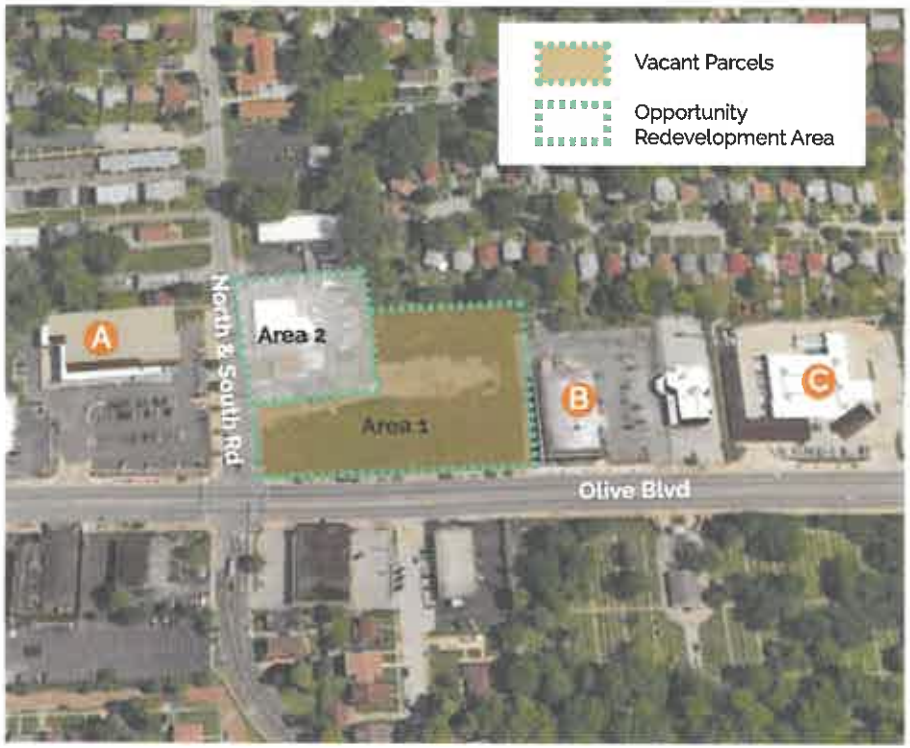
A. Lewis Collaborative - Apartments, Live/Work Studios, Co-Working hub (Opening 2020)

B. 560 Music Center

C. Fitz's

D. Blueberry Hill

E. University City Library



Olive Blvd and North & South Rd

Size: Area 1 = 2.0 acres. Area 2 = 0.86 acres.

Development Goals: Alignment with 'Millar Park District' goals.

University City currently owns the vacant parcel at the northeast corner of North & South Road and Olive Boulevard. While the existing vacant parcel is viable in size for new development, the site is somewhat irregularly shaped with limited lot depth directly adjacent to the intersection. A larger development footprint that includes the two parcels to the northwest would increase options for development and increase the overall site to approximately 2.9 acres. It would also allow the opportunity to have a building footprint closer to the intersection that would be better for urban form and place-making.

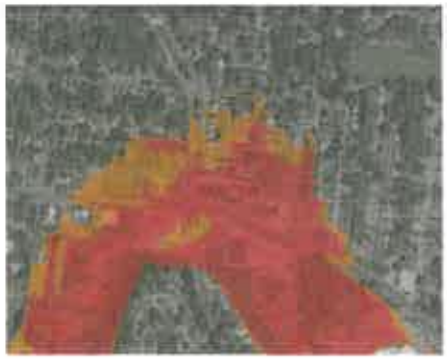
Nearby Existing Development

A. Aldi

B. Dollar Tree

C. Goodwill

Olive Blvd and Midland Blvd



Left: Existing flood hazard areas.

Size: Area 1 = 1.6 acres. Area 2 = 1.0 acres. Area 3 = 1.4 acres. Area 4 = 1.3 acres.

Development Goals: Alignment with 'Heman Park District' goals.

University City has assembled multiple parcels as a development site at the northwest corner of Olive Boulevard and Midland Boulevard. The size of the development site is viable for new development, however, an extended development area to Mt. Vernon Avenue would create a cohesive development from Midland to Mt. Vernon with a combined area of approximately 3.0 acres.

As the map on the right shows, the development area is located within a flood hazard area. Flood mitigation will be required to alleviate flooding problems. Flood mitigation may be an opportunity to alleviate parcel specific flooding, create natural amenities that create value for adjacent properties, and a greater scale of redevelopment. Flood mitigation should prioritize creating developable sites along Olive Boulevard.

Olive Blvd and River Des Peres

Size:

Development Goals: Alignment with 'International District' goals.

Existing international themed businesses such as the Olive Supermarket (Asian supermarket) draw visitors and shoppers outside of University City. However, as the map on the right shows, many parcels are located within a flood hazard area. Flood mitigation will be required to alleviate flooding problems. Flood mitigation may be an opportunity to alleviate parcel specific flooding, create natural amenities that create value for adjacent properties, and a greater scale of redevelopment. Flood mitigation should prioritize creating developable sites along Olive Boulevard.

Extensive parking areas on the south side of Olive Boulevard are an opportunity for additional out-parcel development.

Left: Existing flood hazard areas.

6610 Olive (Former Shur-Sav)

Size: Area 1 = 5.6 acres. Area 2 = 2.1 acres. Area 3 = 4.0 acres.

Development Goals: Alignment with 'Olive Innovation District' goals.

At 5.6 acres, the former Shur-Sav site and adjacent parcel to the east (Area 1)is the largest of the priority development sites. As discussed with the 'Olive Innovation District,' the site is well positioned to expand the growing tech-sector currently based in the U City Loop. Combined with Area 2, the development area is approximately 7.7 acres.

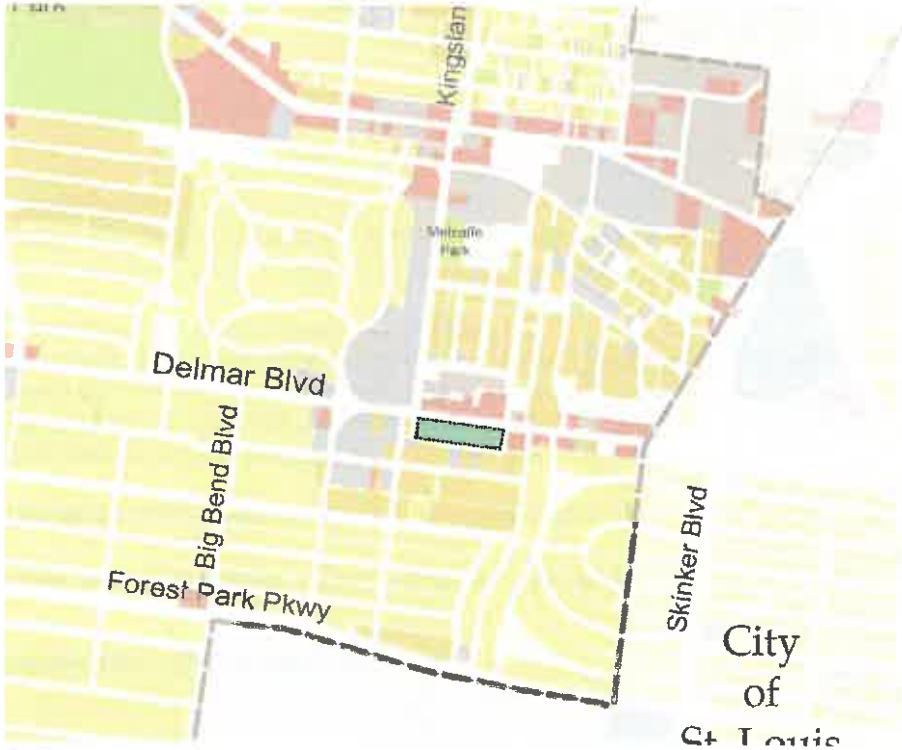
The area north of Olive Boulevard (Area 3) has a relatively shallow lot depth. Structured parking will likely be required to accommodate office or residential uses.

Nearby Existing Development

A. Kingsland Walk Senior Living (Opening 2020)

B. University City Fire Engine House

C. Washington University - Institute for School Partnership



West Loop

Size: Area 1 = 3.4 acres (excluding streets).

Development Goals: Alignment with 'U City Loop District' goals.

Development east of Skinker Boulevard along Delmar Boulevard in recent years has pointed to the need for new development at the western end of the Loop to help anchor this stretch of the U City Loop. Since this area is built-out, new development will come in the form of redevelopment. The City should actively support redevelopment proposals in this area that align with the goals of the 'U City Loop District.'

Nearby Existing Development

A. Lewis Collaborative - Apartments, Live/Work Studios, Co-Working hub (Opening 2020)

B. 560 Music Center

C. Fitz's

D. Blueberry Hill

Forsyth

Size: Area 1 = 5.5 ac

Development Goals: Alignment with 'Pershing-Forsyth District' goals.

The size of the site, its location near transit, and proximity to other significant recent development positions the site for a transformative development. The site sits within two jurisdictions.

The University City boundary splits the site with the eastern portion of the site within University City and the western portion of the site in the City of Clayton. The recently completed $770 million Centene Corporation new headquarters is west of the site along Forsyth Boulevard.

Nearby Existing Development

A. Centene Centre ($770M new headquarter for Centene Corporation)

B. MetroLink Forsyth Station

PLACE-MAKING

What is Place-Making?

People usually know place-making when they see it or experience it. And there are many examples of place-making in University City. However, it can be hard for communities to define the specific features, that in combination, create a sense of place.

This section starts with different definitions of place-making. The second part of this section includes best practices. As the City works with property owners and developers on place-making, these elements should be kept in mind.

"Designing places that attract & unite people and foster a sense of community pride."
Urban Land Institute

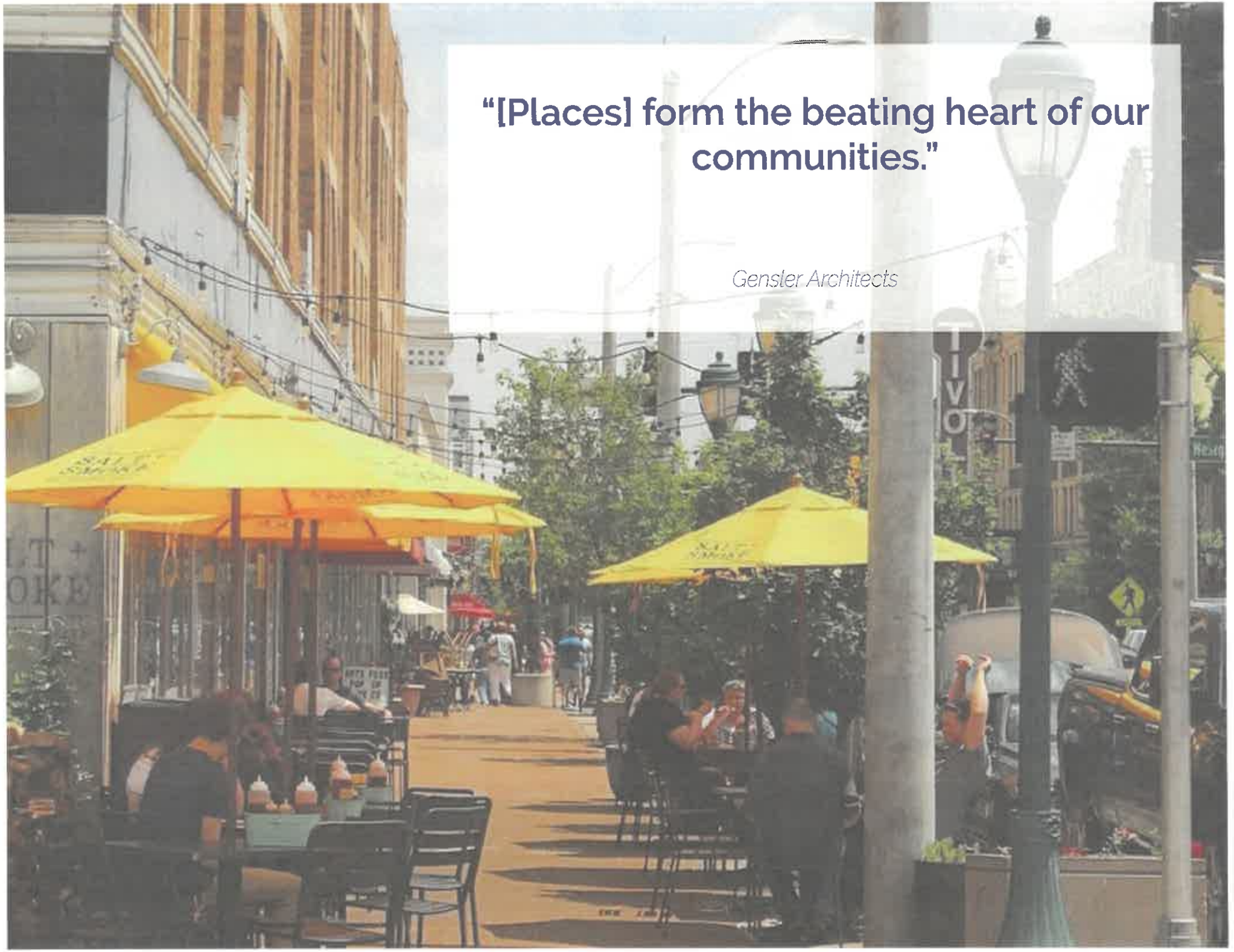
"Creative placemaking animates public and private spaces...."

Anne Markusen and Ann Gadwa,
Creative Placemaking, white paper commissioned by the National Endowment of the Arts, 2010

"Creates interesting places that capitalize on distinctiveness."

ArtPlace America

"A place to gather and to linger."


"[Places] form the beating heart of our communities."
Gensler Architects

WHAT IS PLACE-MAKING: BEST PRACTICES

What is "place-making"? It is a trendy term that is not always easily defined. A whole book could be written on the qualities and how to achieve a "sense of place".

Place-making is not solely architecture, public places, landscaping, infrastructure, signage, or pedestrian amenities. It is the combination of all those elements and the siting and interaction of those elements that create a sense of place.

William H. Whyte's book, The Social Life of Small Urban Spaces, was one of the first attempts to define the qualities of place-making. Today, LEED for Neighborhod Development (LEED-ND) and SITES (Sustainable SITES Initiative) are two of the best rating systems for defining successful place-making.

People usually know place-making when they see it or experience it. And there are many examples of recent place-making in University City

This section includes an overview of the best practices of place-making. As the City works with property owners and developers on place-making, these elements should be kept in mind.

Elements of Place-Making

This section provides an overview of the principles of place-making, including:

- High Quality Architecture
- Comfortable for Pedestrians (Pedestrian Scaled)
- Gathering Places
- High Attention to Detail
- Thoughtful Landscaping
- Programming

Benefits of Place-Making

- Economic
- Social
- Cultural

HIGH QUALITY ARCHITECTURE

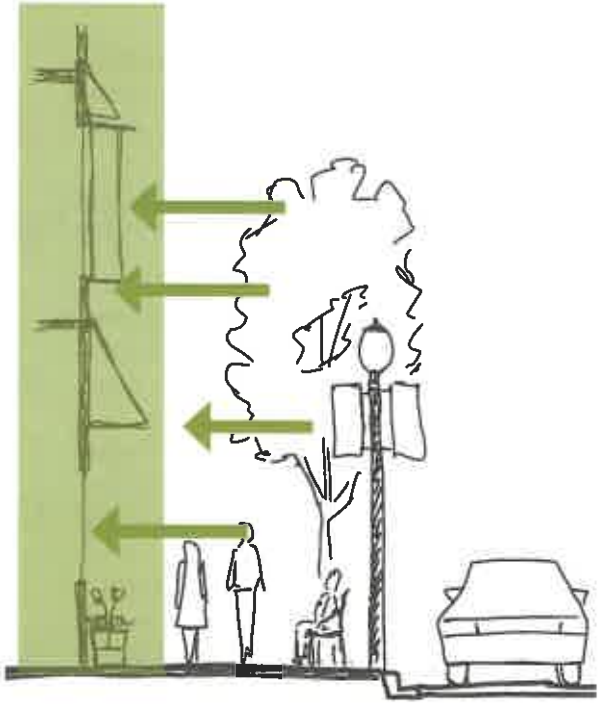
Place-making should include high quality architecture. The example on this page shows two examples of the same business, but with vastly different impacts because of the architecture of the buildings. Both examples have similar site layouts (close to the street and parking at the side of the building).

1. High quality materials such as brick.
2. Thoughtful building facades with windows, awnings, and other details.
3. Signage that is appropriately scaled for the building and compliments the rest of the architecture.
4. Building is set close to the street, and includes space for street trees and tree lawn.
5. Store entry is welcoming for shoppers coming from either the sidewalk or the parking lot.

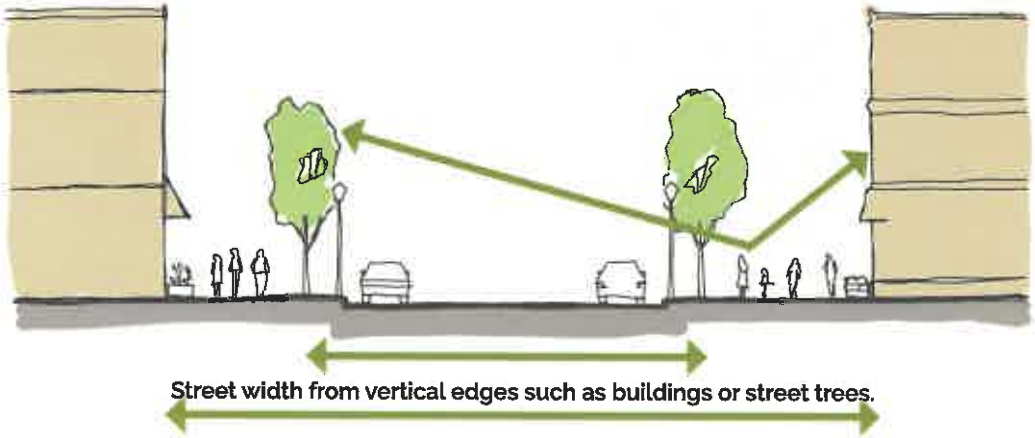
A. Blank building facade with no attention to details or relationship to street.

B. Building materials are concrete block that doesn't fit the context of surrounding buildings.

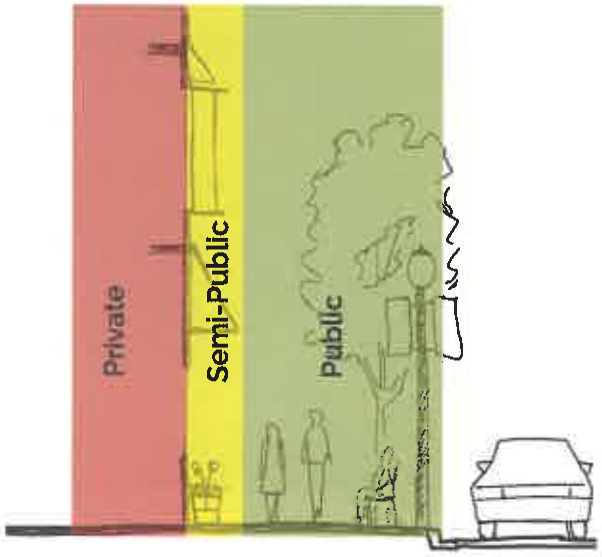
COMFORTABLE FOR PEDESTRIANS



Transparent and Thoughtful Edges
Edges with transparent, multi-layered edges enhance the quality of the streetscape experience.



Sense of Enclosure
Streets that have a street width to building height ratio of at least 1:2 to 1:4 are comfortable for pedestrians. Sometimes other vertical elements such as trees can act as the street edge.



Transition from Public to Private Places
Comfortable places have a transition from public to private places. This "semi-public" space can vary in size.

EXAMPLE: COMFORTABLE FOR PEDESTRIANS (SIDEWALKS)

Pedestrians feel comfortable when they have a sense of enclosure. The sense of enclosure typically comes from vertical elements such as buildings or street trees. The examples on this page shows street trees being used to provide a vertical edge and sense of enclosure. The "Poor" examples demonstrate that even with a sidewalk that is relatively wide and safe, it is not a comfortable sidewalk for walking.

1. The close spacing of street trees provides a buffer between the sidewalk and the roadway and creates a sense of enclosure for pedestrians.

2. Even on a big-box site, street trees and wide tree lawns can provide comfort to pedestrians and make them feel less exposed in a large expanse of parking.

A. The lack of any vertical element on either side of the sidewalk creates a large expanse of openness that makes a pedestrian feel uncomfortable. The fence on the left may be an attempt to provide definition, but it is too far away and not significant enough.

B. Although there are some trees relatively close to the sidewalk, the placement of the sidewalk directly adjacent to a high volume roadway makes a pedestrian feel exposed and uncomfortable.

EXAMPLE: COMFORTABLE FOR PEDESTRIANS (TRANSPARENT EDGES)

Transparent edges are another important element in creating a comfortable environment for pedestrians. Transparent edges are vertical and architectural articulations such as windows, awnings, architectural details, landscaping, and other elements.

The examples on this page are from the same street, but two different blocks. The street width, traffic volumes, and on-street parking are all the same in both examples. The only difference is the treatment of the edges.

1. The landscaping softens the effects of the pavement and architectural elements.
2. The landscape various in size, type, and texture which contributes to an interesting and transparent edge.
3. The architecture of the building includes windows and articulations in the facade.

A. The space adjacent to the sidewalk is additional pavement which is monotonous and unattractive visually (and not environmentally friendly).

B. Although the building has windows, the facade is fairly monotonous with little articulation.

EXAMPLE: COMFORTABLE FOR PEDESTRIANS (TRANSITION FROM PUBLIC TO PRIVATE)

Comfortable areas for pedestrians have transitions from public to private areas. A "semi-public" transition zone enhances the public realm and contributes to place-

1. The sidewalk is clearly in the public realm within the right-of-way of the street.

2. The outdoor seating area of the restaurant is technically private property, but visually it acts as a transition between to private indoors of the building and the public streetscape. This "semi-public" transition zone enhances the public realm and contributes to place-making.

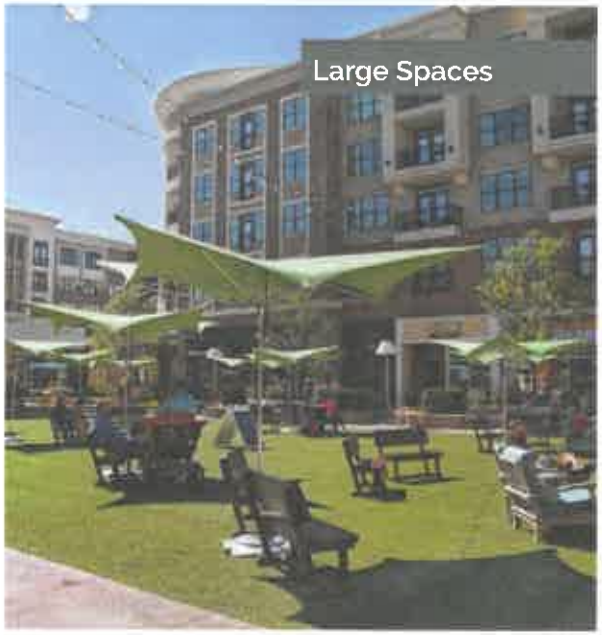
GATHERING SPACES (VARIETY OF SIZES)

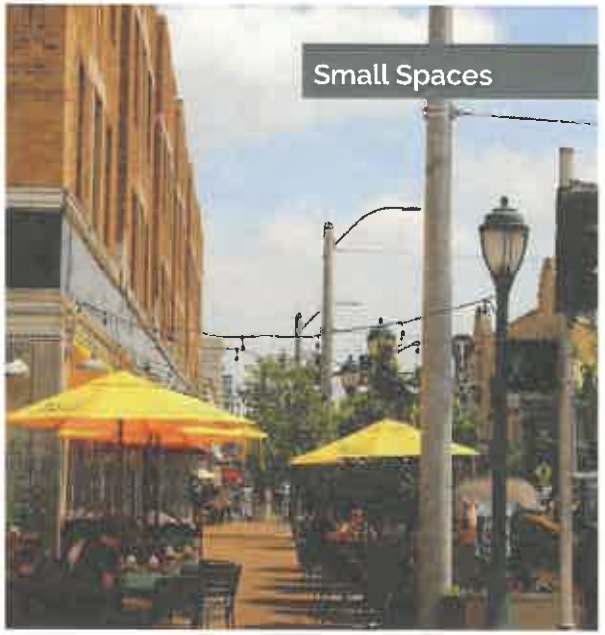
Place-making includes gathering spaces. These gathering spaces can vary in size from large areas between buildings to small nodes along a sidewalk or building entrance. The scale of the gathering space should be appropriate for the context of the location.

A key aspect of a gathering space is that the spaces should avoid the "fish bowl" effect. The "fish bowl" effect occurs when users in a space feel as if they are being watch. Courtyards surrounded by building windows are a classic example of a "fish bowl" effect.

Gathering spaces should have multiple seating and circulation opportunities that allow visitors to have a choice between privacy and clustering with other users.

Micro-climate is an important considering for gathering spaces. Shade should be available on hot, sunny days. Sunny areas should be available during cold and chilly days.


Large Spaces


Small Spaces

Mid-Size Spaces

Mid-Size Spaces

HIGH ATTENTION TO DETAIL

Place-making should have high attention to details for pavements, seating, landscaping, lighting, and architectural details.

1. This walkway between retail buildings is more than just a functional sidewalk. Thoughtful landscaping edge the sidewalk and softens the building facades. Architectural lighting not only increases safety, but enhances the space visually. High quality building materials are included on the sides of the building.

2. This shopping center includes many examples of details including pavement materials, building facades, entry gateways with branding elements, and landscaping.

3. This wall could have been just a blank wall, however the thoughtful use of landscaping with the climbing vine softens the wall visually and enhances the space.

4. This shopping center includes many examples of details including pavement materials, awnings, ornamental lighting, banners, and landscaping.

THOUGHTFUL LANDSCAPING

Thoughtful landscaping can provide a variety of benefits in creating a sense of place. Landscaping can help screen parking, reinforce edges, define outdoor rooms, soften hardscapes and building edges, and provide cooling shade.

1. The plantings here not only screen the sidewalk and seating area from the parking lot, by there is a wide variety of plant materials including native plants. The variety of plants help to ensure seasonal interest and textures.

2. Parking is softly screened. A mix of evergreens and grasses provides almost year-round screening, but also provides different textures.

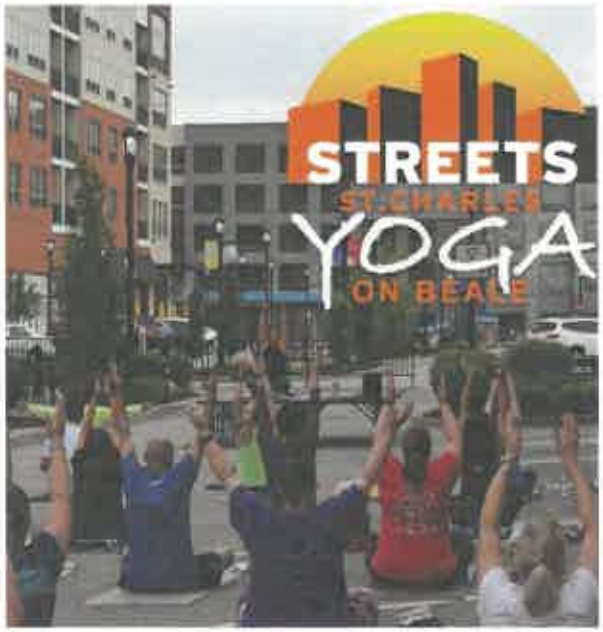
3. Seasonal color provides splashes of color. The location of the planting separates the outdoor dining area from circulation routes.

PROGRAMMING

Programming and events is a way to activate places and provides another draw for visitors. The scale of programming and events can vary greatly with large concerts or movies that may utilize large areas of the space to smaller background programming that provides an additional amenity without disrupting the normal circulation and flow of the space.

The key with programming is utilizing a variety events and programming seasonally and throughout the week.

Programming may be organized by one or a combination of groups including: development management (especially lifestyle centers or large retail developments), individual businesses, business or neighborhood associations, non-profits, and city staff.



EXISTING PLACE-MAKING IN UNIVERSITY CITY

A strength of University City is that the City already has multiple examples of place-making. The City has great architecture, pedestrian scaled gathering areas and streets, programming, and thoughtful landscaping. U City in Bloom is one of the strongest and most innovative community garden organizations in the region.

The strength of University City's place-making should not be overlooked. Prospective residents and businesses often refer to University City as "authentic" with its blend of architecture, walkability, and sense of place.

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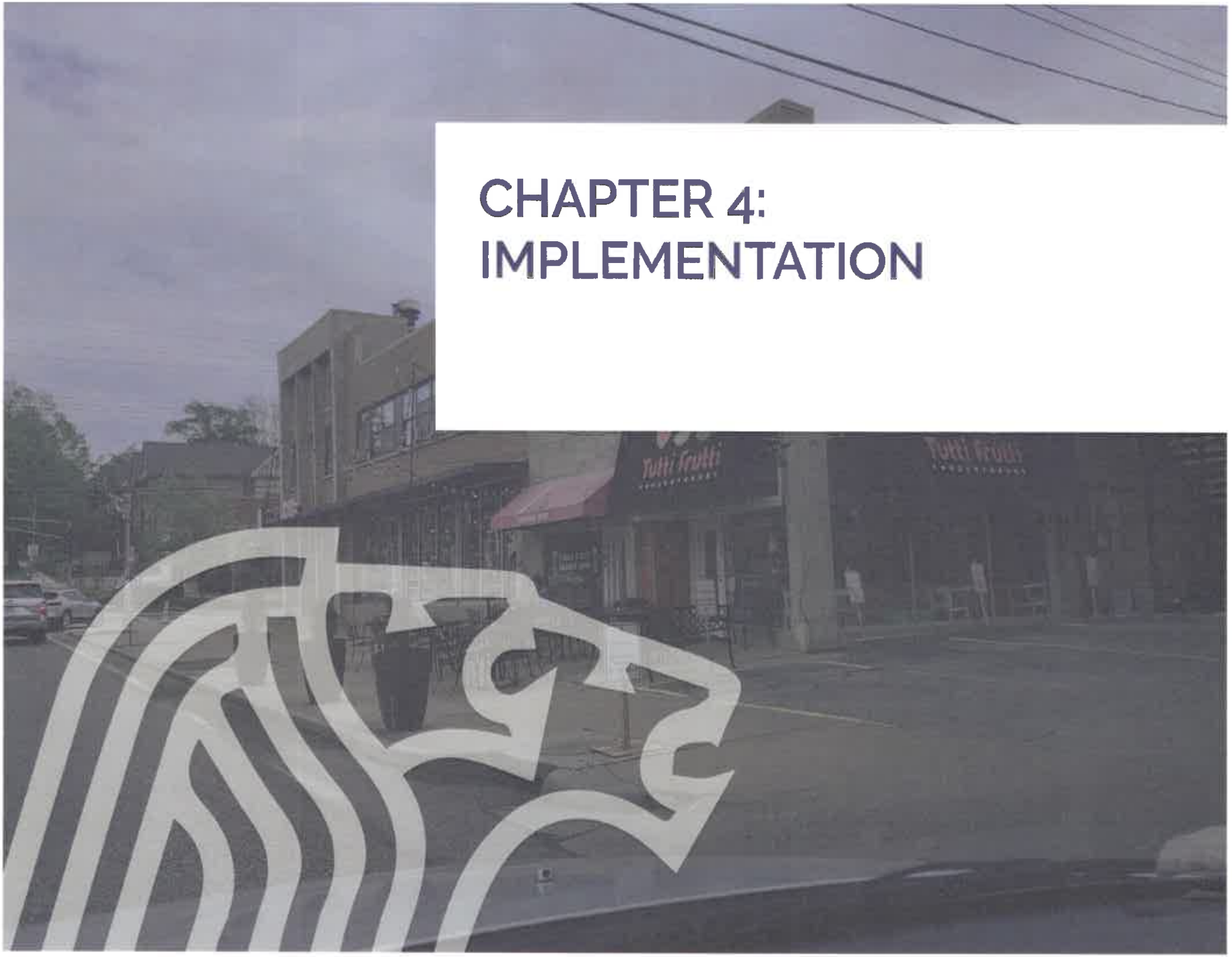


CHAPTER 4: IMPLEMENTATION

Implementation Overview

University City's economic development strategy lays out multiple recommendations based on the city's economic and market strengths in light of best practices. Achieving the economic resiliency that is the goal of the strategy requires action, tools, and resources. It will be particularly important for the City to work with partners to achieve common goals.

This chapter addresses considerations that impact strategy implementation. Please also refer to Chapter 2, 'Economic Development Principles,' where a set of detailed implementation actions follows each principle.

Metrics - Measuring Success

The following pages include key metrics to track so that the City may gauge successful long-term implementation of the economic development strategy.

The metrics should be used to adjust actions over time. The world is never static. While this economic development strategy provides an important framework for economic development principles and goals, individual actions may need to be tweaked, changed, or additional actions added. The direction of the metrics should guide future decision making.

METRICS

Metric	Plan Principle	Frequency of Measurement	Data Source
# of existing and emerging cluster businesses	Principle #1: Grow Existing and Emerging Business Sectors	Annually	BRE Visits/Business Licensing/ESRI
# of expansions in existing and emerging cluster businesses	Principle #1: Grow Existing and Emerging Business Sectors	Annually	BRE Visits
Location Quotient	Principle #1: Grow Existing and Emerging Business Sectors	Every 2-3 Years	ESRI
Real property tax revenues	Principle #1: Grow Existing and Emerging Business Sectors & Principle #3: Support UCity Businesses and Workers	Annually	City Finance Department
# of City residents employed by targeted industry cluster businesses	Principle #1: Grow Existing and Emerging Business Sectors & Principle #3: Support UCity Businesses and Workers	Annually	Industry Cluster Businesses
Commercial vacancy rates	Principle #1: Grow Existing and Emerging Business Sectors & Principle & #3: Support UCity Businesses and Workers	Semi-annually	LoopNet; Commercial Property Owners
# of business support service providers working with local businesses	Principle #1: Grow Existing and Emerging Business Sectors; Principle #2: Ensure Equitable Economic Opportunities #3: Support UCity Businesses and Workers	Annually	ED Staff
# of new business licenses	Principle #1: Grow Existing and Emerging Business Sectors; Principle #2: Ensure Equitable Economic Opportunities & Principle #3: Support UCity Businesses and Workers	Annually	City Finance Department
Sales tax revenues	Principle #1: Grow Existing and Emerging Business Sectors; Principle #2: Ensure Equitable Economic Opportunities; Principle#3: Support UCity Businesses and Workers	Semi-annually	State of Missouri
# of businesses participating in UCity business support programming	Principle #1: Grow Existing and Emerging Business Sectors; Principle #2: Ensure Equitable Economic Opportunities; Principle #3: Support UCity Businesses and Workers	As-offered	Program attendees
Level of businesses' satisfaction with UCity business support programming	Principle #1: Grow Existing and Emerging Business Sectors; Principle 2: Ensure Equitable Economic Opportunities; Principle #3: Support UCity Businesses and Workers	As-offered	Program participant surveys
Increase in property assessed valuation in 3rd Ward	Principle #2: Ensure Equitable Economic Opportunities	Year following County reassessment	County Assessment records

Cont...
Metrics

Metric	Plan Principle	Frequency of Measurement	Data Source
# of Minority businesses receiving City contracts	Principle #2: Ensure Equitable Economic Opportunities	Annually	City Contracting Data
Median Household Income by census tract	Principle #2: Ensure Equitable Economic Opportunities	Annually	American Community Survey (Census Data)
Novus and City Revenue Invested in the 3rd Ward	Principle #2: Ensure Equitable Economic Opportunities	Annually	Planning/Economic Development; City Finance Dept.
Level of businesses' satisfaction with operating in UCity	Principle #2: Ensure Equitable Economic Opportunities; Principle #3: Support UCity Businesses and Workers	Bi-annually	BRE Surveys
# of home-based businesses	Principle #2: Ensure Equitable Economic Opportunities; Principle #3: Support UCity Businesses and Workers	Annually	Business Licensing
Effectiveness of UCity target audience communications	Principle #2: Ensure Equitable Economic Opportunities; Principle #5: Celebrate and Promote University City	Quarterly	Website analytics
Mutually beneficial relationship with Washington University	Principle #4: Collaborate with Local & Regional Partners	Annually	City Manage/Mayor
# of businesses benefiting from regional support organizations	Principle #4: Collaborate with Local & Regional Partners	Annually	BRE Surveys
Additional resources for infrastructure improvements	Principle #4: Collaborate with Local & Regional Partners	Annually	City Finance Dept.
Sales tax revenues generated by specific districts	Principle #5: Celebrate and Promote University City	Annually	State of Missouri
Level of satisfaction with UCity business resource guides	Principle #5: Celebrate and Promote University City	Bi-annually	Business Surveys
City owned property sold for redevelopment	Principle #6: Place-Based Solutions	Semi-Annually	Planning/Economic Development
# of vacant/underutilized properties occupied and redeveloped	Principle #6: Place-Based Solutions	Semi-Annually	Planning/Economic Development

Cont...
Metrics

Metric	Plan Principle	Frequency of Measurement	Data Source
# of businesses on Olive participating in the Façade Improvement program	Principle #6: Place-Based Solutions	Semi-Annually	Planning/Economic Development
Completion of Streetcape and Infrastructure improvements	Principle #6: Place-Based Solutions	Annually	Planning/Economic Development
Increase in # of visitors patronizing City businesses	Principle #6: Place-Based Solutions	Bi-annually	Consumer Surveys

TOOLBOX

Overview

University City has demonstrated that it is a community that pro-actively supports economic growth through available economic development policies and tools. While specific actions to implement policy changes are detailed in the implementation strategy grids (see Chapter 2), policy changes that promote a more equitable and inclusive economic environment for small and minority businesses and residents, especially in the Third Ward, should be of particular note. Geographic and economic divisions in the City have a negative impact on municipal growth, revenue generation and quality of life. Especially for a community like U City where values of inclusion are so important, it is imperative that the City live up to its ideals by taking intentional steps to address disparities so that the whole community can thrive.

Incentive Programs & Development Tools

Incentive programs and development tools help municipalities enhance their business attraction and retention efforts that ensures continued economic growth, and in some instances, to address or reverse the effects of economic decline. Many development tools involve the intentional use of traditional local governmental functions to support private investment, e.g., road or other infrastructure improvements that support development.

Incentive programs are generally state- or federally-created mechanisms and typically offer opportunities to fund extraordinary costs associated with redevelopment or revitalization by allowing some or all of the tax revenues generated by the new development to be applied to development costs. These tax revenues may be generated through imposition of some form of an additional tax or through property tax abatement.

University City has historically availed itself of incentives and development tools to promote growth and offset disinvestment. With the focus on redeveloping and revitalizing the City's existing real estate, continued utilization of these tools should be a component of the City's economic development strategy, tailored to attract, support and promote development and redevelopment in strategic areas.

Recommendations

- Continue judicious utilization of statutorily authorized incentive programs and tools to encourage and support reinvestment in University City. These tools include Tax Increment Financing, Economic Development Retail Sales Tax (EDRST), Chapter 99 and Chapter 353 redevelopment (tax abatement vehicles), Community Improvement Districts and Transportation Development Districts.

- Use the EDRST to fund strategic land acquisition and assemblage by the City, targeting redevelopment opportunities along Olive Boulevard.

- Streamline or reduce data requirements from potential developers to promote a business-friendly environment and avoid losing opportunities for new development and investment.

Local Option Economic Development Sales Tax/ Economic Development Retail Sales Tax

Missouri Revised Statute Section 67.1305 authorizes municipalities to levy, subject to voter approval, at a rate of up to one-half of one percent (0.5%) sales tax to be used for economic development purposes. After the Local Option Economic Development Sales Tax is approved by the voters, the municipality levying the tax must create an Economic Development Tax Board. The membership of the Board in a City/Town / Village can consist of either 5 or 7 members with membership representation dictated by the State Statute.

The purposes of the Board are to 1) develop and consider economic development plans, economic development projects, and designations of economic development areas, 2) hold public hearings, and 3) make recommendations to the governing body of the municipality concerning economic development plans, projects and designation of areas. The governing body of the municipality governing will make all final funding determinations. The revenue generated by the tax is subject to restrictions imposed by the authorizing legislation approved by the local municipality.

Utilizing the statute, University City approved a one-quarter (1/4) percent sales tax in August 2006; the revenue is based on the amount of sales tax generated through point of sales within the City limits. The City created a five (5) member Economic Development Retail Sales Tax (EDRST) Board to invest the funds in projects and programs that encourage the physical and economic development of major corridors, improve infrastructure, support existing successful business districts, and enhances efforts toward business retention, expansion and attraction.
The Board has identified four (4) funding priorities:

1. To expand efforts and partnerships to encourage the physical and economic redevelopment of Olive Boulevard
2. To continue infrastructure improvements to the Olive Boulevard and Delmar Boulevard streetscapes.
3. To continue to support existing successful business districts, such as the Loop.
4. To enhance the City's efforts of business retention, attraction and expansion.

The EDRST board submits projects recommended for funding to the City on an annual basis. Funding for recommended projects is included in and approved through the City Budget process.

Special Business District

The Revised Statues of Missouri Sections 71.790 to 71.808 governs the creation of special business districts. A special business district ("SBD") is a political subdivision with the power to impose a real property tax, a business license tax and special assessments, in the City where the SBD is created. The funding sources can be spent on public improvements such as streets and alleys, landscaping, sidewalk improvements/enhancements, and parking facilities. Additionally, public services such as the operation of buses, security services, promotion of business activity and maintenance of publicly owned infrastructure. The SBD is created by a city following submission of a petition by property owners that pay real property taxes within the proposed district. The SBD is governed by a separate legal entity distinct and apart from the City that creates the district.

Consistent with the Special Business District Law, University City created an SBD as a mechanism to allow local merchants and property owners to collectively enhance their environment and promote retail trade. The area was established as the University City Loop Special Business District ("The Loop"), geographically encompassing both the north and south sides of Delmar Boulevard from Kingsland Avenue to the University City eastern municipal limits and the commercial establishments fronting Kingsland, Enright., Leland, Melville and Westgate Aves.

Businesses and individuals licensed to do business in the area are subject to 1) An additional business license tax of fifty (50%)

above any other business license taxes levied by the City; and 2) An Additional real property tax of eighty-five cents ($0.85) per one hundred dollars of assessed valuation.

Since its establishment, The Loop has evolved into a vibrant shopping and entertainment area. The SBD instituted building and development regulations that limited first floor storefronts to retail shops, restaurants and galleries resulting in a pedestrian friendly street environment. Through the efforts of the SBD, The Loop has undergone significant redevelopment activities and enhancements, resulting in it being recognized in 2007 by the American Planning Association as "One of the 10 Great Streets in America".

Façade Improvement Program

Façade Improvement Programs are utilized by municipalities to encourage property owners to invest and upgrade the exteriors of properties to create an inviting, attractive appearance of commercial areas. The City of University City recognizes the positive impact that individual façade improvements can have on the overall appearance, quality and vitality of the City's commercial districts. The University City Façade Improvement Program was designed as an economic development strategy that is consistent with the City's 2005 Comprehensive Plan.

To facilitate private investments the Façade Program offers financial assistance, in the form of a matching grant up to $15,000, to commercial property owners or business owners interested in rehabilitating commercial building facades and that meet the eligibility requirements as outlined in the application. Commercial properties located on Olive Boulevard must also comply with the Olive Boulevard Design Guidelines.

Urban Redevelopment Corporation Under Chapter 353 RSMo

Missouri's Chapter 353 incentivizes redevelopment of blighted areas by allowing for tax abatement on property that is part of a redevelopment project. Under the statute, an urban redevelopment corporation may be created to operate a redevelopment project in a blighted area consistent with a city or county redevelopment plan. Frequently, the proposed developer will assume responsibility for preparing the redevelopment plan, which identifies the redevelopment area, projects to be undertaken, how the plan will eliminate blight and the estimated project costs. The city or county may approve a redevelopment plan that provides for tax abatement for up to 25 years. During the first ten years, the property owner pays real property taxes based on the amount in the year before the redevelopment corporation took title - property taxes are abated on the land and any improvements. During the next 15 years, the incremental real property taxes are abated 50-100%. The City may require payments in lieu of taxes that effectively reduce the abatement established by the statute.

Consistent with Urban Redevelopment Corporation, Chapter 353 Law, University City has established an Abatement process to encourage the redevelopment of blighted areas. The City is currently considering the utilization of Chapter 353 to facilitate the redevelopment of a 2.8-acre site for an Office Buildings, Senior Living Apartments and Parking Facilities.

Land Clearance for Redevelopment Authority under Chapter 99 RSMo

Tax abatement for a redevelopment project may also be secured through the University City Land Clearance for Redevelopment Authority (LCRA). Created by local government under Chapter 99, of the Revised Statutes of Missouri, an LCRA serves as a redevelopment entity, authorized to designate areas as blighted, prepare redevelopment plans and solicit proposals from developers to undertake redevelopment within the plan area. It also has the ability to acquire property, including through eminent domain, issue bonds and undertake public improvements as well as demolish or renovate existing buildings or construct new ones.

Consistent with the LCRA Law, University City's LCRA has been used to facilitate the redevelopment of a five-acre site which housed the former Nathaniel Hawthorne Elementary School, located on N. Hanley Road. The project included the conversion of the school building into thirty-seven one-bedroom apartments and the construction of ten new, two-bedroom townhomes on the site. The new development will be called the Hawthorne Apartments. The City also used the LCRA to assist with the construction of the Mansions on the Plaza, a luxury apartment complex located on Delmar Boulevard. The complex consists of one, two- and three-bedroom apartments with high-end amenities including concierge services, an on-site Executive Business Center, a 19-seat Movie Theater, Dog Park, Fitness Center, a masseuse and a heated salt-water swimming pool.

Tax Increment Financing

The Missouri Tax Increment Financing (TIF) law allows cities to adopt a redevelopment plan that provides for a redevelopment project or projects in an area designated as blighted, and to use TIF to fund a portion of the project costs. TIF funds are derived from the incremental increase in tax paid by property owners and from sales and utility taxes generated within the project area after development is completed. The increased incremental tax amounts typically are then used to pay off the costs of a portion of the development.

Existing TIF District: Olive Boulevard Commercial Corridor and Residential Conservation Redevelopment Plan (Olive & 1-170 TIF District)

To facilitate and encourage reinvestment in the commercial and residential areas along Olive Boulevard the City approved a TIF redevelopment area that extends from the eastern to the western boundaries of the City. The geography was divided into three (3) distinct Redevelopment Project Areas ("RPA"):

RPA 1 – Retail/Commercial Node of redevelopment
Located at the intersection of Olive and I-170, this area is the site of a proposed new commercial development that will encompass both sides of Olive Boulevard west of McKnight Road and Woodson Road. The development will be anchored by a national tenant along with other retail and commercial businesses. This project is anticipated to generate a significant amount of revenue through increases in property and sales tax that will be targeted to incentivize investment in RPA's 2 and 3.

RPA 2 – Residential redevelopment
A primarily residential area encompassing all of University City north of Olive Boulevard will be the focus of a strategic plan to increase residential property values, promote economic diversity, encourage homeownership, convert renters into homeowners and stabilize and invigorate the 3rd Ward.

RPA 3 – Retail/Commercial Corridor
The area includes the north and south sides of Olive Boulevard east of McKnight Road and Woodson Road. Utilizing revenue generated by RPA 1 the City plans to implement a strategy to stimulate economic development consistent with the Master Plan for the corridor. The strategy will focus on the acquisition and renovation of commercial property, demolition activities, installation of public improvements, landscaping, park development and the construction of buildings for new commercial uses.

Community Improvement Districts

A Community Improvement District (CID) is a political subdivision with the power to impose a sales tax, a special assessment or a real property tax. A CID may also be a nonprofit corporation with the power to impose special assessments. CID generated taxes or special assessments may be used to pay for a broad variety of public, community improvements, including sidewalks, parking lots, lighting, utilities and so on. Property owners within the proposed CID area must submit a petition requesting that the governing municipality authorize the creation of the CID. Property owners seek to impose such additional taxes to help fund needed public improvements that enhance community amenities supporting their properties. In a development scenario, the developer is often the owner of property within the CID and uses the increased property tax or often more typically additional sales tax or special assessments to generate revenues that are used to pay off eligible, often extraordinary development costs.

The City of University City and The Loop Special Business District are currently contemplating the creation of a CID within the footprint of the U City Loop.

Transportation Development Districts

A transportation development district ("TDD") may be created under state law to fund, promote, plan, design, construct, improve, maintain and operate one or more projects or to assist in such activity. A TDD is a separate political subdivision of the state and generates funds for such projects through an incremental sales tax on retail sales. Projects may include transportation related improvements, including bridges, streets, traffic signals, bus stops, etc.

Property Assessed Clean Energy (PACE)

PACE is an innovative program that makes it possible for owners of commercial, multi-family and industrial properties to obtain low-cost, long-term financing for energy-efficiency, water conservation and renewable energy Lighting, Building Controls, Windows, Insulation, Solar Applications and Kitchen Equipment.

University City recently passed an ordinance enabling commercial property owners to take advantage of this financing.

Industrial Development Authority

The Missouri Revised Statute – Chapter 349 authorized the establishment of municipal or county Industrial Development Authorities to issue Bonds to assist in developing commercial, industrial and manufacturing facilities. Bonds issued through the program enjoy a tax-exempt status, providing low-interest-rate financing for qualifying businesses. Federal law limits the availability of bonds to manufacturers and 501(C)(3) corporations. In addition, low-interest taxable bond programs have been introduced.

University City created an Industrial Development Authority devoted to helping attract industrial development and economic expansion in the City. It is a quasi-independent group governed by Missouri Statutes and is empowered to sell industrial development or revenue bonds.

The Authority consists of seven members appointed by the Mayor with concurrence by the City Council. The City does not actively use this Authority.

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Department Recommendations

As a result of COVID-19 and anticipated loss of revenue, University City eliminated its dedicated economic development staff during the process of developing this strategy and now relies on its Director of Planning and Development to oversee economic development initiatives.

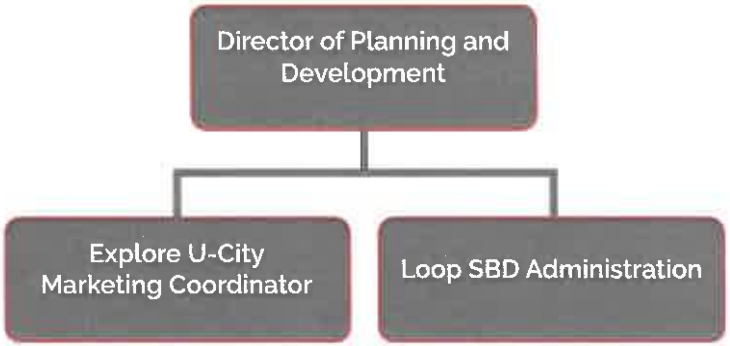
Given the range of recommendations in this strategy, it will be imperative that the City takes steps to re-establish economic development staffing for implementation. While the Planning Director has experience in economic development, his planning responsibilities will inevitably limit his capacity to effectively focus and effectuate the strategy recommendations.

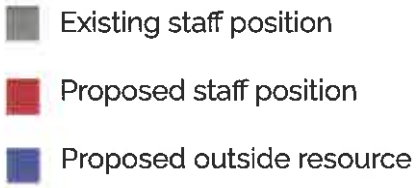
Recognizing that budgetary constraints may impact hiring decisions, the implementation grid prioritizes key action items under each goal to assist the City in allocating its resources. Additionally, ensuring adequate time frames and leveraging partnerships will be important in realizing implementation. Where financially feasible, budgeting for consulting firms that bring specialized expertise (e.g., marketing/communications, program development/management) will increase bandwidth and bridge the current financial impacts of COVID-19 until municipal revenues stabilize.

Additionally, the recommendations include exploring opportunities to leverage the expertise and talents of Washington University faculty and staff. In this regard, college or graduate school interns from Washington University or other area colleges and universities can be an important resource for expanding staffing capacity and bring a fresh perspective and new energy to specific projects or on a more extended basis. Areas that would benefit from student support would include developing a BRE, visitor and other surveys, helping to coordinate establishment of a business association (organizing meetings, soliciting participation, setting up the structure, networking etc.), assisting with small business development outreach, programming and partnerships; and assisting with website maintenance and updates. An extra pair of hands to help out in any of the BRE efforts also would be beneficial to the City, strengthen university relationships and provide a meaningful, hands-on experience for students.

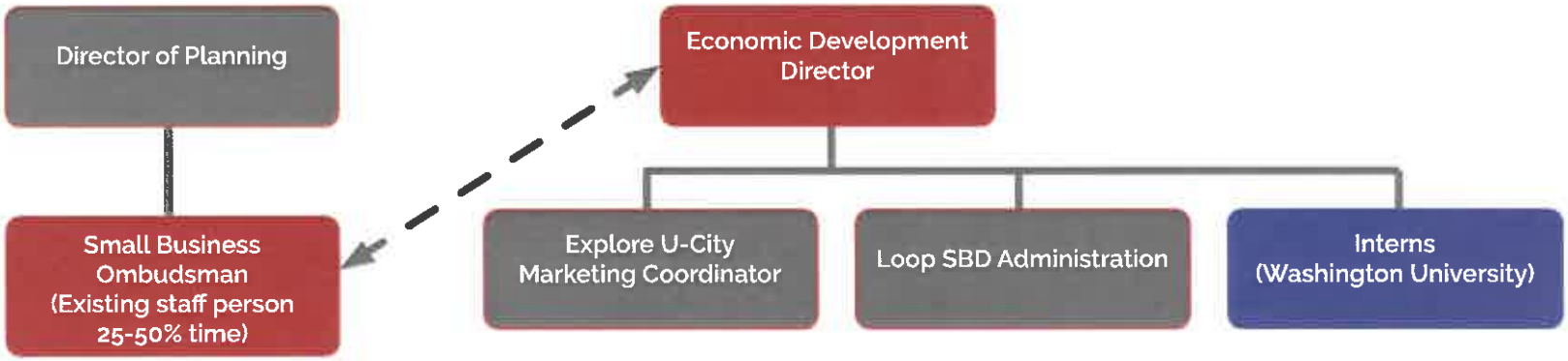
The following organizational chart reflects the recommendations for an ideal structure, which would include an experienced, professional economic development director to lead the efforts plus supplementary supporting positions.

Existing Economic Development Organization Chart





Recommended Economic Development Organization Chart



COLLABORATION

Importance of Partnerships

Economic development is a regional game. Effective collaboration, communication and partnership with local and regional economic drivers and organizations will position University City to capitalize on resources and programs that can have a positive impact on the growth and development of the City. Effective implementation of the City's economic development strategy will require developing the right partnerships. The implementation matrix in Chapter 2 identifies potential partners that could support the recommended actions. As a starting point, the City should get to know what resources and expertise these potential collaborators bring to the table. The City will learn who may be the gatekeepers/impediments to progress and by building relationships will be better positioned to navigate possible challenges.

See implementation matrix in Chapter 2 for list of partners.

"Effective implementation of University City's economic development strategy will require developing the right partnerships."

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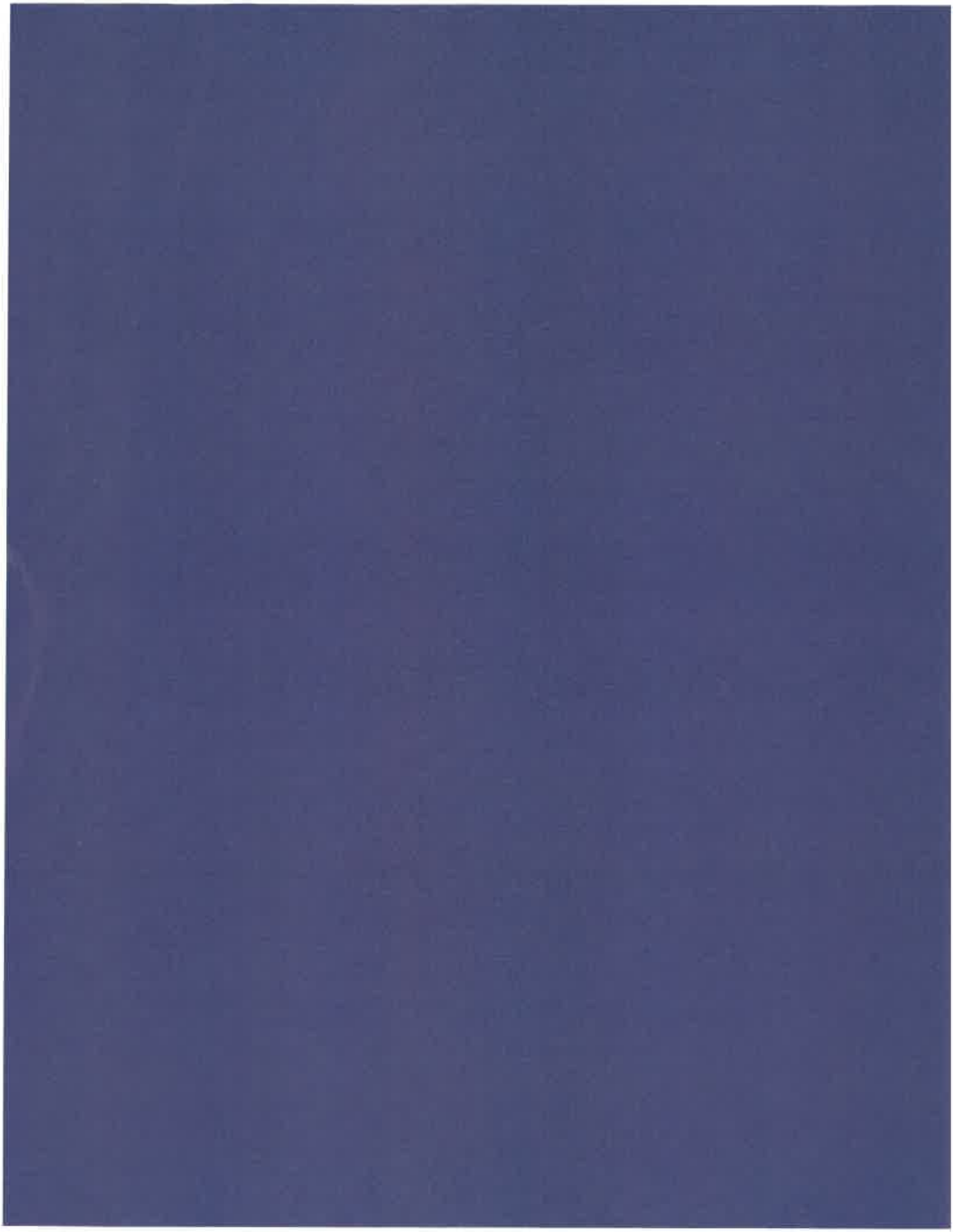
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