



Housing and Third Ward Revitalization Task Force

6801 Delmar Boulevard · University City, Missouri 63130 · 314-505-8500 · Fax: 314-862-3168

MEETING OF THE HOUSING AND THIRD WARD REVITALIZATION TASK FORCE
VIA VIDEOCONFERENCE
Monday, September 16, 2024
6:30 p.m.

**IMPORTANT NOTICE REGARDING
PUBLIC ACCESS TO THE TASK FORCE MEETING & PARTICIPATION**

Housing and Third Ward Revitalization Task Force will Meet Electronically on September 16, 2024

Webinar via the link below:

<https://us02web.zoom.us/j/82024800271?pwd=dXewLELmSzI7fjBOQOaz2PaAgC5pmy.1>

Passcode: 062094

Or One tap mobile :

+19292056099,,82024800271#,,,,*062094# US (New York)

+13017158592,,82024800271#,,,,*062094# US (Washington DC)

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

+1 929 205 6099 US (New York)+1 301 715 8592 US (Washington DC) +1 305 224 1968 US

+1 309 205 3325 US +1 312 626 6799 US (Chicago) +1 646 931 3860 US +1 386 347 5053 US

+1 507 473 4847 US +1 564 217 2000 US +1 669 444 9171 US +1 669 900 6833 US (San Jose)

+1 689 278 1000 US +1 719 359 4580 US +1 253 205 0468 US +1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston) +1 360 209 5623 US

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Citizen Participation:

Those who wish to provide a comment during the "Citizen Participation" portion as indicated on the agenda; may provide written comments to Deputy City Manager Brooke A. Smith ahead of the meeting.

ALL written comments must be received **no later than 12:00 p.m. the day of the meeting.** Comments may be sent via email to: bsmith@ucitymo.org or mailed to the City Hall – 6801 Delmar Blvd. – Attention Brooke A. Smith. Such comments will be provided to Task Force Members prior to the meeting. Comments will be made a part of the official record and made accessible to the public online following the meeting.

Please note, when submitting your comments, a **name and address must be provided.** Please also note if your comment is on an agenda or non-agenda item. If a name and address are not provided, the provided comment will not be recorded in the official record.

AGENDA

HOUSING AND THIRD WARD REVITALIZATION TASK FORCE

1. Call to Order
2. Roll Call
3. Minutes – March 5, 2024 – Survey and Engagement Subcommittee; April 15, 2024; May 20, 2024
4. Public Comments - (Limited to 3 minutes for individual's comments, 5 minutes for representatives of groups or organizations.)

*ALL written comments must be received **no later than 12:00 p.m. the day of the meeting.** Comments may be sent via email to: bsmith@ucitymo.org or mailed to the City Hall – 6801 Delmar Blvd. – Attention Brooke A. Smith, Deputy City Manager. Such comments will be provided to the Task Force Members prior to the meeting. Comments will be made a part of the official record and made accessible to the public online following the meeting.*

*Please note, when submitting your comments, a **name and address must be provided.** Please also note if your comment is on an agenda or non-agenda item, and a name and address are not provided, the provided comment will not be recorded in the official record.*

5. Yard & Co.
 - i. Final For the 3rd Ward Plan
VOTE MAY BE REQUIRED
6. Task Force Member Comments
7. Next Meeting – TBD
8. Adjourn

**Housing and Third Ward Revitalization Task Force
Survey and Engagement Sub-Committee
Minutes
March 5, 2024
5:00 p.m.**

The Housing and Third Ward Revitalization Task Force Survey and Engagement Sub-Committee met virtually on Tuesday, March 5, 2024 via Zoom. The meeting commenced at 5:05 p.m. and adjourned at 6:20 p.m.

Members Present:

Christopher Flood
Patricia McQueen
Mayela Zambrano

Staff Present:

Brooke A. Smith, Deputy City Manager/Dir. of Economic Development

Others attending:

Representatives from Yard & Co.

Yard & Co. – Community Engagement Trip March 20th – 22nd

Ed Sharrer and Kevin Wright from Yard & Co. walked the subcommittee through their plans/itinerary for the upcoming community engagement trip. Kevin discussed logistics for the trip and reviewed the team's schedule. Kevin also reviewed the engagement materials with the sub-committee. He said that the team has started outlining the second survey and went through some of the proposed questions. Discussion was had around image surveys and the social pinpoint map. Kevin also walked the sub-committee through the proposed content for the engagement boards and how they will be displayed. When discussing the materials, Deputy City Manager Brooke Smith noted that if the materials will be billed to the city, then the city logo should be used instead of the For the 3rd Ward brand so that the city could retain the materials and reuse. Conversation was had about marketing the events.

Further discussion was had about the community engagement events and sub-committee members asked questions and provided feedback. Discussion was had on pop-up locations and the stakeholders that Yard & Co. will meet with when they are in town. Kevin also discussed the Open House event that was scheduled for March 21st at 4pm.

Adjourn

Meeting adjourned at 6:20 p.m.

**Housing and Third Ward Revitalization Task Force
Minutes
April 15, 2024
6:30 p.m.**

The Housing and Third Ward Revitalization Task Force held virtually Monday, April 15, 2024. The meeting commenced at 6:33 p.m. and adjourned at 8:16 p.m.

Voting Members Present:

Byron Price – Chair
Linda Peoples-Jones
Patricia McQueen
Christina Dancy
Christopher Flood

Voting Members Absent:

Craig Hughes
Susan Murray
Ariel Gardner
Mayela Zambrano

Staff Present:

Brooke A. Smith, Deputy City Manager/Dir. of Economic Development
Mary Kennedy, Senior Planner

Others attending:

Representatives from Yard & Co. and Collabo.

Minutes

Motioned by Linda Peoples-Jones, seconded by Christopher Flood and carried by voice vote to approve the minutes from October 16, 2023.

Public Comments

There were none.

Discussion on Funding

Deputy City Manager Brooke Smith provided information on the source of the funds for the Housing and Third Ward Revitalization initiative. She explained that the Park & Storm funds are restricted. She also provided an update on the current balance of the fund. Discussion was had with Deputy City Manager Smith answering questions asked by the task force members.

Yard & Co. – Update

Ed Sharrer provide an update to the task force members, discussing the engagement results, the remaining project schedule, and the final engagement/activation event. Ed discussed the stakeholder meetings, the pop-up engagement events, and the open house event held on March 21st. Ed Sharrer and Patrick Brunner provided extensive details on the engagement results and answered the task force members' questions. Ed also provided an update on the survey, noting that 28 responses had been received to date. He also noted that there would be a third wave of engagement coming up later on.

Task force members asked questions and provided feedback. Discussion was had about leveraging the funds, housing, and the overall revitalization of the third ward.

Ed presented the remaining project schedule with a weekly breakdown of proposed activities. Discussion was had about how and where to hold future meetings. Ed also discussed the Final Engagement/Activation Event, noting that it would be an outdoor event and explaining the purpose. Task force members provided feedback and Ed answered questions as they were asked.

Chair Price said that Yard & Co. would make the recommendations and the task force would vote to approve. He noted that everyone will have an opportunity to either add or subtract and then that would be the final plan. Ed confirmed that Yard would have draft recommendations and a draft plan to review at the May meeting and that the task force can steer them from there. Ed said they would then bounce that off of the public.

Task Force Member Comments

Patricia McQueen said she knows there has been tension about the direction of the task force and that it is not supposed to be all housing. She said she continues to bring up housing, but that until she hears a program or something concrete, then she will continue bring up housing, noting that she is all about stabilizing the housing, enhancing the tax base, etc. She said that is the reason why the TIF was designed the way it was. She said that the task force members should go online and look at the Comprehensive Plan and the Implementation section, noting that the task force is mentioned at least 8 times. She said this plan will have to fit into the Comprehensive Plan, that it will not be a complete stand alone.

Next Meeting - May 20, 2024 at 6:30 p.m.

Adjourn

Motioned by Linda Peoples-Jones, seconded by Byron Price to adjourn. Carried by voice vote.

Meeting adjourned at 8:16 p.m.

**Housing and Third Ward Revitalization Task Force
Minutes
May 20, 2024
6:30 p.m.**

The Housing and Third Ward Revitalization Task Force held in person at the Heman Park Community Center on Monday, May 20, 2024. The meeting commenced at 6:38 p.m. and adjourned at 7:47 p.m.

Voting Members Present:

Byron Price – Chair
Linda Peoples-Jones
Patricia McQueen
Christina Dancy
Christopher Flood
Susan Murray
Ariel Gardner
Mayela Zambrano

Voting Members Absent:

Craig Hughes

Staff Present:

Brooke A. Smith, Deputy City Manager/Dir. of Economic Development

Others attending:

Representatives from Yard & Co. and Collabo.

Minutes

Motioned by Linda Peoples-Jones, seconded by Christopher Flood and carried by voice vote to approve the minutes from November 20, 2023.

Public Comments

Kevin Taylor, 7022 Canton Avenue

Mr. Taylor commented and asked a series of questions about the funding for the revitalization, the source of the funds, and the consultant's progress.

SHED – Presentation: From Rental to Homeownership

Task Force member Christopher Flood noted for the record that he does serve on the board for SHED.

Mimi Taylor-Hendrix, Board President for SHED, discussed what she wanted to state her understanding of what SHED would like to see happen for funding and development in the third ward. She noted that they have reviewed draft recommendations by Yard & Co. and discussed recommendations that SHED had based on the recommendations by Yard.

Michael Ried, Executive Director for SHED, discussed SHED's purpose and progress over the last few years. He announced four new homeownership programs that SHED was introducing to support the third ward. He discussed these programs and their purpose as

well as SHEDs overall purpose and impact in the third ward. He highlighted four new homeowner assistance programs that SHED intends to implement.

Mr. Ried answered questions and received feedback from task force members. Mimi Taylor-Hendrix also discussed leveraging the funding from the TIF allotment to draw in investors for community redevelopment to assist with funding SHED's proposed programs. Both noted that the programs created by SHED has had success in other areas; they named cities that the task force members could check out to see how these programs work.

Task Force Member Comments

Deputy City Manager Brooke Smith noted that she would discuss updates from Yard & Co. after the task force members made their comments.

Chair Byron Price stated that this task force has no legislative authority and to go down there is a waste of time, noting that they cannot change the laws and ordinances. He said that the source of the funds for this initiative was established by ordinance. He said this is not something he would take up and that those who do can reach out to their Councilmembers.

Chris Flood said the restrictions on funding are inherent to the source itself and unless it is some alternate source of funding, his understanding is that the TIF funds for this project carries the restrictions of the taxes the funds are derived from.

Patricia McQueen said that she did some reading to find out what is the difference between Commission and Task Force. She said there are protocols for Commissions, but there are none for a task force because they are temporary. She acknowledged that final decisions lie with the City Council, but the task force is meant to be an advisory body. She said they are doing the heavy work and the Council really wants to hear what they come up with. She said they can say whatever they want. She said the task force can propose that the Council exam certain things. She discussed how the Comprehensive Plan was presented and who presented. She said what she is hearing is that the Chair of this task force does not want to present or follow that pattern. She said that is not asking the task force to be engaged or put their full energy into it because they are being told it will not be presented. She said an individual does not have the same effect as information being presented by the chair of this task force on behalf of the body. Patricia said she does not understand why there needs to be another event with public feedback. She said the residents are expecting the task force to speak, saying the residents have spoken at previous events. She discussed her frustration serving on the task force and said she doesn't know where the task force is going or why they are here.

Chair Byron Price said everyone has a right to stay or go and if an individual doesn't want to stay, they don't have to. He also noted that this is a task force, not a commission. He said they were given a task to get information and make some recommendations. He said all the other information coming in about how it was created and who wrote the law, he said no one on the task force was brought in to litigate. He said a consultant was hired and they are in the process of doing what they are supposed to do. He said he has recommendations he hasn't made because he is waiting until the process is complete. Then everyone can put their recommendations on the table to be finalized and forwarded to the Council for a vote.

Further discussion was had between Chair Price and Patricia McQueen

Deputy City Manager Brooke Smith provided updates from Yard & Co. She answered questions as they were asked. Deputy City Manager Smith also announced that one Mayela Zambrano resigned her position because she was moving.

Chris Flood announced that he would also be resigning because he was relocating as well. He also noted that he would like to see the draft plan before it was presented to the public. Deputy City Manager Smith asked if the body would prefer that the whole task force meets instead of just the survey and engagement subcommittee. She said that the task force can meet virtually next week or delay the June 8th event until the task force is able to meet and review the draft plan. Christina Dancy noted that there was construction going on near Rabe Park and asked if it would be complete before the event.

Christina Dancy asked what the process will be outside of Yard & Co. as the task force moves forward. Discussion was had on the process after recommendations are submitted to the City Council.

Susan Murray asked if the plan could be received with at least a week to review and make comments/request edits before the public event.

Discussion was had about this as well as the timeliness of the information received from Yard & Co., the possibility of status meetings with Yard & Co. moving forward, and the community engagement that was being conducted by the community ambassadors.

Chris Flood said that he has made a lot of assumptions about what the task force is doing or how it works and he always assumed the body would have some role after the plan was created and adopted, that it would be a steward of the plan. He said maybe he was wrong about that. He discussed his thoughts on what the plan will be and questioned whether it would give clear direction of what to do. He said he thought the plan would be more general and someone needs to think about implementation. Discussion was had.

Deputy City Manager Smith discussed next steps for reviewing the draft plan, stating that she would find out from Yard & Co. when they will have a physical DRAFT plan for the task force to review before the public event.

Motioned by Christina Dancy, seconded by Susan Murray, and carried by voice vote to postpone the June 8th event until after June 17th to allow the task force the opportunity to review the draft plan before it goes to the public.

Mimi Taylor-Hendrix also addressed the comment about a possible conflict of interest because a member of SHED's board sits on the task force. Deputy City Manager Brooke Smith also noted that Chris Flood sits on the task force as a citizen, not as a representative from SHED. She said there are no organizational members, that everyone was appointed as a citizen. Kevin Taylor commented on this from the audience.

Linda Peoples-Jones asked if the task force members could recommend individuals to fill in the vacant seats on the task force. Deputy City Manager Smith confirmed that those recommendations could be made to the Mayor or Councilmembers and she noted there was an application that anyone can fill out if they are interested.

Next Meeting - June 17, 2024 at 6:30 p.m.

Adjourn

Motioned by Byron Price, seconded by Linda Peoples-Jones to adjourn. Carried by voice vote.

Meeting adjourned at 7:47 p.m.

DRAFT



OFFICE OF THE CITY MANAGER

6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 505-8531

M E M O R A N D U M

TO: Members of the Housing and Third Ward Revitalization Task Force

FROM: Brooke A. Smith, Deputy City Manager/Dir. of Economic Development

DATE: September 13, 2024

SUBJECT: Agenda Item 5 – Yard & Co. Final “For the 3rd Ward” Plan – ***Vote May Be Required***

This agenda item asks the task force to receive the final For the 3rd Ward Plan from Yard & Co.

Representatives from Yard & Co. and Collabo will be present at Monday night’s meeting present the final For the 3rd Ward Plan. If you all do not have any changes to the plan, you may move forward with voting to approve it and submit to the City Council for review. If you all are not ready to do so, then you will be asked to provide the changes that you would like to see so that Yard & Co. can make the necessary changes.

Please do not hesitate to contact me with any questions.

Recommendation: Motion to approve the final For the 3rd Ward Plan and submit to the City Council for approval.

Attachments: For the 3rd Ward Plan

FOR the
3rd WARD



HOUSING & REVITALIZATION PLAN

SEPT 2024



The FOR the 3rd WARD plan will be the first small area plan adopted as an amendment to The City of University's comprehensive plan updated in Fall 2023.

One of the comprehensive plan's implementation strategies toward its goal to improve livability is to "Implement the recommendations of the Housing and Third Ward Revitalization Task Force" that will be summarized in this plan.

During this process, one thing was clear: The love for and connection to the 3rd Ward among its residents is strong. We thank 3rd Ward residents for their time and input.

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City of University City

Brooke Smith, Deputy City Manager/ Director of Economic Development

3rd Ward Housing + Revitalization Task Force

Byron Price, Chair

Christina Dancy, Vice Chair

Christopher Flood

Ariel Gardner

Craig Hughes

Patricia McQueen

Susan Murray

Linda Peoples-Jones

Mayela Zambrano

3rd Ward Ambassadors

Angela Mooney

Mona Rimson-Hope, PhD

Charlene Temple

**YARD & CO.
COLLABO**

PROJECT PURPOSE

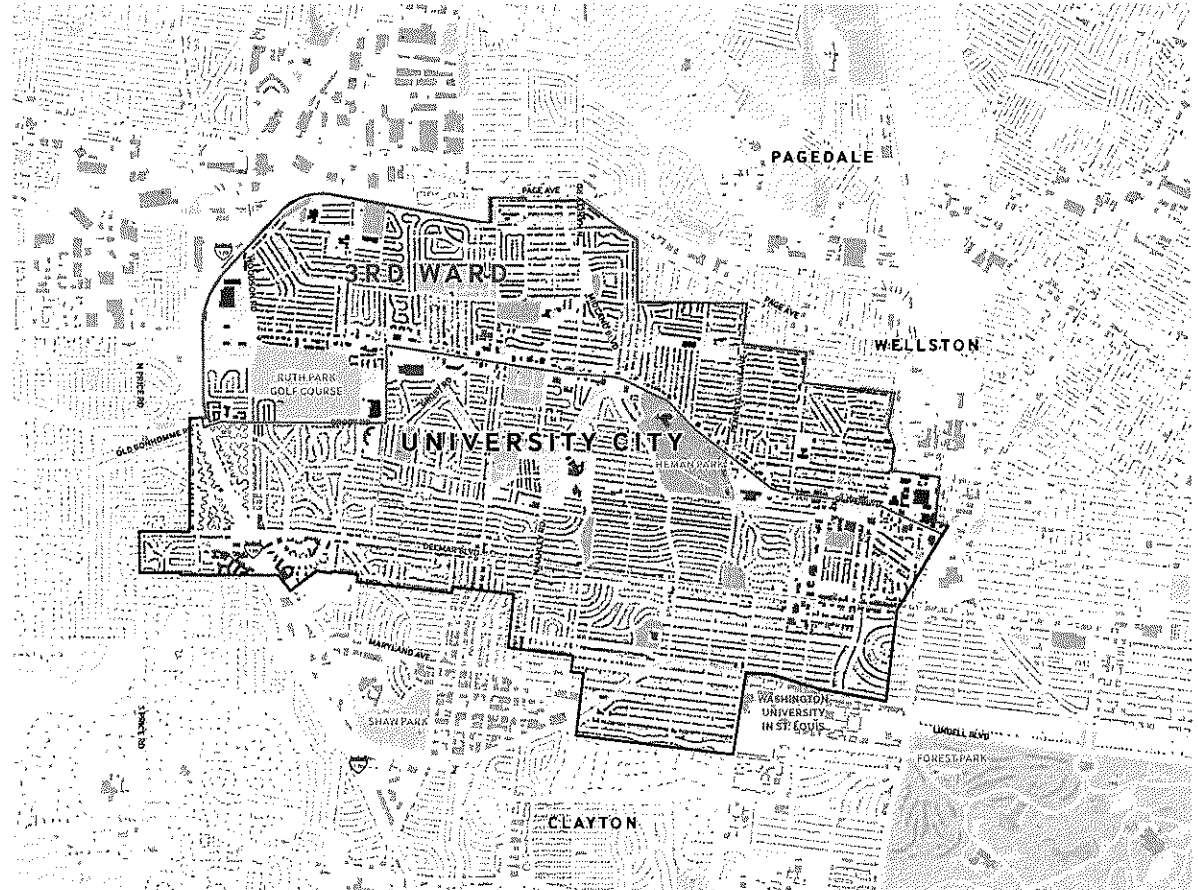
PROJECT PURPOSE

Welcome to the 3rd Ward

University City is a former “streetcar suburb” community of approximately 35,000 residents bordering the western City limits of St. Louis. The city is home to a significant stretch of the famed Delmar Loop commercial district and is adjacent to the main campus of Washington University, a nationally prestigious private college. The three Wards of University City, largely following the contours of major arterial streets, are demographically distinct. Ward 1 residents have the highest household income, while Ward 2 is more economically and racially diverse than its neighboring Ward to the south. The 3rd Ward - the located primarily north of Olive Boulevard - has distinct demographics among the three Wards:

- » The widest diversity of household income
- » The lowest assessed property value
- » The highest percentage of renters
- » The only Ward that is majority minority demographically

Olive Boulevard, which forms the southern edge of most of the 3rd Ward is one of two primary commercial spines in University City. Residents talk openly of the “Olive Divide” between the more affluent and predominantly white Wards to the south and the working class, predominantly Black 3rd Ward to the north. There are significant portions of the 3rd Ward and Olive Boulevard in the z designated floodplain.



[CLICK HERE TO VIEW THESE MAPS ONLINE](#)

PROJECT PURPOSE

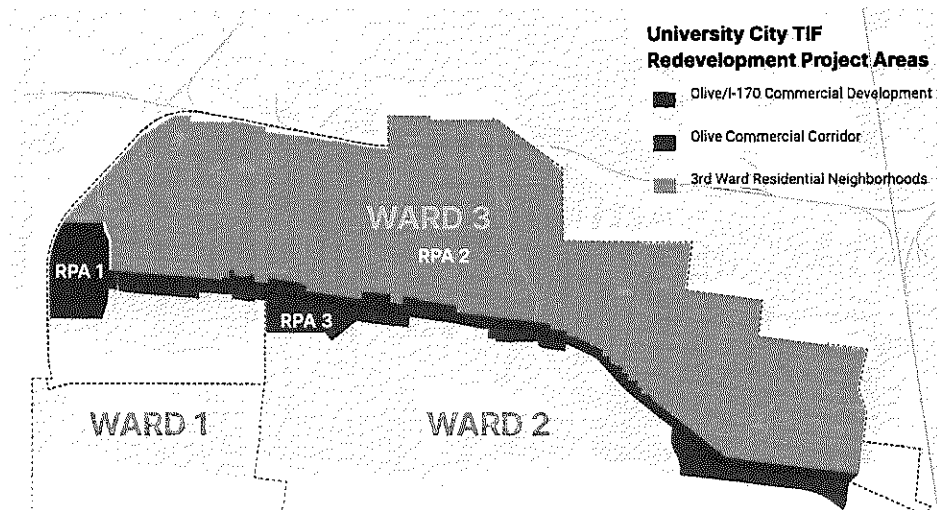
Project Purpose

In 2022 “Market at Olive”, a commercial development at the intersection of Olive Boulevard and I-170 was built on the site of former homes, a school, two churches and a long-standing strip mall that was home to more than a dozen businesses. The process of acquiring and demolishing these properties created tension between the community and the developer. To help pay part of the project costs, including land acquisition, site work, and infrastructure improvements, “Market at Olive” used tax increment financing (TIF). The adopted TIF redevelopment plan includes three Redevelopment Project Areas (RPAs):

- » Market at Olive (RPA1)
- » Third Ward Residential Neighborhoods (RPA2)
- » Olive Boulevard Commercial Corridor (RPA3)

The TIF districts have been set up so that “Market at Olive” will generate \$15 million in funds that will be used to incentivize investment in the other two RPAs. Specifically, \$10 million for 3rd Ward residential neighborhoods and \$5 million for the Olive Boulevard Commercial Corridor.

The purpose of this plan is to provide strategies for investing the TIF funds in a way that increases housing values, promotes economic diversity, encourages homeownership, and revitalizes the 3rd Ward.

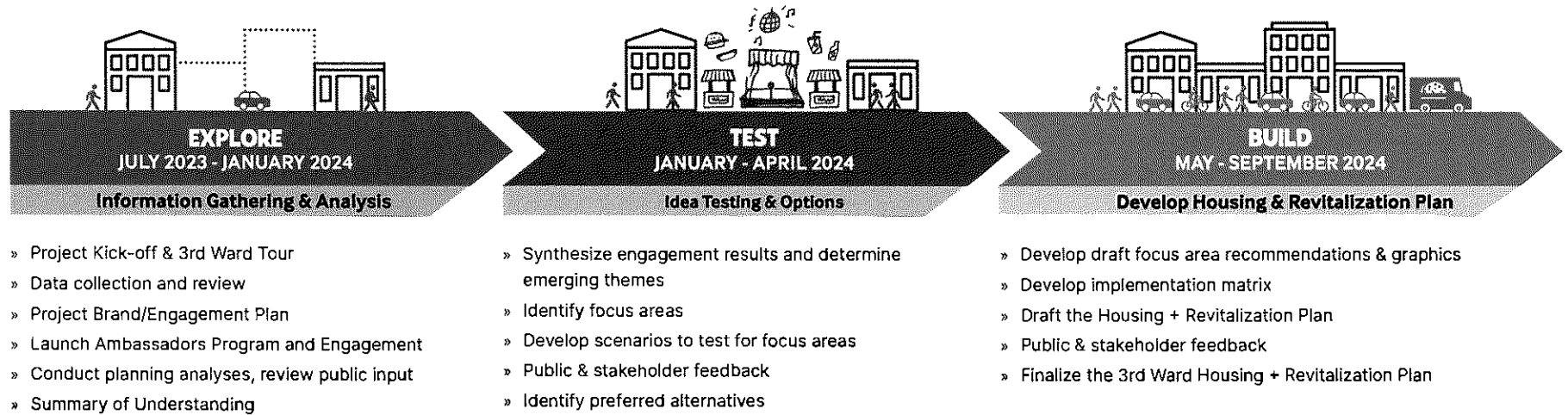


What is Tax Increment Financing (TIF)?

TIF is a tool for economic development provided under Missouri law that may be implemented by local municipal bodies to finance development. It is a form of financing that allows a local government to create a special district to fund development in a specific area. The funds are used to pay for the costs of development, such as infrastructure, site work, and land acquisition. The funds are generated by the increase in property taxes on the properties within the district. The funds are used to pay for the costs of development, such as infrastructure, site work, and land acquisition. The funds are generated by the increase in property taxes on the properties within the district. The funds are used to pay for the costs of development, such as infrastructure, site work, and land acquisition. The funds are generated by the increase in property taxes on the properties within the district.

PROJECT PURPOSE

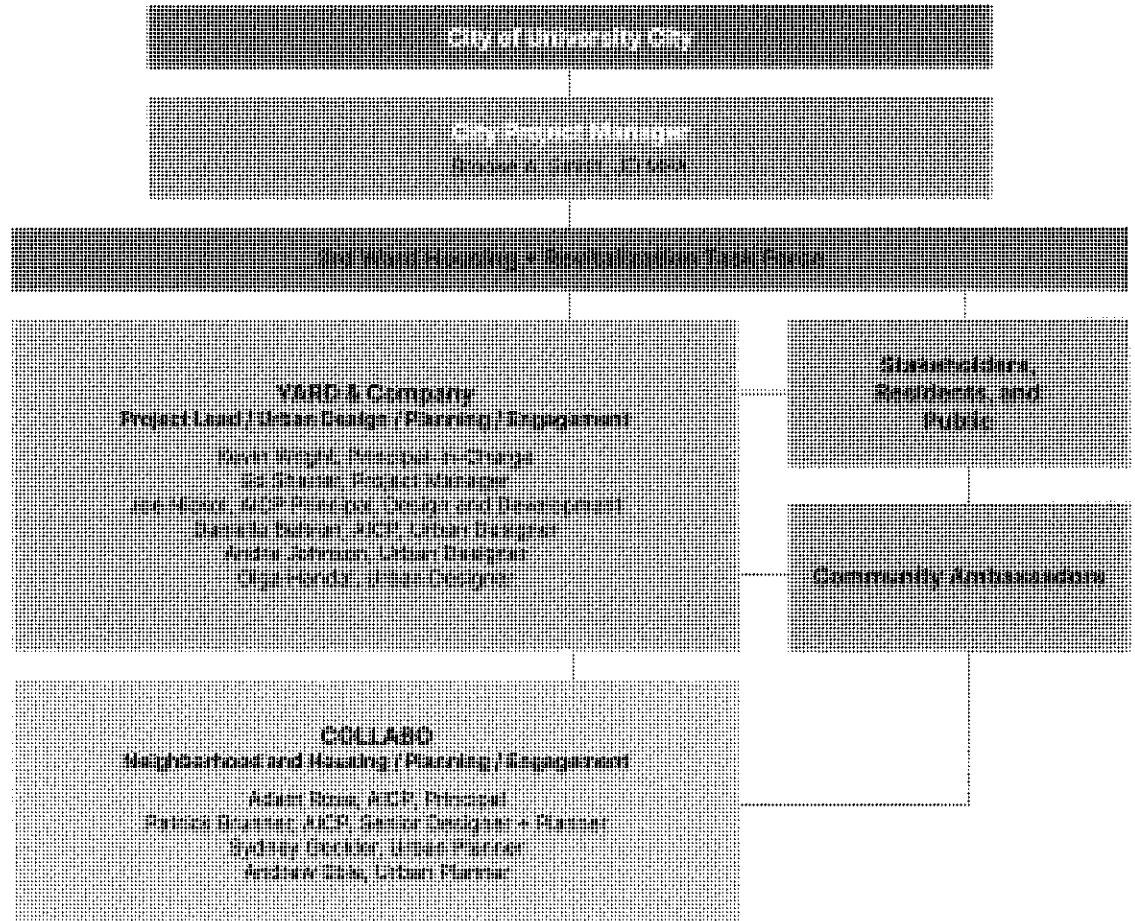
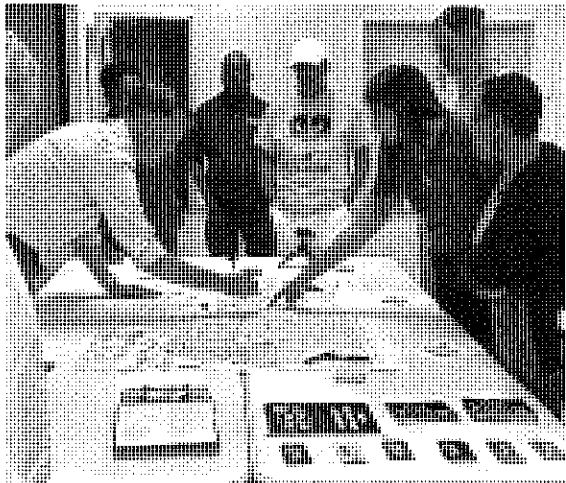
Project Schedule



PROJECT PURPOSE

Project Organization

We have structured the team and project organization to meet the specific needs of the planning process. Brooke Smith, Deputy City Manager/Director of Economic Development for the City of University City, is serving as Project Manager overseeing the planning effort alongside the Third Ward Housing + Revitalization Task Force made up of local residents and stakeholders. YARD & Company is the lead consulting firm, supported by the planning team at Collabo. YARD & Company's Kevin Wright is the Principal-in-Charge for the consultant team. He is the primary point of contact in charge of coordinating the work flow and expectations of the team. Ed Sharrer is the Project Manager for the consultant team.



PROJECT PURPOSE

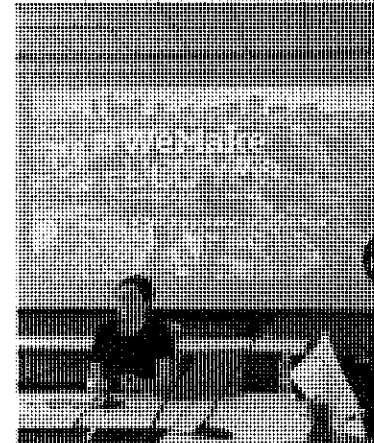
Third Ward Housing and Revitalization Task Force

The Third Ward Housing and Revitalization Task Force

The Third Ward Housing and Revitalization Task Force is a citizen-led group is advising the project team throughout the planning process.

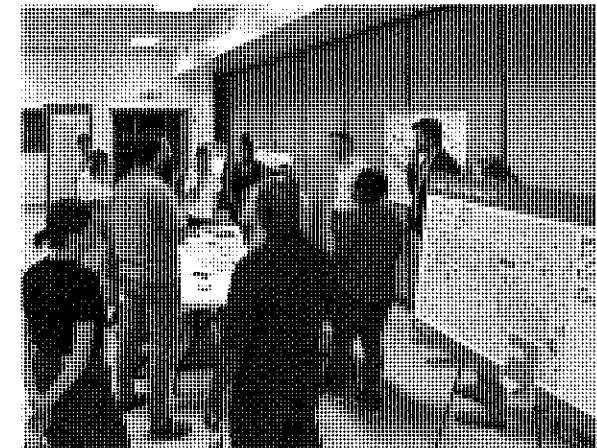
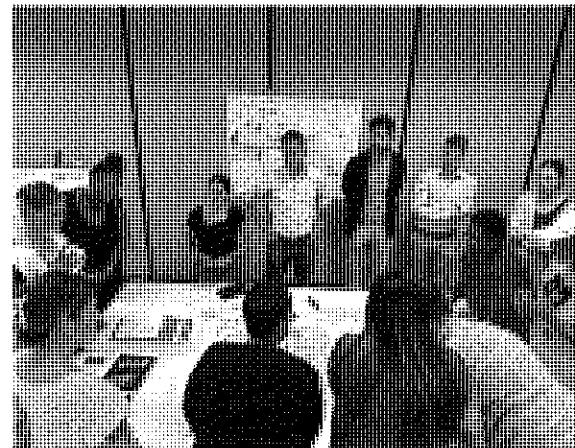
The members' primary responsibilities are to:

- » Provide information/insights
- » Connect the process to the community
- » Inspire, enable and partner on engagement efforts
- » Review and translate input gathered



Members of the Task Force

- Bryan Phelan, Chair
- Christine Davney, Vice Chair
- Christopher Flores
- Kristal Chandler
- Craig Higgins
- Patricia McQueen
- Susan Murray
- Linda Williams-Jones
- Myra Williams

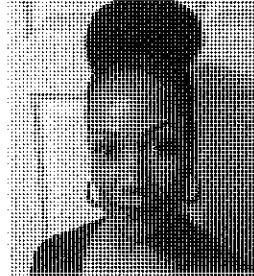


PROJECT PURPOSE

Ambassadors

The project team has hired project Ambassadors from the 3rd Ward to inform the plan process, act as liaisons with the community and co-lead public engagement sessions and accompanying decision-making processes.

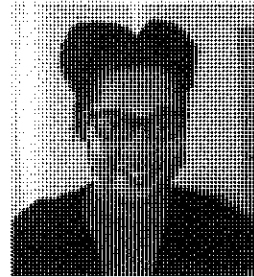
The Ambassadors selected provide a balance of perspective between a long-time resident and a new resident, and also live in different parts of the 3rd Ward. Our long-held belief is that community members should be paid for their community knowledge and work. The project has budgeted for Ambassadors to be paid \$15 an hour for their time, with an expected time commitment of approximately 10 hours per week. The Ambassadors coordinate with Brooke Smith and Patrick Brunner from the project team on a weekly call.



Angela Mooney

"I love the brick homes, being near the metro bus line and MetroLink station, and our parks."

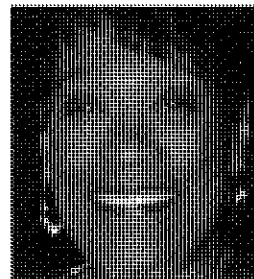
Angela has been a resident of University City since 1969 and matriculated through the University City school district. Angela recently retired after over 30 years of dedicated service from the State of Missouri, Family Support Division, as a Benefit Program Specialist. As an ambassador of the 3rd Ward, she looks forward to working with the community and all who are involved in the process of the planned revitalization for a positive outcome for University City and its residents.



Charlene Temple

"Coming from Chicago I am not accustomed to having social resources such as live music and multiple beautiful parks nearby. The Third Ward residents feel like family. We look out for one another."

Charlene is a new resident of the 3rd Ward. She has years of experience in public administration, government and education, including teaching at a 3rd Ward elementary school.



Mona Rimson-Hope, PhD

"The way the homes were built is unique and unlike anywhere else. The parks, trails and trees help bring a beauty that can be structured to make 3rd Ward a popular destination once again."

Mona has been a resident of University City's 3rd Ward since 1969. She is an Alumna of the University City School District, her son is a U City schools graduate, and her grandsons currently attend U City schools! Mona worked in the social service field for over 30 years before retiring in 2018.

PROJECT APPROACH

PROJECT APPROACH

A Comprehensive Housing Strategy

The 3rd Ward is largely a neighborhood made up of residential land uses. This is why much of the TIF allocation from the 'Market at Olive' development has been dedicated to residential neighborhoods. While many of the focused and comprehensive recommendations in this plan do indeed focus on housing revitalization initiatives, the approach to revitalizing a complex place like the 3rd Ward can not simply look at one aspect of community development. To create a more livable set of neighborhoods where people can thrive and a real estate market can grow, it is important to strategize comprehensively about how places change. While much of the 'For the 3rd Ward' initiatives connect back to improved housing, many also consider place management, storytelling, events and programming, retail development, safer streets, connected parks, and more. This big-picture approach allowed for comprehensive thinking neighborhood-wide and within key focus areas. This also enabled the team to creatively employ a mix of in-person pop-up engagement tactics alongside a strong digital presence. It is the hope of project partners that this leads to the development of a true movement of change for the 3rd Ward, not just a plan that enables the technicians to make investment decisions for the residents.



PROJECT APPROACH

Project Brand and Marketing

At the outset of the project, the consultant team worked directly with the Project Task Force to develop a project brand that would resonate with the community, draw attention to the project, and be adaptable across all mediums, both online and offline. 'For the 3rd Ward' was chosen as the name and a bright color scheme designed to stand out was selected. Once the identity was created; a website, social media pages, t-shirts and other merchandise, signage, postcards, fliers, and other materials were designed and produced.

Project Website: UCity3rdWard.com was launched on August 21 with an online survey and mapping activity.

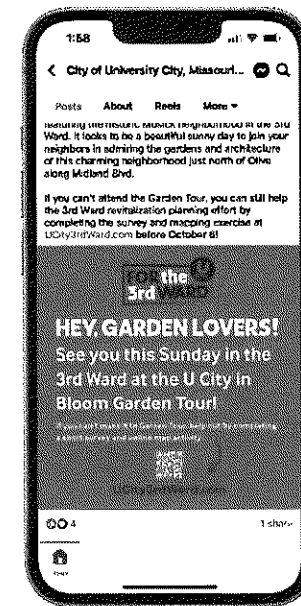
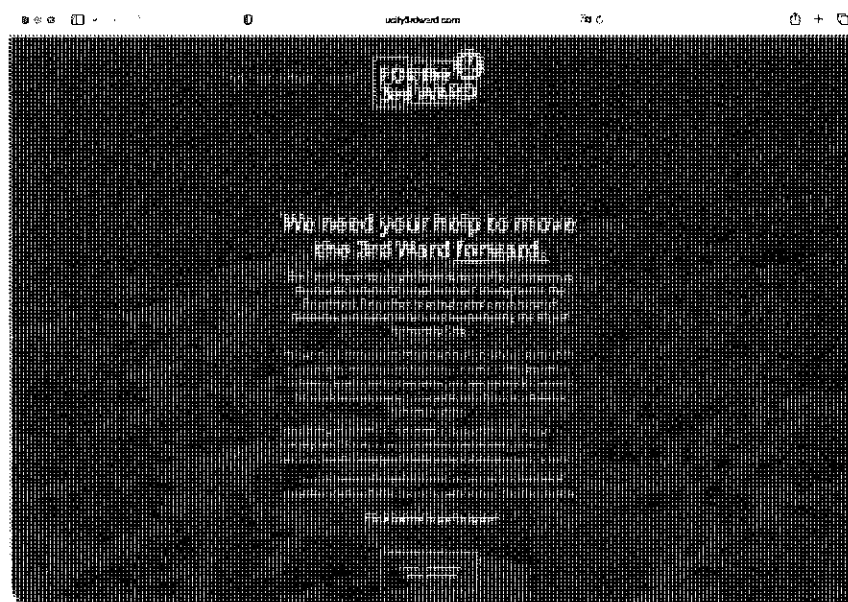
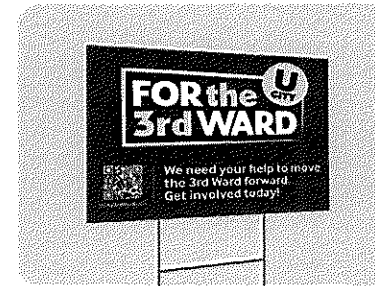
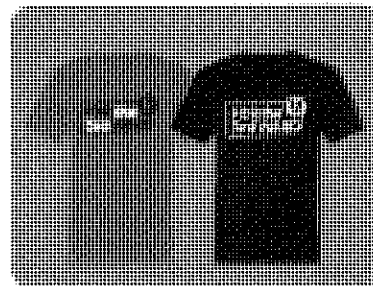
Social Media: Weekly posts pushed out on the official University City social media channels began the week after Labor Day.

School flier: A one page flier asking for survey and mapping activity participation was distributed to parents of Barbara Jordan and Pershing Elementary students on September 20.

Digital Directories: The city's digital message boards located at Pennsylvania & Olive, Canton & Midland, and Balson & Midland advertised the ucity3rdward.com website in late August through the end of September.

U City in Bloom Garden Tour Program Ad: The U City in Bloom organization generously donated a full page ad in the printed garden tour program.

Materials + Merchandise: Ambassadors were supplied with postcards, stickers, yard signs, and t-shirts with the brand.



EXPLORING + ANALYSIS

EXPLORING + ANALYSIS

Listening and Engaging

Once the project administration, branding and marketing was established the project team began the initial analysis and exploration of the 3rd Ward. Armed with past plans, analysis and intelligence gathered from the City and Task Force the team did a deep dive on available data coupled with the first trip to the Focus Area.

The analysis informed the agenda for the trip; which included self guided and resident guided tours, trend spotting, and in person and one-on-one focus group meetings. This trip was matched by the launch of a digital and analog engagement strategy and the on-boarding of the community ambassador team.

The following pages outline this initial exploration and analysis process, the results of the engagement and the emerging themes that were developed from the information gathered.



EXPLORING + ANALYSIS

Digital Engagement

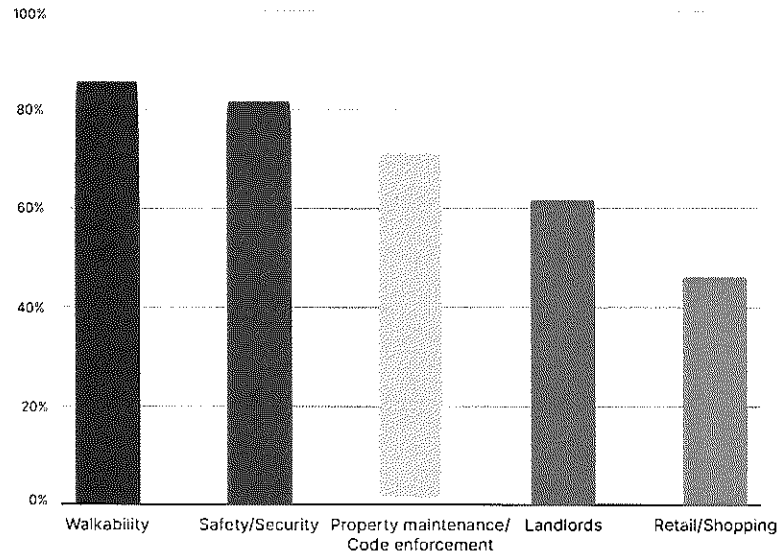
256 total surveys submitted

- » 173 digital
- » 83 paper

Demographic breakdown

- » 92% live in 3rd Ward
- » 95% homeowners
- » 5% renters

Top 5 Issues That Need To Be Addressed



What People Love



Community & Neighbors



Diversity & Inclusivity



Affordability & Amenities

What People Don't Love



Safety/Civic Concerns



Property Neglect & Upkeep



Environmental & Infrastructure Concerns

What People Want to Stay the Same



Community & Culture



Housing Affordability



Public Amenities & Services

What People Want to See Change



Quality of Life



Housing Quality



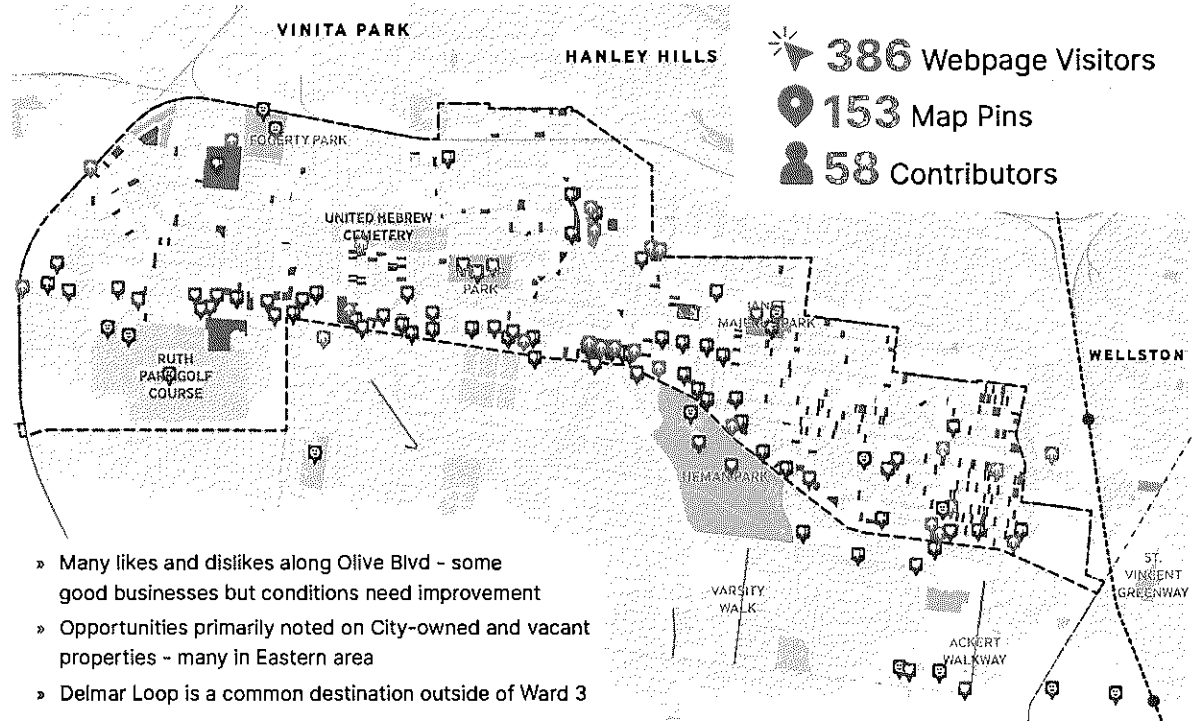
Infrastructure

Digital Engagement CONTINUED

This first phase included the development and roll out of the following:

- » Social Pinpoint map activity that allowed community members to geographically identify places they frequent, like, dislike, and more
- » Online survey that gathered quality of life opinions and baseline demographic data from respondents
- » Project website with a brief introduction to the planning process and links to the map activity and online survey noted above
- » Weekly schedule of one or two social media posts on all City of University City social media accounts promoting the project website, survey, and mapping activity, as well as introducing the Ambassadors to the community

When contributors placed pins on the digital map, a text input field popped up allowing the contributors to add notes about that particular pin. The following is a summary of the average responses per each category of pin:



- » Many likes and dislikes along Olive Blvd - some good businesses but conditions need improvement
- » Opportunities primarily noted on City-owned and vacant properties - many in Eastern area
- » Delmar Loop is a common destination outside of Ward 3

📍 Love This
📍 Don't Love This
😊 Spend Time Here
📍 Growth Opportunity

Stakeholder Meetings

The team met with the following stakeholders to understand their needs and concerns, learn what was working well in the 3rd Ward, and where future opportunities may arise.

Private/Non Profit Sector

- » SHED (Sustainable Housing and Equitable Development)
- » U City in Bloom
- » Refresh Community Church
- » Lawtonblock Construction
- » Laura McCarthy Real Estate

Public Sector

- » Mayor Terry Crow
- » City Manager Gregory Rose
- » Director of Public Works Darin Girdler
- » Director of Parks, Recreation and Forestry Darren Dunkle
- » Planning Director John Wagner
- » Senior Planner Mary Kennedy
- » Communications Manager Mary Goodman

Common threads from in-person meetings:

Interest in 3rd Ward housing is high...

- » Recently, a number of single family houses have been purchased by developers & corporations from outside of U City
- » The results of these purchases has been a few quality rehabs, many flips of varying quality, and lots of rentals (at escalating rental rates)
- » Fear that properties are being bought up by corporate owners as investments at a pace that:
 - Makes growing the percentage of owner-occupied housing more difficult
 - Drives home prices and rent rates up so that affordability is negatively impacted

Housing is multi-generational...

- » Many 3rd Ward residents are living in the house they inherited from their parents or grandparents
- » Younger generation doesn't always have an understanding of what home ownership entails (they've simply lived there most of their lives and never had to bear the home ownership responsibilities)
- » Younger generation doesn't always have the resources to maintain the property, which is aging and may have had maintenance issues for a long time
- » These factors make homeowners potentially vulnerable to code-enforcement issues, title issues, and predatory behavior from corporate buyers

Olive is currently a divider...

- » Physical divide - hard to cross (heard more than once that kids dart across street to get to Heman Park)
- » Psychological divide - 3rd Ward residents feel separate from the rest of the community (investment, care, political influence)

The private and non-profit sectors will be key partners...

- » The City can't act as nimbly or take on as much risk as private and non-profit partners
- » Non-profit partners have the ability to leverage public dollars into matching opportunities through grants and philanthropic donations

Code Enforcement is a double-edged sword...

- » Residents want the protection that swift code enforcement provides, but also want a degree of understanding for the plight of well-meaning residents with limited resources

Tours

The consultant team extensively toured the 3rd Ward, both driving and walking, to get a feel for neighborhood conditions. These visual surveys allowed the team to gain perspective on housing types, property conditions, Olive Boulevard businesses, pedestrian and vehicle circulation, parks and trail availability, and connectivity within University City and the metro region.

Observations

Olive Boulevard has multiple personalities...

- » Some parts are narrower, some are wider, but crossing Olive appears to be difficult along the entire length
- » Traffic congestion does not seem to be a problem
- » Most of the development pattern along Olive is built for the car
- » The “International District” has the potential to be walkable based on the layout of the buildings in relation to the street
- » There are fading examples of past efforts to improve Olive in accordance with the design guidelines - decorative lighting, low fencing, tree wells, banners
- » Olive is the only public-facing part of University City that isn't green, charming, well-kept, and inviting

The 3rd Ward has a lot to be proud of...

- » Great mix of housing types
- » Lots of curb appeal sprinkled throughout
- » Amazing tree canopy
- » Good system of parks
- » Good mix of “necessities” shopping nearby on Olive Blvd

There are opportunities for connections within the 3rd Ward and to regional networks...

- » Greater connectivity within the 3rd Ward for walking and biking could be a catalyst for small-scale commercial pockets inside the neighborhoods, like the other two Wards.
- » The five 3rd Ward parks (Majerus, Rabe, Millar, Fogerty, and Greensfeider) and the two elementary schools (Barbara Jordan and Pershing) could be connected
- » There is a trail network just outside the city limits to the east and the west, which could be connected through the 3rd Ward
- » Providing safe pedestrian/bike crossings at strategic points along Olive Boulevard would better connect the 3rd Ward to:
 - » Shopping destinations on the south side of Olive
 - » University City community assets like Heman Park, Ruth Park, U City High School, Brittany Woods Middle School, and Jackson Elementary

Flooding dominates the conversation...

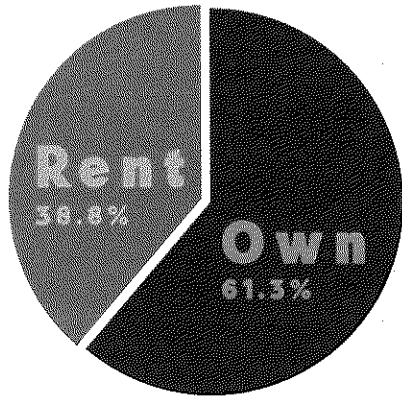
- » The 2022 flood is still being felt today
- » The important intersection of Olive Boulevard and Midland Boulevard is vastly underutilized because of the floodplain
- » Efforts are underway upstream and along River Des Peres to mitigate some of the impact of flooding
- » Being sensitive to flooding will be critical to the successful investment in the 3rd Ward and along Olive Boulevard



3rd Ward Data Analysis

General Statistics

Home Ownership in 3rd Ward



Median Home Value

\$168k
3rd Ward

\$505k
Ward 1

\$336k
Ward 2

Senior Population (65+)

15.9%
3rd Ward

18.2%
Ward 1

20.5%
Ward 2

Median Household Income

\$52k
3rd Ward

\$96k
Ward 1

\$72k
Ward 2

Race in 3rd Ward

69.2%
Black

21.7%
White

2.9%
Asian

Source: U.S. Census Bureau, 2017-2021 American Community Survey

Emerging Themes

Based on what was learned during the initial analysis, the trip to the Focus Area, and the community engagement, we developed four emerging themes alongside the Project Task Force. These themes were then used to dive deeper into revitalization strategy options in the subsequent phase.

The Emerging Themes

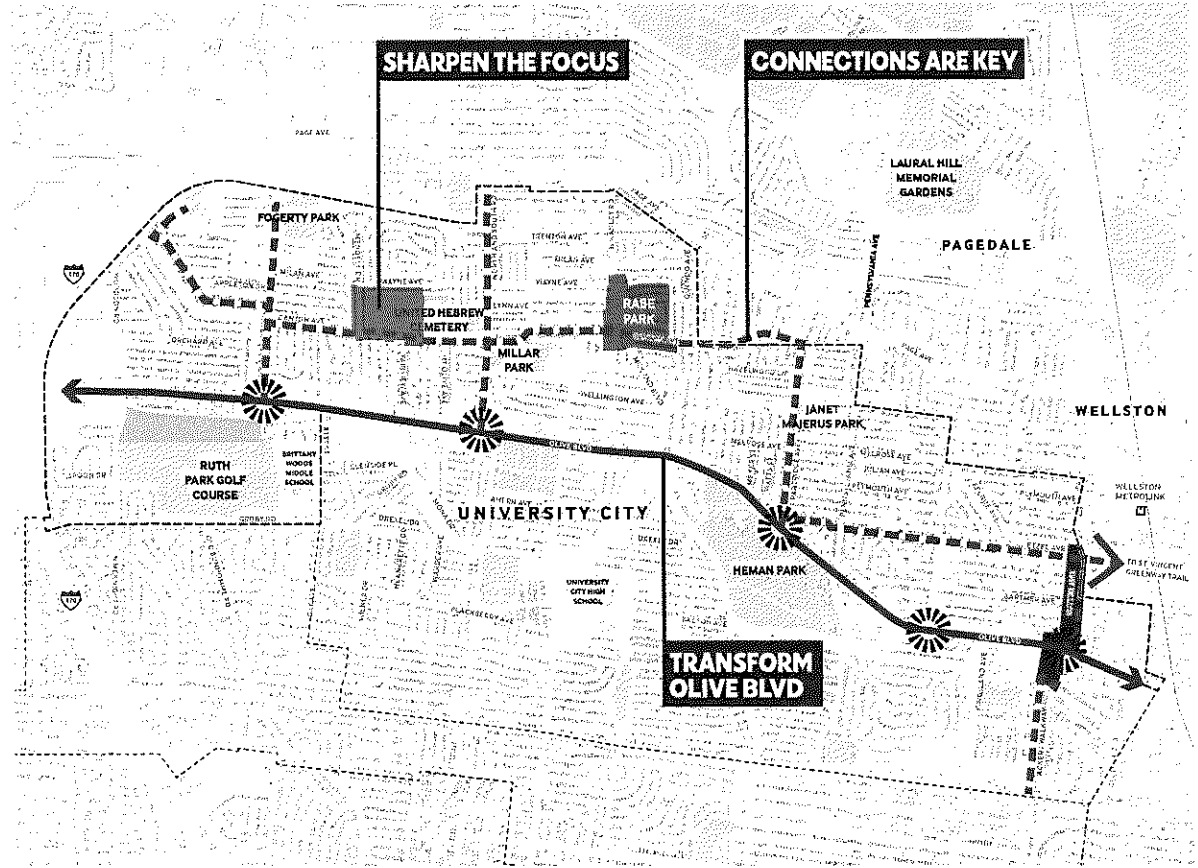
Sharpen the Focus: Identify areas of focus that will create ripple effects throughout the 3rd Ward.

Connections are Key: Connect existing 3rd Ward assets and focus areas.

Transform Olive Boulevard: Make Olive Boulevard the best version of itself for the residents' benefit.

Close the Operating Entity Gap: Ensure there are people empowered to consistently work on behalf of the 3rd Ward.

Tailored Owner Tools: Build out a comprehensive toolbox of programs and support for 3rd Ward homeowners.



TESTING SOLUTIONS

TESTING SOLUTIONS

Phase 2 Engagement

To kick off Phase 2, the Task Force and planning team developed a strategy for gathering public input on a set of proposed concepts and solutions developed from the information gathered in the initial phase.

The launch of this engagement coincided with the planning team's second trip to the 3rd Ward. During this trip, the Ambassadors and planning team held several more engagement pop-ups, conducted additional one-on-one meetings, and hosted an interactive Open House at the Heman Park Community Center.

Before, during, and after the trip, the Ambassador team was responsible for in-person engagement that gathered resident feedback on the proposed focus areas, potential connections, housing strategies, and community operating system solutions developed from the emerging themes.



Survey Results

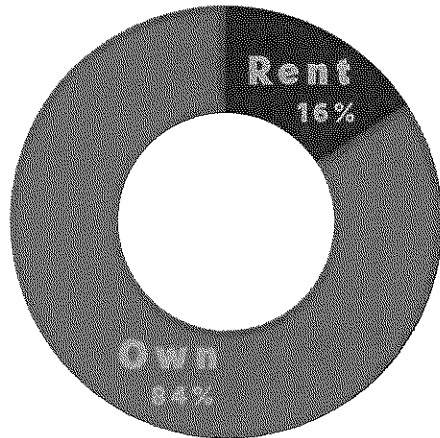
172
total surveys submitted

66
digital

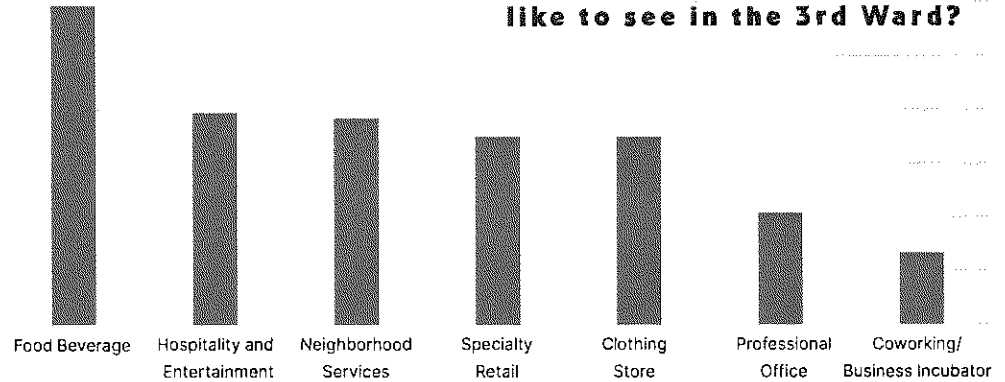
106
paper

* Results shown on the following pages are for compiled results (digital + paper)

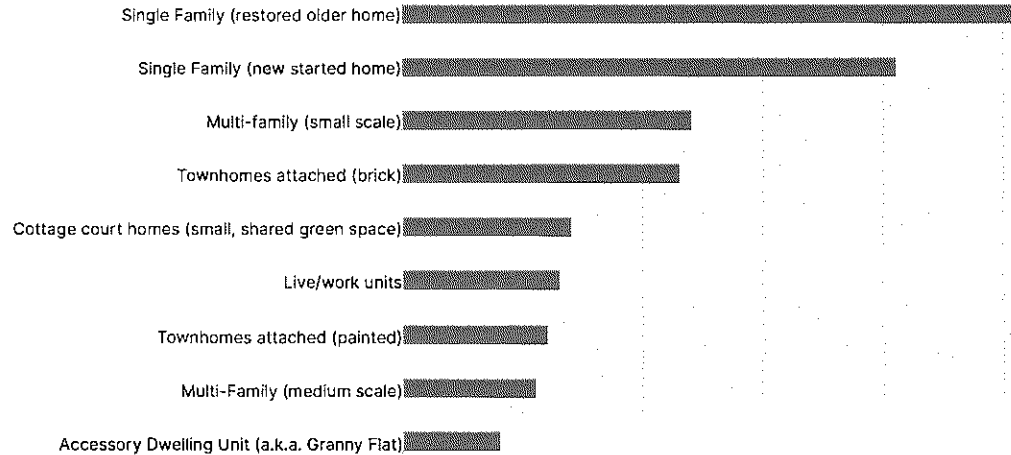
Survey Responses by 3rd Ward Residency



What type of retail would you like to see in the 3rd Ward?

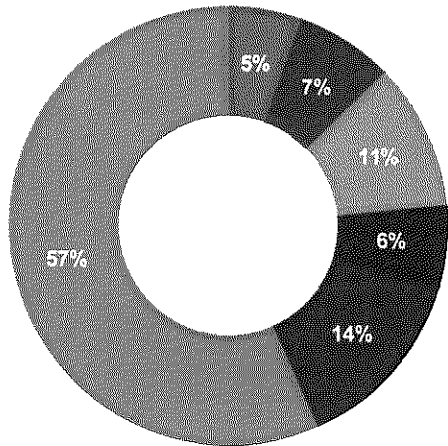


What housing types would best address the 3rd Ward's housing needs?



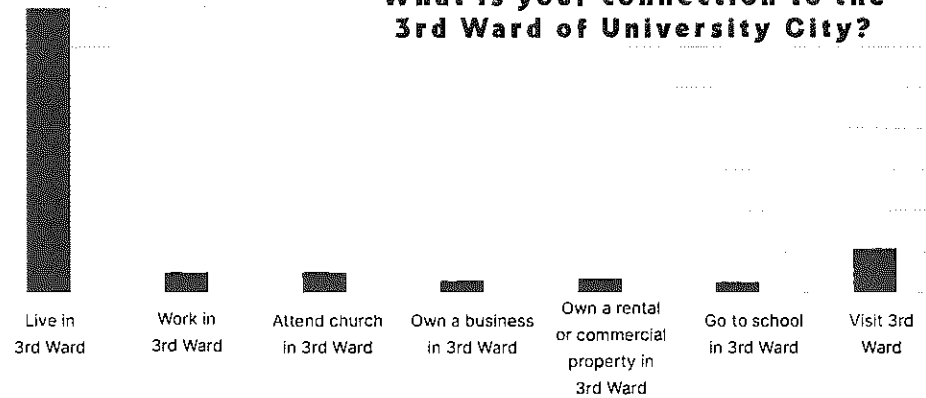
Survey Results CONTINUED

How long have you lived in the 3rd Ward?

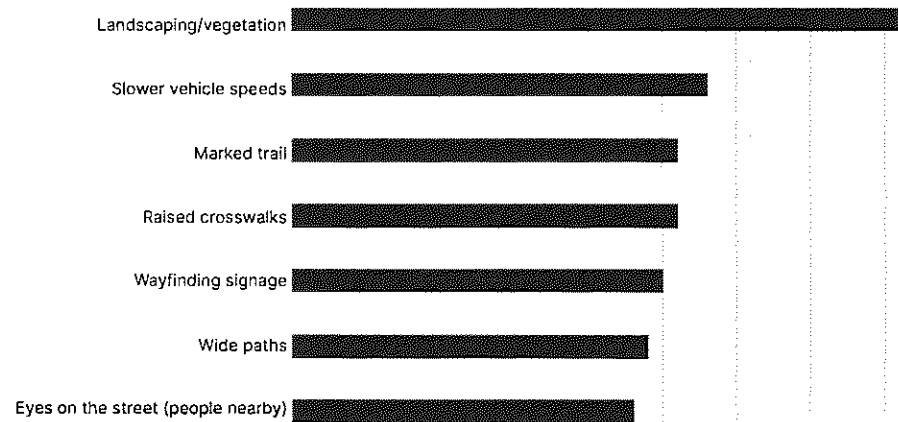


- 0-2 years ■ 6-10 years ■ 16-25 years
- 3-5 years ■ 11-15 years ■ Over 25 years

What is your connection to the 3rd Ward of University City?



What would make walking around the 3rd Ward more comfortable?



Survey Results CONTINUED

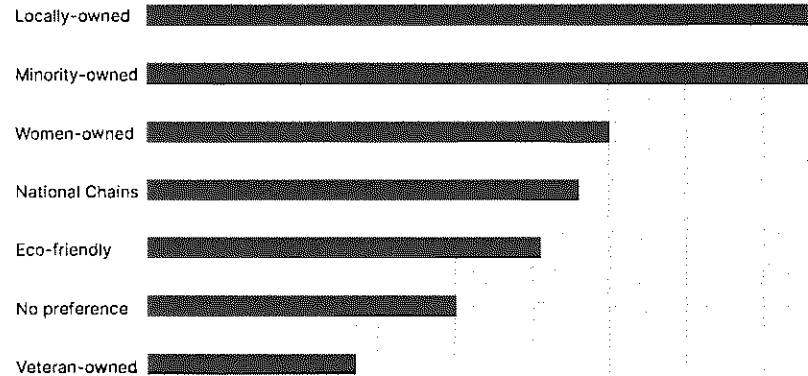
Top ranked approaches to providing and maintaining housing

- 1 Provide financial assistance and relief**
- 2 Promote affordable or mixed-income housing construction**
- 3 Promote a diversity of housing types and amenities**

What would make crossing Olive Boulevard on foot more comfortable?

- 1 User-activated crossing signal**
- 2 Crosswalk lighting**
- 3 Pedestrian refuge medians**

What types of businesses appeal to you when deciding where to eat or shop?



TESTING SOLUTIONS

Stakeholder Interviews

During the Phase 2 Engagement Trip and in subsequent follow-up calls, the planning team met individually with the stakeholders listed to the right. There was broad consensus on a number of topics:

Housing Solutions

Many stakeholders mentioned the need for housing programs to help 3rd Ward residents keep their properties maintained, specifically the senior population. There is also a need for additional housing types and support for pathways to growing home ownership.

Focus Areas with Small-Scale Retail

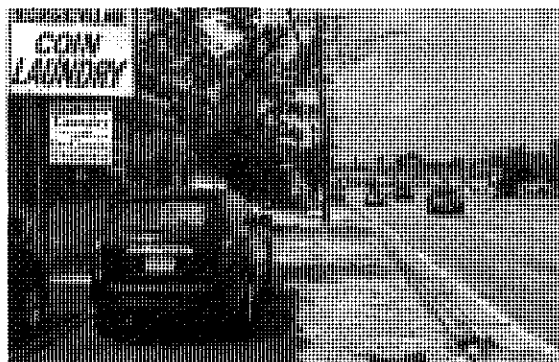
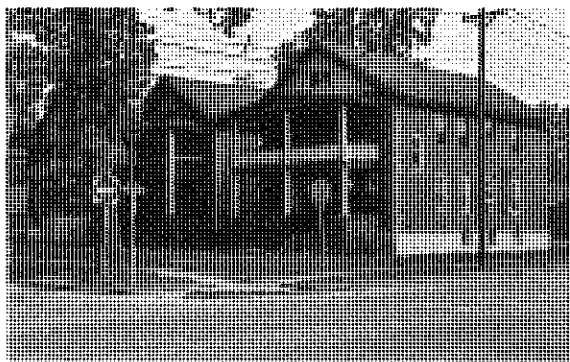
Stakeholders reacted positively to the idea of neighborhood-serving retail shops located in select focus areas to provide amenities that are walkable for 3rd Ward residents.

Calming Traffic

Whether along Olive Boulevard or on residential streets, multiple stakeholders were in favor of calming traffic to improve pedestrian safety and reduce vehicle accidents. Calmer traffic would benefit school children, residents, small neighborhood-serving businesses, and public safety responders.

Overall 3rd Ward Investment

Unanimously, stakeholders believe that now is the 3rd Ward's time - for revitalization, for increased investment, and for the story of positive 3rd Ward happenings to be told.



Who We Interviewed

- Dr. Stephanie Martin-Berley, U City Schools
- Chief Larry Mangion, U City Police
- Chief Bill Henson, U City Fire
- James Sanders & Debra Wolff, Mary's Cafe/Deli
- Carmi Stoker, Dir. of Public Works/Dir. of Parks
- Mike Reed, SHERO STS. Board Member
- David Szwed, United Hebrew School of Teachers
- Jack & Mike Ebers, Williams James Capital
- John Wagner & Mary Kennedy, U City Planning

TESTING SOLUTIONS

Pop-Up Engagement

The planning team and Ambassadors conducted four engagement pop ups during the Phase 2 trip. Pop ups are designed to gather feedback by meeting people where they already are. Two grocery stores, a busy laundromat next to a popular Mexican restaurant, and the 3rd Ward's most frequented public park were selected for their foot traffic potential. In all, the team visited with over 200 residents during the course of the pop ups.

Wednesday, March 20

- ALDI, 7701 Cove

Thursday, March 21

- Petco Market, 7824 Olive

Friday, March 22

- Loop Laundry, 611 S. Grand, 8877 Kingsland
- Miller Park



TESTING SOLUTIONS

Open House

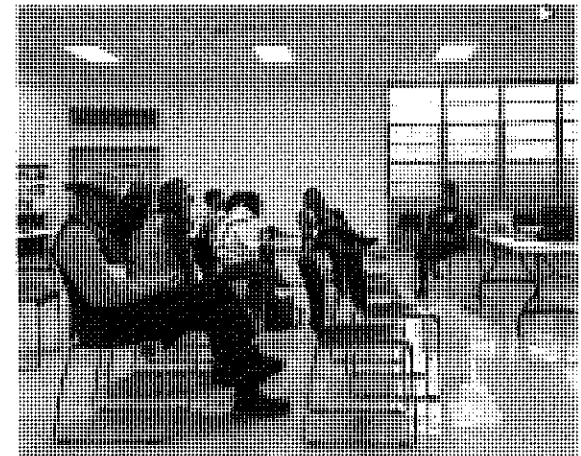
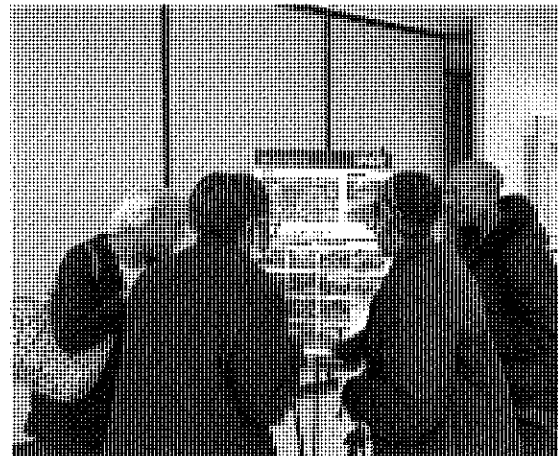
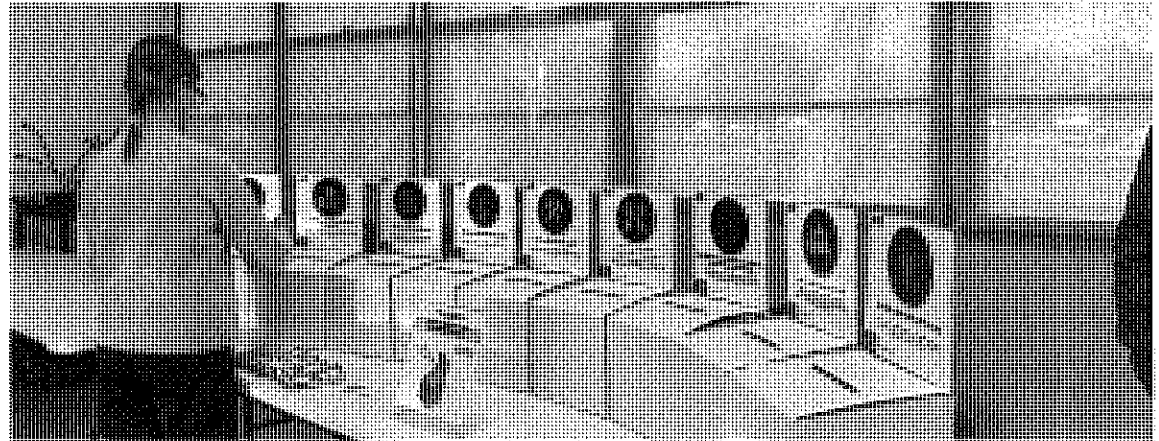
The planning team hosted an Open House at the Heman Park Community Center on Thursday, March 21, from 4:00-8:00pm to solicit resident feedback.

Approximately 50 attendees interacted with staff, listened to project updates, and provided input. Among the engagement activities was a housing toolkit budgeting exercise and display boards highlighting the proposed focus areas with image preference survey questions on topics such as housing, walkability, and safe connections through the 3rd Ward.

Nine housing program tools were displayed as possible tactics to be implemented in the 3rd Ward with funding provided by the Market at Olive TIF district. The list of potential programs was distilled from numerous conversations, in-person engagement activities, and guidance from both the project Task Force and the Community Ambassadors. The nine potential programs were:

- » Healthy Homes Program
- » Home Repair Grants
- » Yard and Garden Contests
- » Porch Lighting Program
- » Path to Home Ownership Tools
- » HISA Grants
- » Home Improvement Classes
- » Weatherization Assistance
- » Tool Lending Library

At the Open House, each participant was given \$100,000 in “neighborhood bucks” to spend on the tools that they felt were most important to the 3rd Ward.



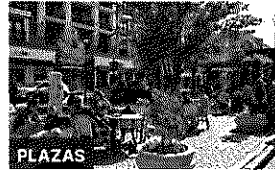
TESTING SOLUTIONS

Engagement Results

During the Open House and pop-ups, residents could provide feedback on ideas around housing, walkability, intersections, and Rabe Park improvements through image preference exercises. Taken as a whole, residents tend to prefer detached housing or smaller-scale attached housing, some outdoor gathering space (largely centered around dining), and small-scale retail. The small-scale retail types that are scored as most desirable on related surveys were food & beverage and specialty shops like a bookstore or bike shop.

The feedback collected from the engagement boards and surveys helped inform the plan recommendations related to housing, focus areas, connections, and walkability.

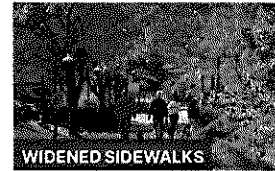
What types of housing and spaces do 3rd Ward residents want?



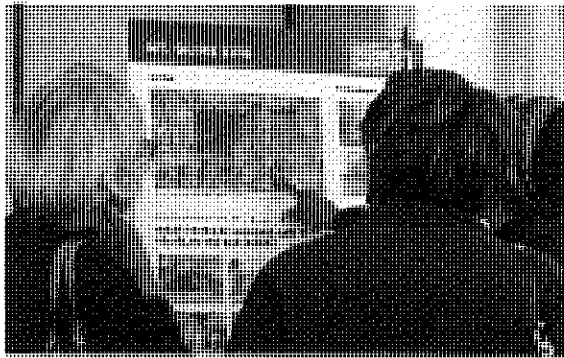
What types of walkability improvements do 3rd Ward residents want?



What types of intersection improvements do 3rd Ward residents want?



What types of Rabe Park improvements do 3rd Ward residents want?



BUILDING CONSENSUS

BUILDING CONSENSUS

Phase 3 Engagement

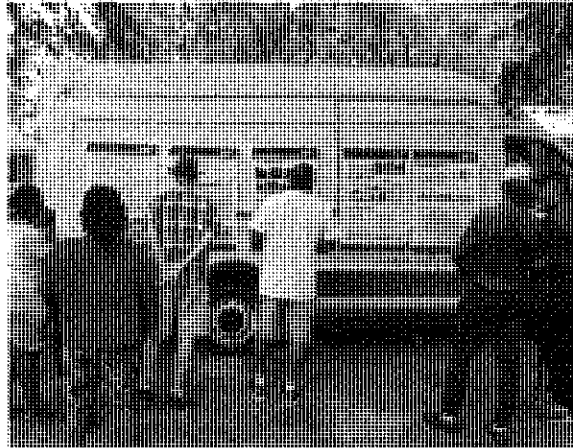
The planning team and Ambassadors hosted a Saturday afternoon event at Rabe Park to collect final feedback on the draft Plan. Over 150 residents attended the lively event in the park, with games, music, ice cream, and food drawing community members from all over the Third Ward.

Residents provided their specific feedback on the elements of the housing toolkit, focus area recommendations, and other improvements. The specific recommendations for Rabe Park were spray painted on the ground throughout the park, and residents had the opportunity to walk around and experience the potential future for the space firsthand.

A series of engagement boards were displayed at the event, with an opportunity for participants to provide their feedback directly with the planning team. Green and red dot stickers were distributed to community members, who placed them on the images or ideas they liked or disliked. Multiple housing toolkit ideas had over 50 green dots placed on them, without a single red dot placed on the idea. The reception to the ideas shared at the event were overwhelmingly positive, which informed the final plan recommendations on the pages to follow.

Saturday, August 24

- » 3-7 pm
- » Rabe Park
- » Over 150 participants

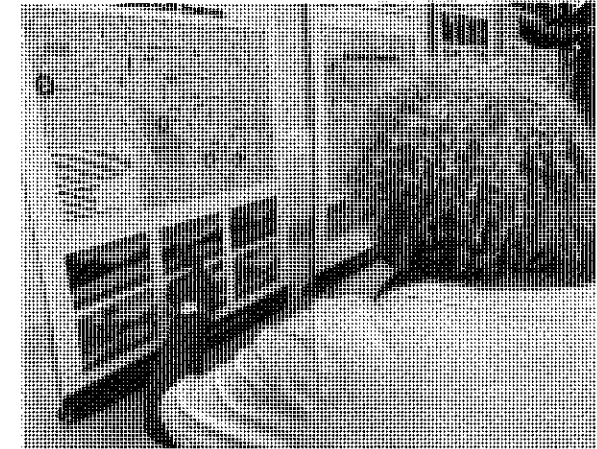
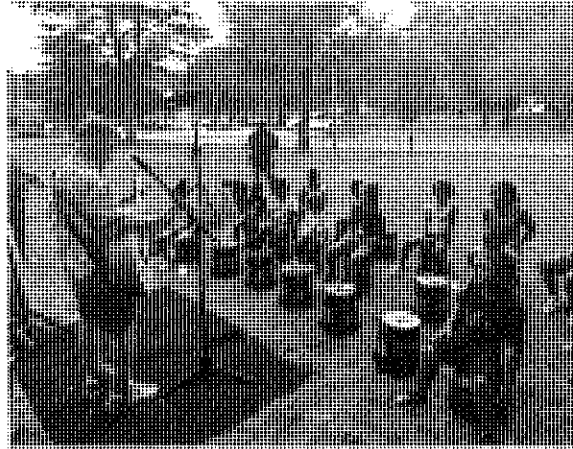


BUILDING CONSENSUS

Phase 3 Engagement Results

Common Themes from Residents

- » Make all housing toolkit programs available to everyone, regardless of income
- » Big trucks are a problem on Sutter
- » Mostly positive reception of Rabe Park improvements, but it shouldn't be too active or too loud
- » Helping pedestrians safely cross Olive on foot is needed
- » Concerns about development of the Mt. Olive parcel by adjacent residents
- » Allow grants to be used for homeowner flooding infrastructure repairs, even something as small as free sump pumps
- » Focus on getting back to the basics
 - Safety and lighting
 - Infrastructure
 - Trees
 - Vacancy

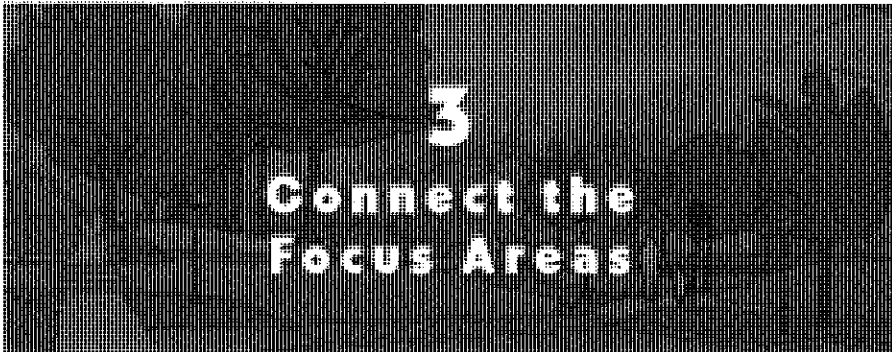
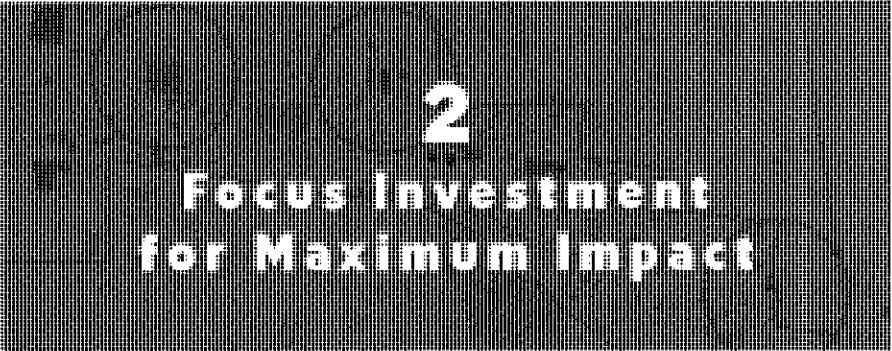


RECOMMENDATIONS

RECOMMENDATIONS

Community-Driven Vision

After engaging the 3rd Ward community, gathering input from stakeholders, and observing existing conditions first-hand (as outlined on pages 11-18), the planning team, Community Ambassadors, and 3rd Ward Housing & Revitalization Task Force developed scenarios that capitalized on existing assets, as well as potential solutions to issues, in the 3rd Ward. These potential solutions were tested with 3rd Ward residents in a second round of engagement (as outlined on pages 19-27) to create a draft of the final plan. The draft plan and its recommendations were shared with 3rd Ward at an engagement event in Rabe Park (as outlined on pages 28-30) for final feedback and input. What follows are the final plan recommendations born out of all three phases of community engagement.

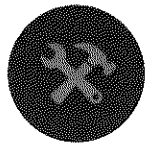


RECOMMENDATIONS

1 Develop a Housing Toolkit

Though several aspects of this Plan focus on community-wide improvements, like trail connections and improved intersections, this toolkit is specifically geared towards individual property owners. Directly supporting the people who have made the 3rd Ward the place that it is today will bolster the local economy and help to prevent economic displacement. The emphasis of this section is placed on long-standing residents and both homeowners and renters that wish to become long-term members of the community. A healthy neighborhood supports a range of housing types from single-family homes to townhouses and multi-family buildings. By providing tools that can help to support local neighbors, the 3rd Ward can continue to grow.

The results shown below reflect the combined results of both in person engagement and online survey tabulations.



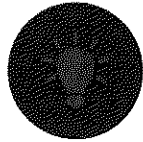
Tool Lending Library

Allows people to borrow hardware, tools, and equipment



Yard & Garden Contest

Offers fun opportunities to landscape their yards with native plants.



Porch Lighting Program

Provides free, energy-efficient light bulbs when they pledge to keep them on at night to qualifying households



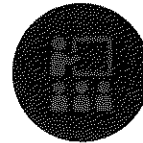
Healthy Homes Program

Provides funding to prevent injuries and prevent hazards



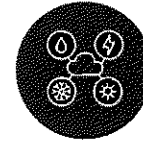
Path to Home Ownership Tools

Provide forgivable loans to qualifying homebuyers.



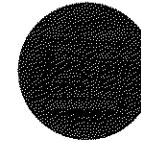
Home Improvement Classes

Educational classes for new and existing homeowners.



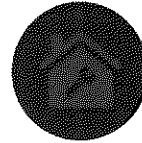
Weatherization Assistance Program

Provides eligible households with energy-efficient home improvements



HISA Grants

Home Improvements and Structural Alterations grants are aimed towards assisting disabled Veterans.



Home Repair Grants

Provides essential home repair assistance to qualifying households

RECOMMENDATIONS

1 Develop a Housing Toolkit

Home Repair Grants

The purpose of a Home Repair Grant is to provide affordable residential rehabilitation assistance to low- and moderate-income homeowners to maintain and improve their homes.

What should the program look like?

The program should support long-time residents of the 3rd Ward, and not outside investors or real estate developers. The City should match any investment made by a homeowner up to \$15,000. The 5-year loan could be forgiven by 1/5 every year as long as the assisted homeowner(s) resides in the home.

In order to be eligible for the funds, an owner must have lived at the property for at least 5 years. A homeowner would only be eligible once, regardless if they move between two properties in the Third Ward. Applicants must have clear title, be current on their real estate taxes and mortgage payments, and have homeowner's insurance. Eligible improvements must be used one for or more of the following:

- » Cleaning, painting, and staining exterior surfaces
- » Repairing or replacing masonry, cornices, entrances, doors, windows, decorative details, and awnings
- » Wall, ceiling, roofing, or flooring repairs
- » Plumbing, electrical, and mechanical repairs
- » Air conditioning and heating
- » Flood repair and mitigation, sump pumps

Income Eligibility

No restrictions. The City should consider a sliding scale match system so 3rd Ward residents making less than 80% of the area median income (AMI) are required to provide a lower percentage of match to receive grant funds.

How much would it cost?

The recommendation is a total allocation of \$3,300,000 over the life of the TIF which would support up to 220 grants at the \$15,000 maximum amount.

Who can we partner with?

Other organizations, non-profits, and governmental agencies may be willing to contribute to a match or help administer the program. The City should continue to foster and grow these relationships. The following is a list of potential lead entities or major contributing partners:

- » University City
- » Safe Homes for the Elderly and Disabled (SHED)
- » Habitat for Humanity ~ Saint Louis
- » Urban League of Metro Saint Louis

Case Studies

City of Saint Louis Healthy Home Repair Program

This program, offered by the City of St. Louis, provides essential home repair assistance to low- and moderate-income households. In order to be eligible for the program, applicants must reside within the City of Saint Louis and must have owned and lived in their home for at least 2 years. Additionally they must have clear title, be current on their real estate taxes and mortgage payments, and have homeowner's insurance. Federal dollars are used to fund the program, therefore eligibility is limited to low and moderate income households (less than 80% of Area Median Income).

Saint Louis County Home Improvement Program

This federally funded program provides technical advice and financial assistance to qualified homeowners for a variety of home repairs. The program is administered by St. Louis County's Department of Human Services, Office of Community Development, but is only eligible in participating municipalities. An applicant may only receive funds once up to a maximum benefit limit of \$7,500. Homeowners are required to sign a 5-year forgivable loan agreement that provides for an annual reduction of twenty percent of the amount of the grant, as long as they continue to own and occupy their house.

RECOMMENDATIONS

1 Develop a Housing Toolkit



HISA Grant and Aging in Place Grants

The Veterans Affairs Home Improvements and Structural Alterations (HISA) grant provides financial assistance for medically necessary improvements or modifications to a disabled veteran's home. This grant can be applied to rental and owner-occupied homes, as long as it is the veteran's primary residence. Eligible disabilities can be service-related or non-service related. The maximum benefit is up to \$6,800 over the lifetime of a veteran and does not need to be repaid.

What should the program look like?

The City should encourage veterans to apply for HISA funds, an underutilized resource, but the concept behind the program should be replicated to those individuals over the age of 60 in the 3rd Ward, who represent 15.9% of neighborhood residents and are projected to grow according to the U.S. Census Bureau.

Seniors, like disabled veterans, should be given the opportunity to stay in their homes as they age in place. The City should provide up to \$6,800 to applicants, along with connections to local organizations and volunteers for the list of improvements below. Applicants must have clear title, be current on their real estate taxes and mortgage payments, and have homeowner's insurance. The program should only be eligible for those seniors who have lived in their home for at least 2 years, with no income eligibility restrictions.

- » Allowing entrance to or exit from the residence
- » Use of essential lavatory and sanitary facilities (e.g. roll in showers)
- » Allowing accessibility to kitchen or bathroom sinks or counters (e.g. lowering counters/sinks)

- » Improving entrance paths or driveways in immediate area of the home to facilitate access to the home through construction of permanent ramping
- » Improving plumbing or electrical systems made necessary due to installation of home medical equipment

How much would it cost?

The recommendation is a total allocation of \$1,020,000 over the life of the TIF which would support up to 150 grants at the \$6,800 maximum amount.

Who can we partner with?

Other organizations, non-profits, and governmental agencies may be willing to contribute to a match or help administer the program. The City should continue to foster and grow these relationships. The following is a list of potential lead entities or major contributing partners:

- » University City
- » Safe Homes for the Elderly and Disabled (SHED)
- » Missouri Department of Health and Human Services

Case Studies

St Louis Area Agency on Aging (SLAAA) Minor Home Repair and Chore Program

This program is for seniors over the age of 60 living in the City of St. Louis. Volunteers provide minor home repairs and household chores for senior citizens. Minor repairs include heating and cooling system work, basic plumbing and electrical work, minor home repairs to both the interior and exterior of the home, and basic home modifications to include ramps, handrails, and grab bars. The financial burden to each senior citizen varies, but in every instance the amount the applicant pays is either part of the repair or no cost at all.

Rebuilding Together Minnesota Home Repair Program

This program provides safe and healthy housing repairs for those over the age of 55, including interior improvements and repairs to siding, windows, and landscaping. It also repairs or replaces essential systems, such as HVAC, electrical, plumbing, and roofs through independent contractors. In order to receive the grant, the recipient must remain in their home for at least five years after the completion of the project. Applicants must also have a household income that is at or below 50% AMI.

RECOMMENDATIONS

1 Develop a Housing Toolkit

Path to Home Ownership Program

Home ownership is the key to building wealth and the ripple effects of home ownership can be felt for generations. The process of buying a home is complex and requires significant up front expenses. A Path to Home Ownership Program would help simplify this process while providing needed resources to help ease the financial burden. Tools often include down payment and closing cost assistance, low interest loans, free credit checks, and educational tools.

What should the program look like?

The program should support first time home buyers to advance equity in the 3rd Ward. Potential owners could apply for up to \$10,000 in assistance which could be used for all or part of a down payment, closing costs, appraisal fees, interest rate buydown, and property inspection.

Owners would need to stay in the home a minimum of 5 years in order to discourage potential property flips. If an applicant sells their homes within the first 5 years, 1/5 of the loan would need to be paid back for every year they do not meet the 5-year requirement. Additionally, free or low cost educational programs and classes about home ownership, such as basic maintenance and financial components of a mortgage, would be a requirement of the program. Applications from renters in the Third Ward, followed by University City residents, would be given priority over those individuals or families moving from outside University City.

Income Eligibility

No restrictions.

How much would it cost?

The recommendation is a total allocation of \$400,000 over the life of the TIF which would support up to 40 grants at the \$10,000 maximum amount.

Who can we partner with?

The City should take the lead on this program and partner with other agencies, non-profits, and educational entities to unify the financial and educational components Potential lead entities or major contributing partners:

- » University City
- » Safe Homes for the Elderly and Disabled (SHED)
- » Washington University
- » Missouri Housing Development Commission
- » Beyond Housing
- » Urban League of Metro Saint Louis (HUD-certified housing counseling)
- » Local Banks/Lending institutions

Case Studies

City of Springfield, MO Down Payment Assistance Program

This program helps first-time homebuyers or certain displaced persons with down payment and closing costs. Funding is provided by HUD and is limited to households with income less than 80% of the Springfield area median income. The maximum loan amount is \$9,000, which has no interest or payments as long as the owner remains in the home for a ten year period. The purchase price of the home may not exceed \$150,000 and must be bought within a specific area of Springfield.

City of Kansas City, MO Employee Homeownership Assistance Program

This program, created in 2024, helps create stable housing and encourages workforce retention and attraction. The City set aside \$750,000 to kick-start the program, providing financial support to City employees seeking homeownership opportunities within the City limits. The City employee must be a first-time homeowner working as a full-time employee and have a minimum of 5 years of service at the time of application. The program offers up to 20% down payment assistance, which may not exceed \$30,000. Buyers must also complete financial management, homebuyers counseling, and an education program before applying for assistance.

RECOMMENDATIONS

1 Develop a Housing Toolkit



Weatherization Assistance Program

The weatherization assistance program provides families with energy-efficient home improvements, such as insulation, lighting, and roofing to help reduce utility costs. These improvements provide a much needed financial boost to families in the long-term by reducing energy bills. They also help reduce energy consumption, making neighborhoods cleaner and safer, while improving individual and community health.

What should the program look like?

As an existing program through the Missouri Department of Natural Resources, the City has the opportunity to amplify the effects felt by this program. The City should provide a match to the applicant, up to \$10,000.

The 5-year loan should be forgiven by 1/5 every year as long as the assisted homeowner(s) resides in the home. A homeowner would only be eligible once, regardless if they move between two properties in the Third Ward.

Applicants must have clear title, be current on their real estate taxes and mortgage payments, and have homeowner's insurance. Eligible improvements could include:

- » Increasing insulation in walls, attics, and floor foundations
- » HVAC repair or replacement
- » Reducing air infiltration at windows and doors
- » Replacing roofs
- » Flood mitigation, sump pumps, etc.

Income Eligibility

No restrictions. The City should consider a sliding scale match system so 3rd Ward residents making less than 80% of the area median income (AMI) are required to provide a lower percentage of match to receive grant funds.

How much would it cost?

The recommendation is a total allocation of \$1,000,000 over the life of the TIF which would support up to 100 grants at the \$10,000 maximum amount.

Who can we partner with?

The City should take the lead on this program and partner with other agencies, non-profits, and educational entities in order to create a comprehensive plan that unifies the financial and educational components. The following is a list of potential lead entities or major contributing partners:

- » University City
- » Safe Homes for the Elderly and Disabled (SHED)
- » Missouri Department of Natural Resources
- » Urban League of Metropolitan Saint Louis, Inc.

Case Studies

Urban League Weatherization Assistance Program in St. Louis

This program helps low-income families make their homes more energy-efficient. Utilizing professionally-certified personnel who use advanced energy audits and sophisticated equipment, they identify cost-effective measures to improve homes and reduce home energy costs. The program is available to qualified homeowners and renters residing in St. Louis City. There is no cost to qualified homeowners or renters for weatherization services. In order to qualify, the family or individual must not make more than 30% of the area median income (AMI).

Central Missouri Community Action Weatherization Program

CMCA's longstanding (since 1975) Weatherization Assistance Program helps low-income residents in eight counties in central Missouri create healthier, more energy-efficient homes. The program offers grants for improvements like insulation and heating system upgrades, ultimately saving residents money on utility bills. Both renters and homeowners qualify, though renters need written permission from their landlord for multi-family units with four or fewer units. To be eligible, income must be below 200% of the federal poverty level.

RECOMMENDATIONS

1 Develop a Housing Toolkit

Tenant Opportunity to Purchase Ordinance

A tenant opportunity to purchase ordinance is a legislative tool used by municipalities to help maintain naturally affordable housing in a community. Under this type of legislation, tenants in buildings up for sale must be offered the first opportunity to buy the building or unit. This policy supports renters looking to become owners and helps stabilize neighborhoods by reducing the potential oversaturation of outside predatory investors.

What does the ordinance look like?

Under this type of ordinance, a multi-family or single-family property owner would notify their tenants and University City when they decide to sell a property. When the owner enters a contract to sell the property to a third party, the tenant or tenants would have the opportunity to agree to the sales price of the third-party contract. If the building has multiple tenants, they would have the opportunity to form a tenant association, which must be made up of tenants in at least 51 percent of the tenant-occupied units. The tenants association could also designate its rights to a non-profit organization, or partner with an affordable housing purchaser.

If the tenant or tenants offer to purchase after being notified of the sale, they would be given a reasonable period of time to perform due diligence, secure financing, and close on the purchase of the building. Otherwise, the owner can sell to a third party. The sale price is still set by the market, which provides a fair sales price for the owner and an equitable opportunity for tenants to stay in their neighborhood. The program would exclude sales to immediate family members at below-market prices.

How much would it cost?

As a local legislative action, there is no direct cost.

Who can we partner with?

The following is a list potential lead entities or major contributing partners:

- » City of University City
- » Safe Homes for the Elderly and Disabled (SHED)
- » Urban League of Metropolitan Saint Louis, Inc.

Case Studies

Tenant Opportunity to Purchase Act (TOPA) in Washington, D.C.

This ordinance has been in effect since 1980 and requires property owners selling or demolishing a building to first offer it to a registered tenant association at the appraised value or at a reasonable market value. Tenant groups are able to purchase the building and convert the units into cooperatives or condominiums. Single family dwellings with an accessory dwelling unit and a single rental unit in a condo, co-op, or homeowners' association are exempt from TOPA. According to the Washington, D.C. Department of Housing and Community Development, more than 1,000 units have been preserved as affordable housing since 2002.

Community Opportunity to Purchase Act (COPA) in San Francisco, California

Passed in 2019 this law was crafted to help preserve affordable housing by preventing displacement. Under this ordinance, qualified nonprofits have 25 days to make a first offer or exercise the right of first refusal for any non-condo residential building with three or more units and any vacant land zoned for three or more units. While this law does not extend to the tenants themselves, the City does maintain a list of legitimate nonprofits with a mission of creating permanently affordable housing for low- and moderate-income residents.

RECOMMENDATIONS

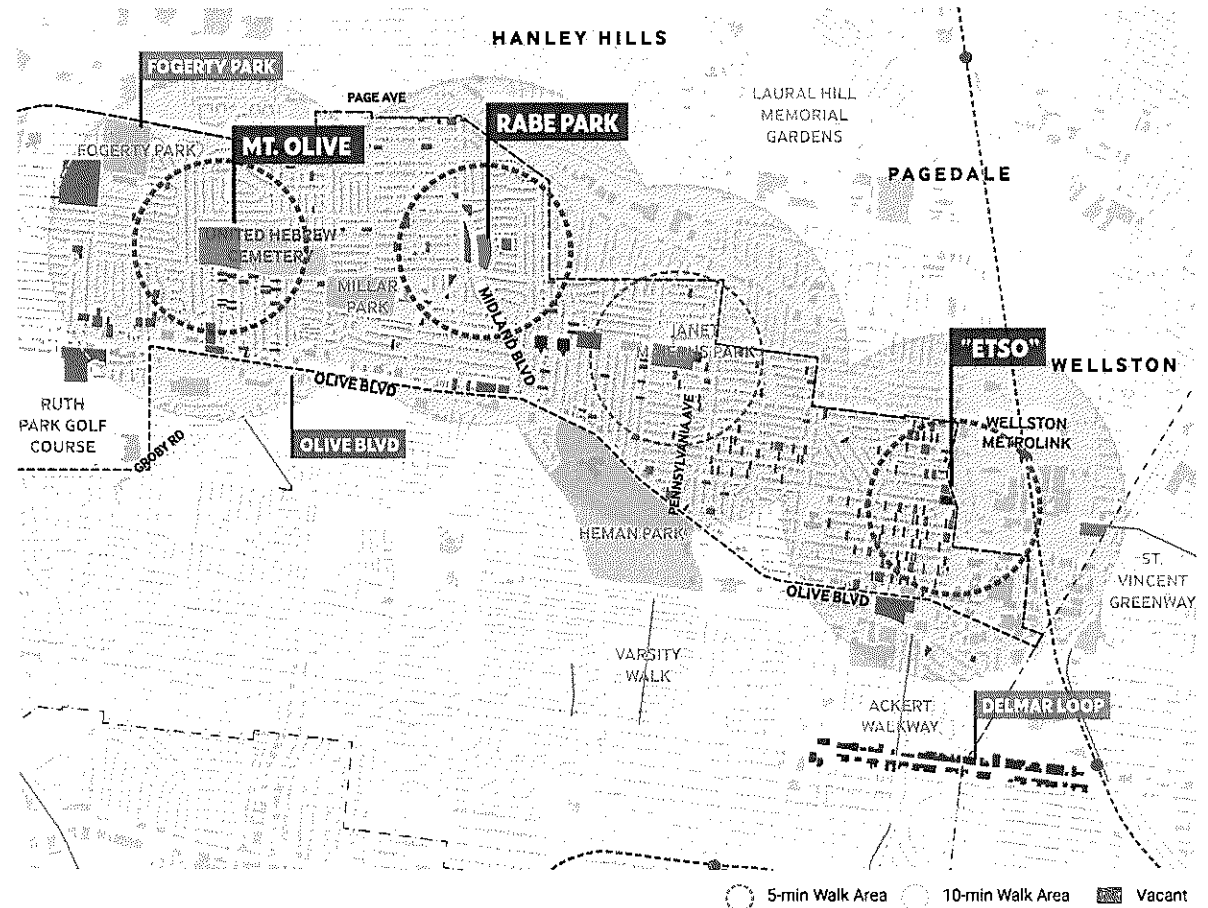
2 Focus Investment for Maximum Impact

While the Housing Toolkit is designed to cover the entire 3rd Ward, there are other revitalization strategies that should be focused on key areas to yield the greatest impact and create a ripple effect.

Three primary focus areas — Mt. Olive, Rabe Park, and the “ETSO” corridor of Sutter Ave from Etzel to Olive — have been identified for their opportunity to yield results. Geography, market demand engagement, and the presence of 3rd Ward assets and community green spaces played a role in determining the level of opportunity present.

A secondary focus area — Janet Majerus Park — will ultimately help connect the focus areas, since the 10-minute walking radius of the focus areas will overlap.

Strategies for the three primary focus areas are outlined on the following pages.



RECOMMENDATIONS

2a ETSO ETZEL, SUTTER, & OLIVE

For the purpose of this plan, we will refer to a roughly 3-4 block radius from the intersection of Etzel Avenue and Sutter Avenue as “ETSO” — shorthand for the street names Etzel, Sutter, and Olive.

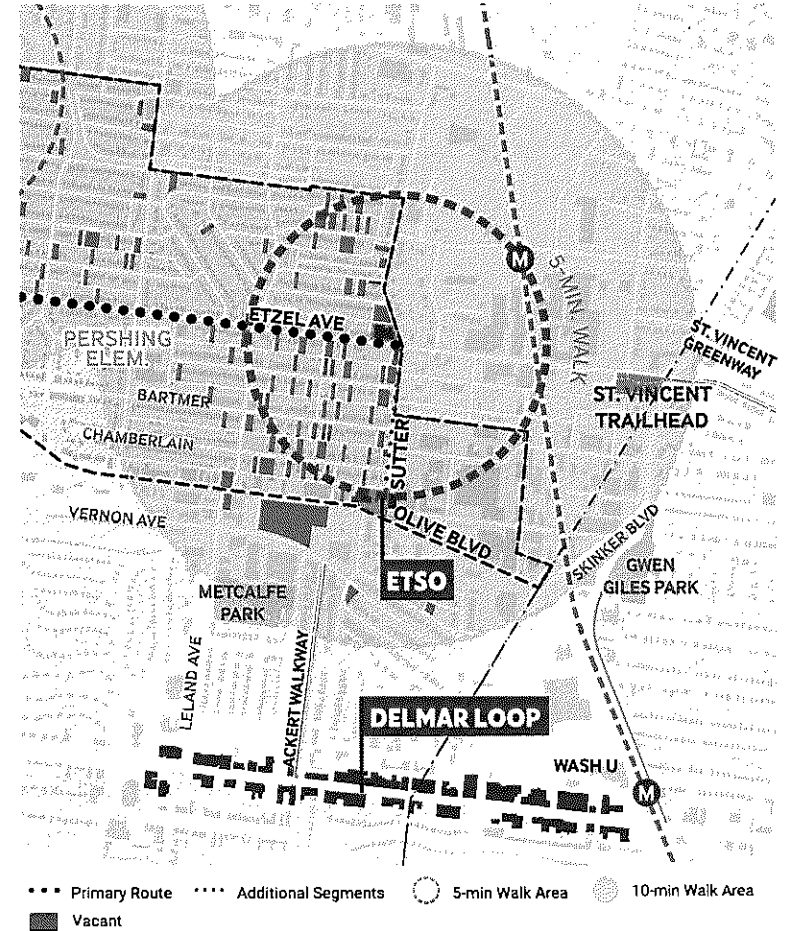
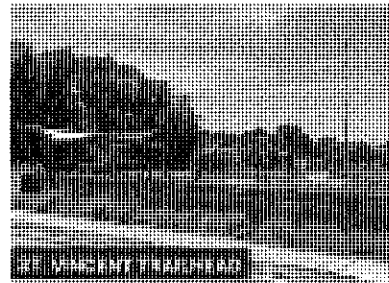
Sutter Avenue is the eastern city limit boundary for most of the 3rd Ward. Running north-south, Sutter runs from Page Boulevard to Olive Boulevard. Sutter becomes Westgate Ave south of Olive, connecting to the Delmar Loop entertainment area.

Etzel Avenue is an important east-west residential street in the eastern portion of the 3rd Ward. Near the west end of Etzel is Pershing Elementary School. Following Etzel a few blocks eastward into the neighboring community of Wellston will bring visitors to the St. Vincent Greenway trailhead at Trojan Park. The Greenway connects users to Forest Park and the regional trail network. Additionally, the Wellston Metrolink rail line station is in the next block north of Etzel.

At the intersection of Etzel & Sutter is Mt. Gideon Church and a two-story mixed use building currently under construction to become a minority-owned, neighborhood-serving food & beverage destination, Well U Cafe.

At Sutter & Olive, there is a collection of underutilized, small-scale commercial buildings that has the potential to become a node of retail and commercial activity.

All of these assets, coupled with a cluster of vacant residential lots, west of Sutter create an exciting opportunity for comprehensive reinvestment in a critical area of the 3rd Ward that is within walking distance of Delmar Loop.



RECOMMENDATIONS

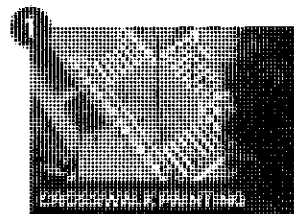
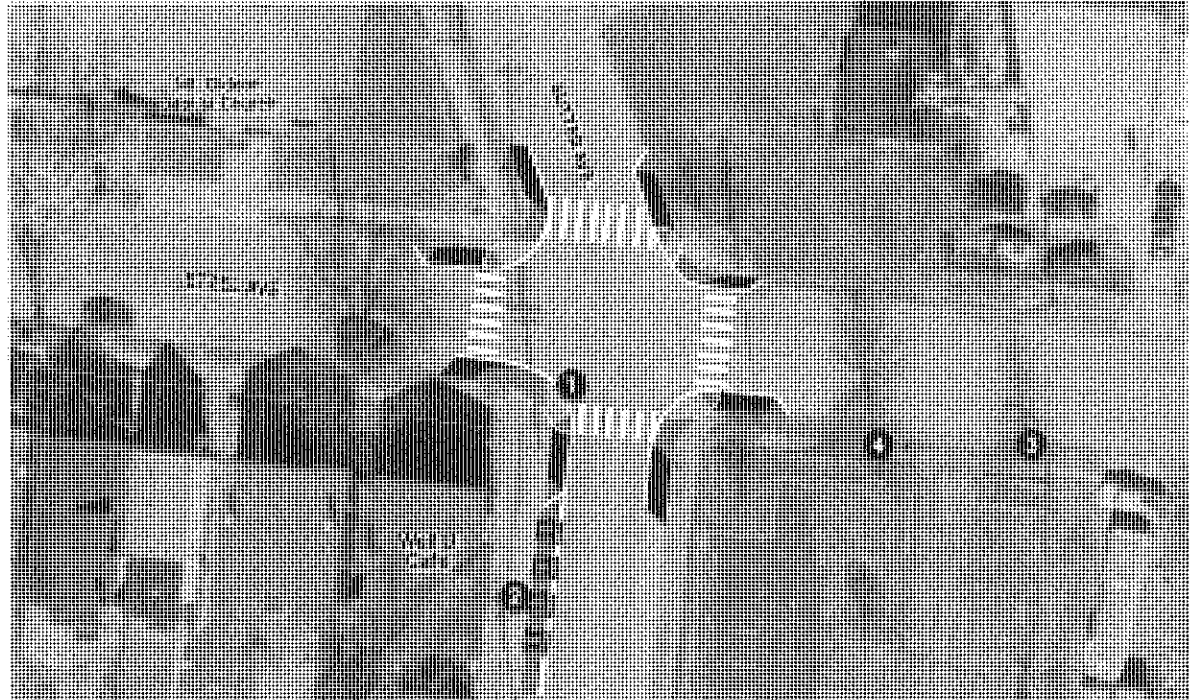
2a ETSO ETZEL, SUTTER, & OLIVE CONTINUED

Intersection Tactics

During stakeholder meetings, it came to light that speeding and failing to stop at the intersection are common. This is problematic for multiple reasons. Mt. Gideon Baptist Church owns parking lots on the east side of Sutter, which places their congregation members at risk when crossing the street. The future Well U Cafe will offer outdoor seating, which is negatively impacted by speeding cars. And with assets such as the Metrolink station and St. Vincent Trailhead a short walk away, the intersection should be as comfortable as possible for pedestrians and cyclists.

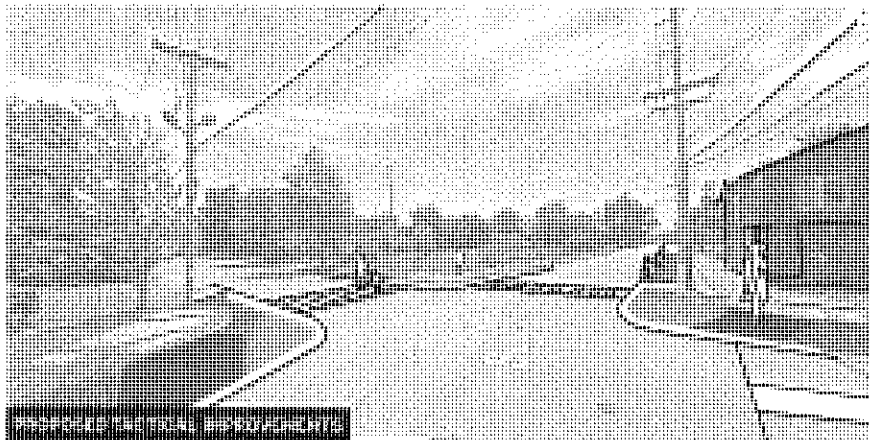
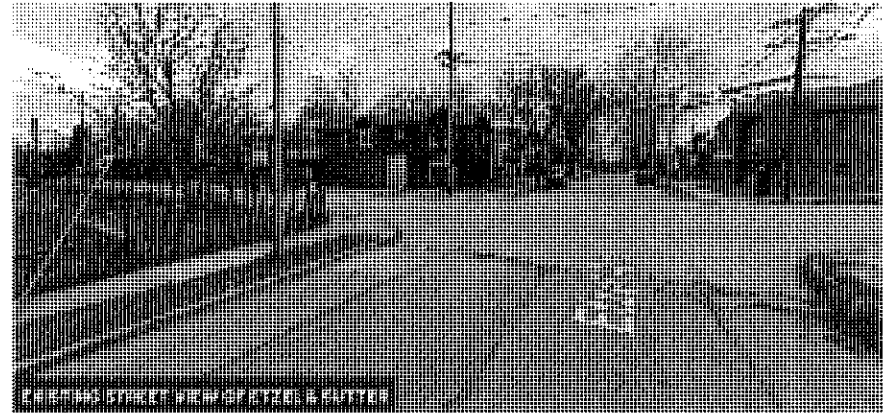
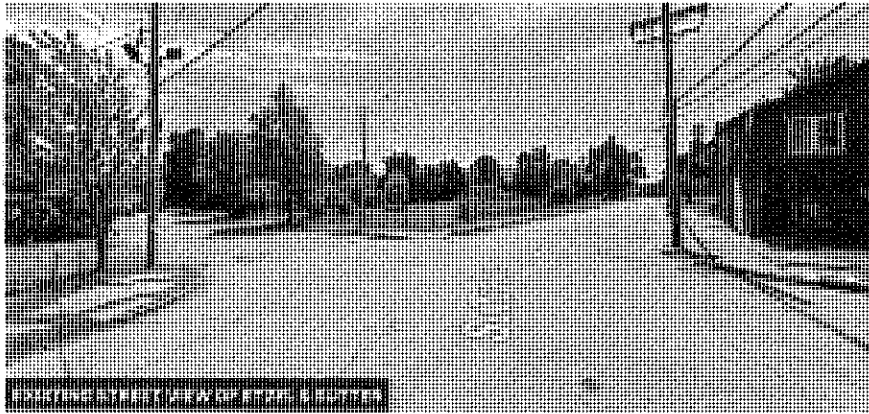
Making tactical improvements to calm traffic and create a safer pedestrian environment would benefit all parties. These improvements can start as lighter, faster, cheaper ideas like painted curb extensions, well-defined crosswalk markings, and outdoor seating/planters. Over time, the City can invest in more permanent solutions.

These safety enhancements can also create a visual identity that announces Sutter & Etzel as the starting point of University City for pedestrians and cyclists using the St. Vincent Greenway or Metrolink. This simple gateway positions the Well U Cafe as a welcoming stop and sets the stage for future economic development in the ETSO district.



RECOMMENDATIONS

2a **ETSO** ETZEL, SUTTER, & OLIVE CONTINUED



RECOMMENDATIONS

2a ETSO ETZEL, SUTTER, & OLIVE CONTINUED



RECOMMENDATIONS

2a ETSO ETZEL, SUTTER, & OLIVE CONTINUED

Housing Recommendations

Etzel and Sutter

As the only focus area within a 10 minute walk to a Metrolink Station in the Third Ward and the St. Vincent Greenway, this area is appropriate for both smaller rental buildings and single-family homes. The area is mostly single-family residential, but the density can be increased to support transit in a way that does not compromise the character of the neighborhood. The housing types appropriate for this area include:

- » **Detached Single-Family Homes:** As a mostly residential area, single-family homes are appropriate for this area.
- » **Stacked Flats For-Rent or For-Sale:** With the exception of two exterior doors, these buildings appear as single-family homes from the street, providing density without changing the character of the neighborhood.
- » **Townhomes:** These attached single-family homes can be for-sale or for-rent.
- » **Walk-up Garden Apartments:** Typically 4-8 units to a building, this building type already exists in the neighborhood, and they can be designed to look like a large single-family home.

Sutter and Olive

As a key gateway into the neighborhood on Olive, this area could become a small neighborhood center for commercial uses. The area is a mix of 2-story mixed-use buildings, 1-story commercial spaces, and previously light industrial buildings. The housing types appropriate for this area include:

- » **Townhomes:** These attached single-family homes can be for-sale or for-rent.
- » **Walk-up Garden Apartments:** Typically 4-8 units to a building, this building type already exists in the neighborhood.
- » **2-4 Story Mixed-Use Buildings:** As a small center for commercial activity, with existing mixed-use buildings, providing more of this building type is appropriate for the area.



RECOMMENDATIONS

2a ETSO ETZEL, SUTTER, & OLIVE CONTINUED

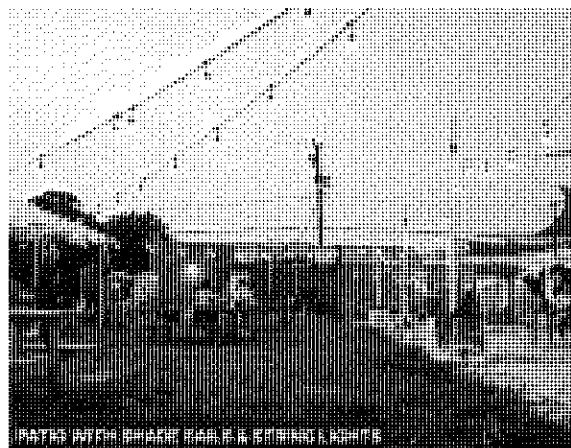
The First 16 Feet

The pedestrian-focused intersection improvements recommended on the previous page fit within what the planning team calls the First 16 Feet.

The First 16 Feet is where the life of public spaces happen in commercial (and some residential) areas. It is the most important determinant of safe and active street life, but is easy to overlook.

The First 16 Feet is a three-dimensional volume of space that should be human-scaled for optimal use. This imaginary "tunnel" of space extends 16 feet up and out from the front facade of building along a street. Get the First 16 Feet right and you're well on your way to creating a place.

On the next page are recommendations for First 16 Feet improvements at Sutter and Olive, but you will notice the same principles applied to the focus areas at Rabe Park and Mt. Olive as well. Just as much as strong, well-maintained housing stock and well-appointed parks, the First 16 Feet will contribute to the sense of community and appearance of investment in the 3rd Ward.



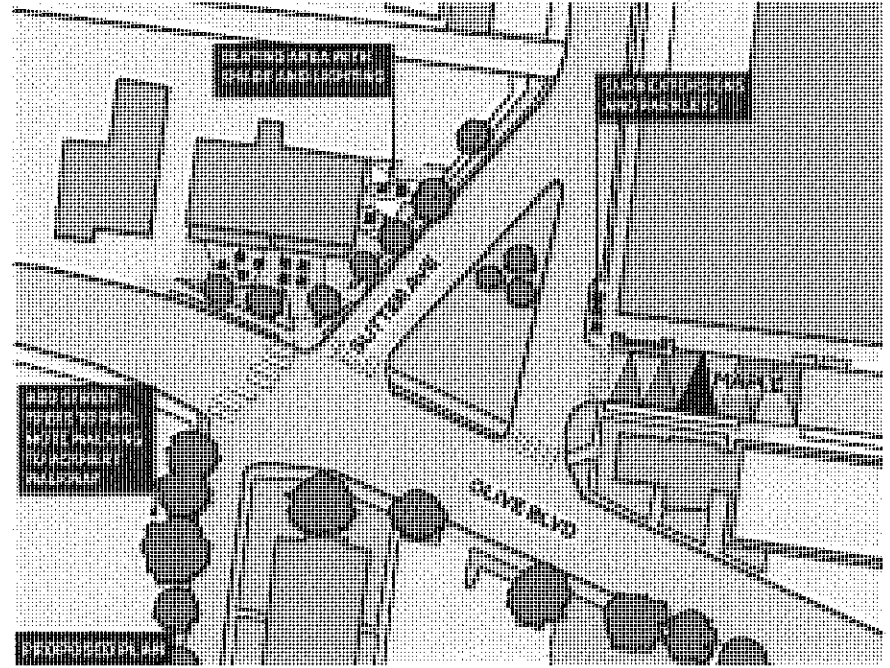
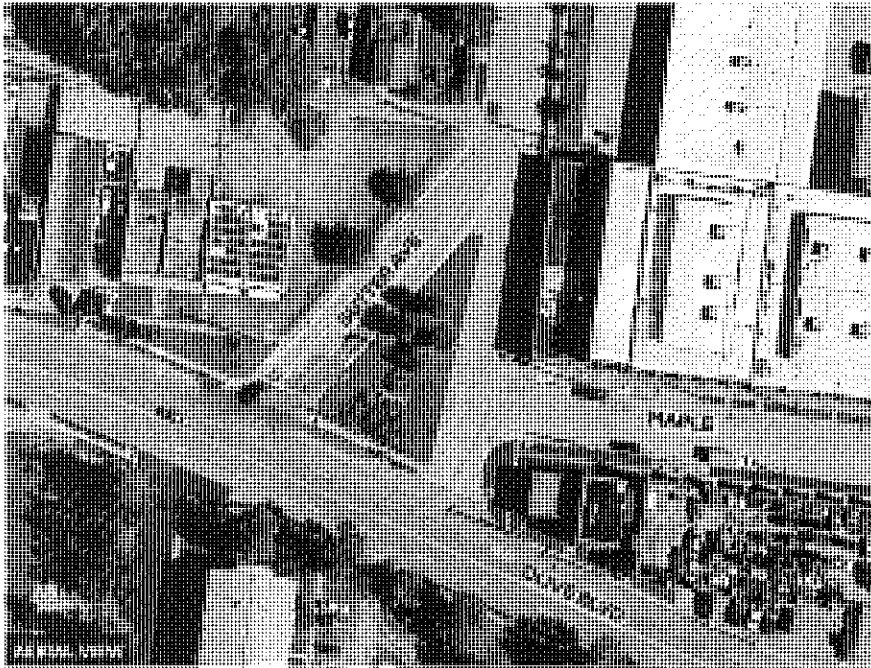
RECOMMENDATIONS

2a ETSO ETZEL, SUTTER, & OLIVE CONTINUED

Sutter and Olive

The intersection of Sutter and Olive has potential to become a mini-district with food and retail opportunities. First 16 Feet improvements would help this intersection become a desirable destination. First 16 Feet elements to incorporate include parklets, planters, murals and

festival lighting. Additionally, some of the parking lot at the corner presents the opportunity to become a community courtyard with shade, seating and outdoor games. This same space could be used by nearby businesses.



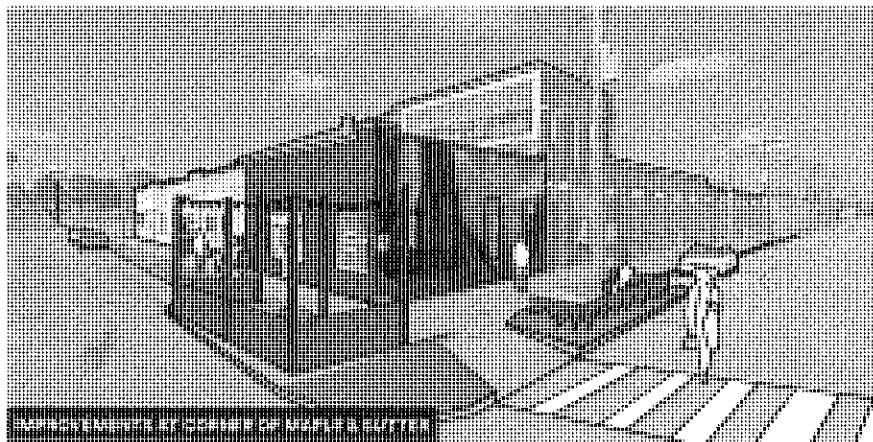
RECOMMENDATIONS

2a ETSO ETZEL, SUTTER, & OLIVE CONTINUED

Sutter and Olive



Maple & Sutter



RECOMMENDATIONS

2b Rabe Park

Rabe Park is currently a passive green space located immediately north of the historic Musick neighborhood of the 3rd Ward at the intersection of Midland Boulevard and Canton Avenue. The only existing park amenity is a set of well-worn playground equipment that is slated for replacement in the FY 2025 City budget.

Because of its central location, high visibility, open layout and low usage, Rabe Park is envisioned as an ideal place for small-scale, neighborhood-serving retail such as a cafe or ice cream shop. By using existing and underutilized city-owned green space, it is possible to add walkable, compatible retail to the 3rd Ward without sacrificing residential property.

Emerging Tactics

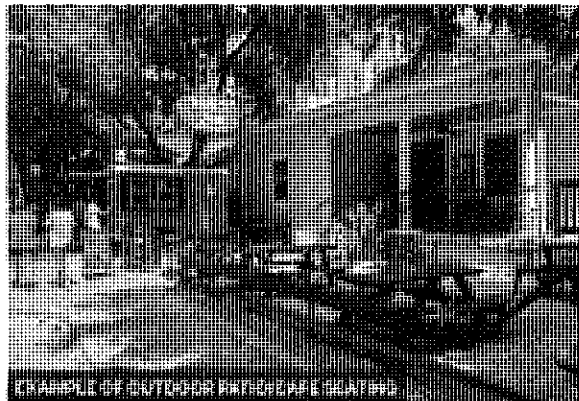
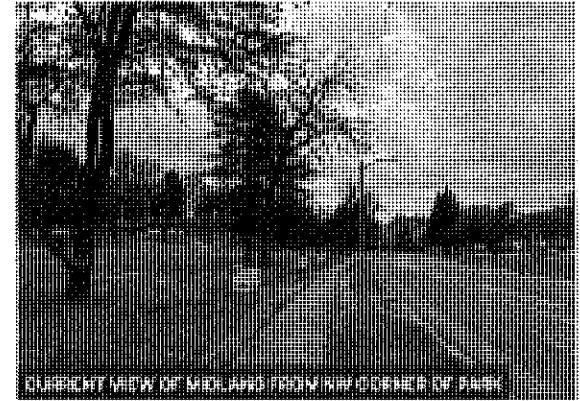
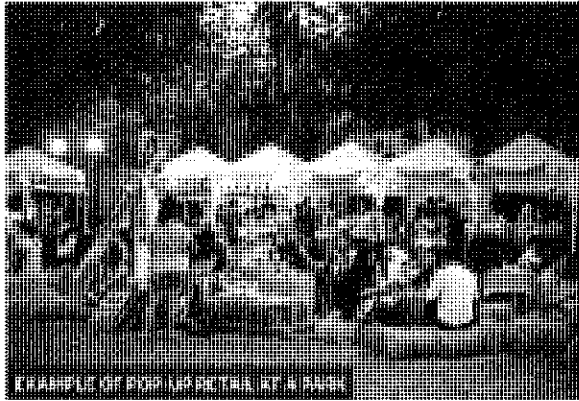
- » Install new playground equipment and ADA accessible pathways
- » Regularly program the park
- » Start incrementally with regular hours for food trucks to test demand
- » Install permanent improvements that allow for new retail, food and beverage amenities



RECOMMENDATIONS

2b Rabe Park CONTINUED

Improvements to the park should be neighborhood-friendly while providing 3rd Ward residents a convenient, attractive place to enjoy a snack, play on the playground, and occasionally attend a festival with pop-up retail.



RECOMMENDATIONS

2b Rabe Park CONTINUED

Housing Recommendations

The residential character of the area should be preserved and enhanced. The housing types appropriate for this area include:

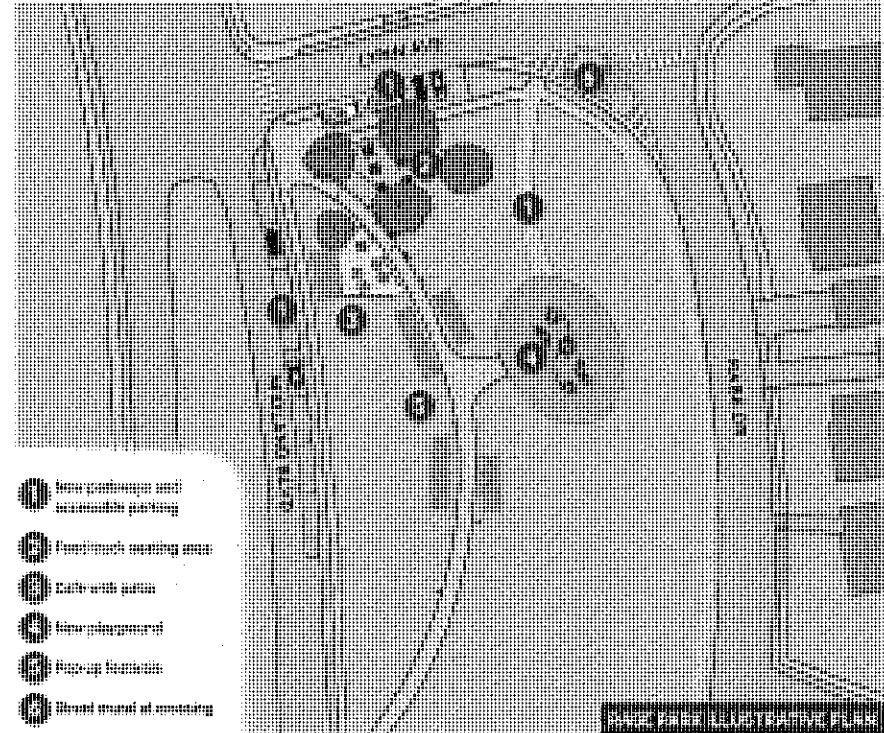
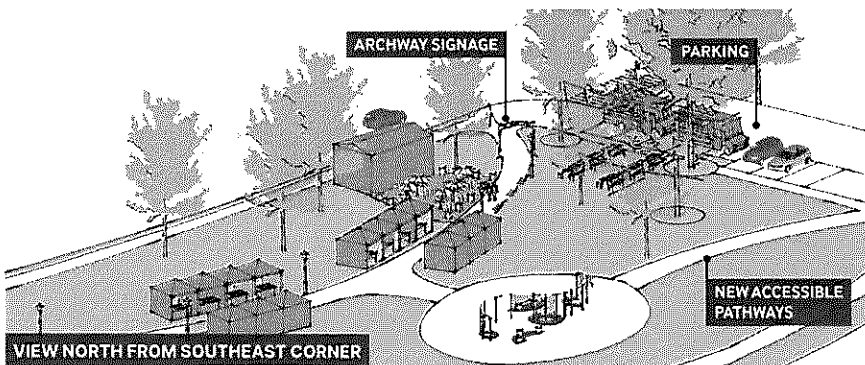
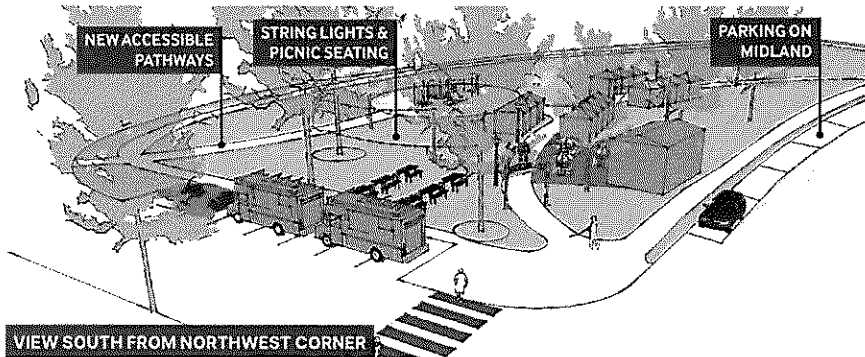
- » **Detached Single-Family Homes:** As a mostly residential area, single-family homes are appropriate for this area.
- » **Stacked Flats For-Rent or For-Sale:** With the exception of two exterior doors, these buildings appear as single-family homes from the street, providing rental opportunities without changing the character of the neighborhood.



RECOMMENDATIONS

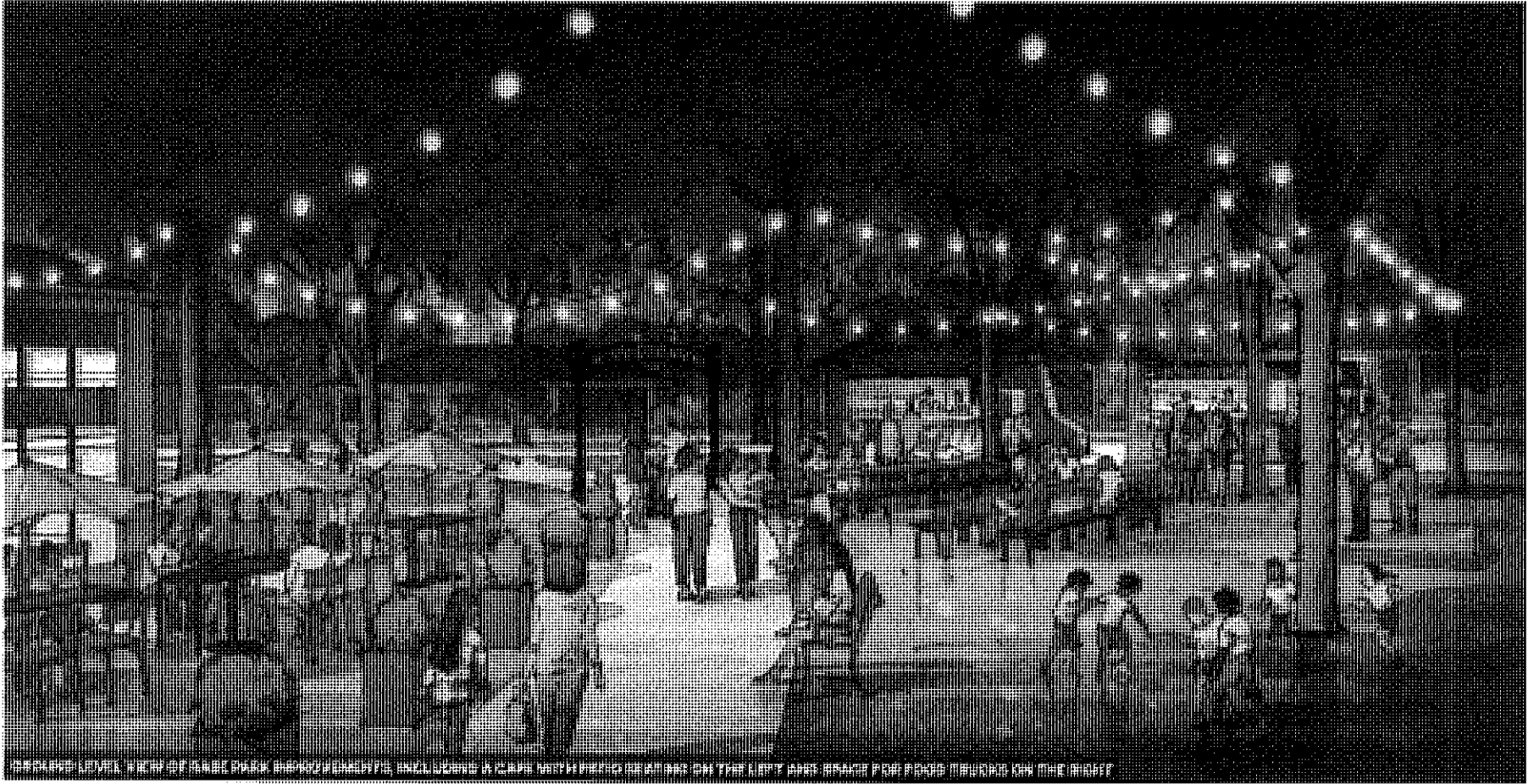
2b Rabe Park CONTINUED

Start with a small, inobtrusive off-street parking area (1) that can accommodate a food truck on weekends, along with ADA-compliant pathways. Another option for parking is removing a lane of traffic on Midland Boulevard for curbside on-street parking (1). Add seating and string lights (2). After demand increases, build a small cafe building (approx. 400sf) and patio (3) overlooking the new playground (4). Program the park with occasional acoustic music, children's storytime, or small weekend pop-up craft festivals (5). Finally, intersection improvements (6) help residents get to the park safely.



RECOMMENDATIONS

2b Rabe Park CONTINUED



RECOMMENDATIONS

2c Mt. Olive

The 11-acres of wooded land adjacent to United Hebrew/ Mt. Olive Cemetery, currently owned by the United Hebrew Congregation, represents the largest potential housing development site in the 3rd Ward.

The site has received several housing development proposals. The location along Canton, a primary east-west corridor in the 3rd Ward, is particularly important. The City should work collaboratively with the property owners and potential developers to maintain a critical threshold of quality and appropriateness while streamlining the development approval process. Any public input about the site that can be gained as part of this plan should further help in that streamlining while not minimizing the positive impact of neighbor input.

Every effort should be made to create a meaningful and contributing neighborhood on this site within the 3rd Ward. It should feature a range of building and accommodation types and contain, at a minimum, the basic elements of traditional neighborhood and community living. Design quality and scale should be prioritized over unit density and the prominence of parking. Efforts should be made to relieve or mitigate the impact of the cell tower placement and the tendency to create singular, large stormwater detention or retention areas.

As 3rd Ward residents have provided feedback on the need for amenities within walking distance of their homes without having to go to the vehicle-intense Olive Boulevard. Development plans that include small-scale, neighborhood serving-retail in a walkable context along Canton should be considered favorable.

The following page outlines the creation of a development scorecard to ensure that a proposed design meets these thresholds and appropriately situates the development within the context of the site.



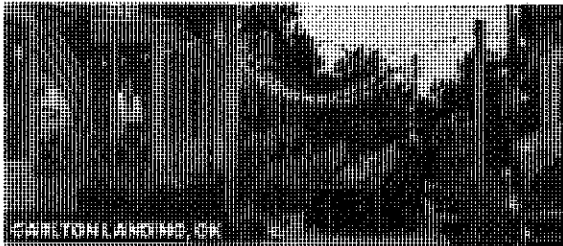
RECOMMENDATIONS

2c Mt. Olive CONTINUED

Housing Recommendations

The area is mostly single-family residential, but there are other housing types that can be introduced to match this character. The housing types appropriate for this area include:

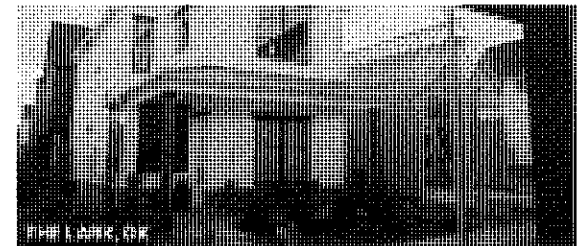
- » **Detached Single-Family Homes:** As a mostly residential area, single-family homes are appropriate for this area.
- » **Stacked flats for-rent or for-sale:** With the exception of two exterior doors, these buildings appear as single-family homes from the street, providing density without changing the character of the neighborhood.
- » **Townhomes:** These attached single-family homes can be for-sale or for-rent.
- » **Walk-up Garden Apartments:** Typically 4-8 units to a building, this building type can be designed to look like a large single-family home.



Development Criteria

The following criteria for a development scorecard will help guide the City's design review for development proposals.

- » Interconnected street grid with block sizes that do not exceed 3 acres unless otherwise prohibitive
- » Streets that are either:
 - Shared: designed as a shared surface where vehicles, bicycles, and pedestrians use the right-of-way interchangeably. Calming devices such as textured paving, landscaping, rain gardens, chicanes are typical on shared streets.
 - Walkable: a typical neighborhood street where 10-foot travel lanes (or combined 18-foot clear), parallel on-street parking (as desired), 5-8 foot planting strips with minimum 4" caliber trees, and sidewalks that are minimum of 5' wide are typical on walkable streets
- » Enhanced intersections that align with the surrounding street and pathway network
- » Off-street parking to the side or rear of buildings
- » Stoops, porches and front doors that are prominent on the street, especially along Canton
- » Minimal setbacks (10-15 feet) and use of lawn in front of buildings
- » Clear layers of residential unit private spaces from the street frontage, to the side yard, and the rear yard; residential first floors should be a minimum of 18 inches above street/sidewalk level
- » Buildings that have simple and legible main volume massing with clear bases, middles, and tops as well as wings, porches, and other subordinate volumes
- » Most active uses of the buildings facing the streets or public spaces at ground level
- » Color, material, and landscape palettes that reflect surrounding neighborhoods
- » Neighborhood amenities that are open to the public (public spaces, walkable streets, bus stops, retail, etc)
- » Integrated and diffused storm water system design



RECOMMENDATIONS

3 Connect the Focus Areas

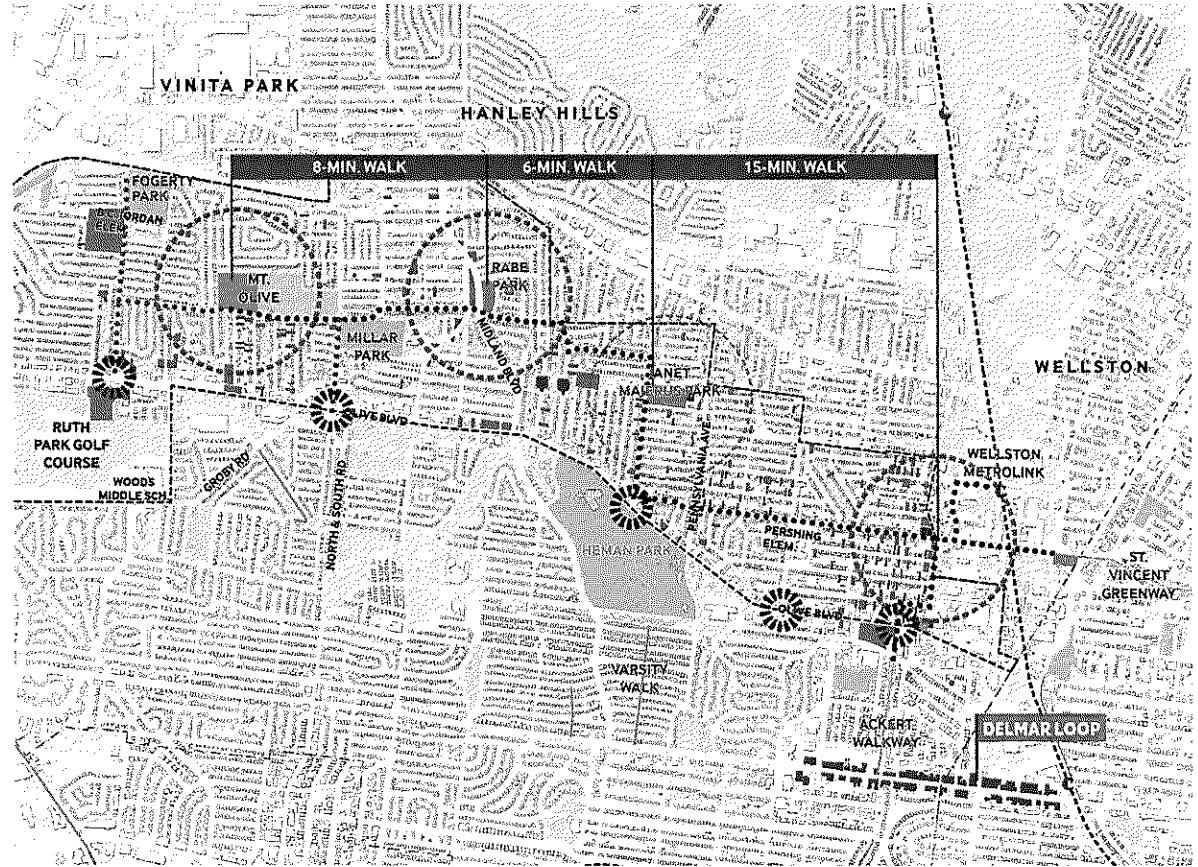
The existing parks, mature street trees and calm streets of the 3rd Ward create opportunities for enhanced connectivity and walkability with relatively small investments.

The opportunity exists to accentuate these strengths by connecting the identified focus areas, 3rd Ward parks, and Pershing and Barbara C. Jordan Elementary schools to one another with designated walking routes through the neighborhoods

University City has experience in providing pleasant pedestrian pathways, such as Ackert Walkway and Varsity Walk. The 3rd Ward would benefit from a network of wide sidewalks that are well-lit with clear wayfinding.

This walking route would strategically meet Olive Boulevard at points envisioned for enhanced pedestrian crossings to link residents with Heman Park, Brittany Woods Middle School, Ackert Walkway leading to the Delmar Loop, as well as goods and services on the south side of Olive Boulevard.

The goal should be to create clearly defined, attractive walking routes that every 5-10 minutes connects to another 3rd Ward asset.

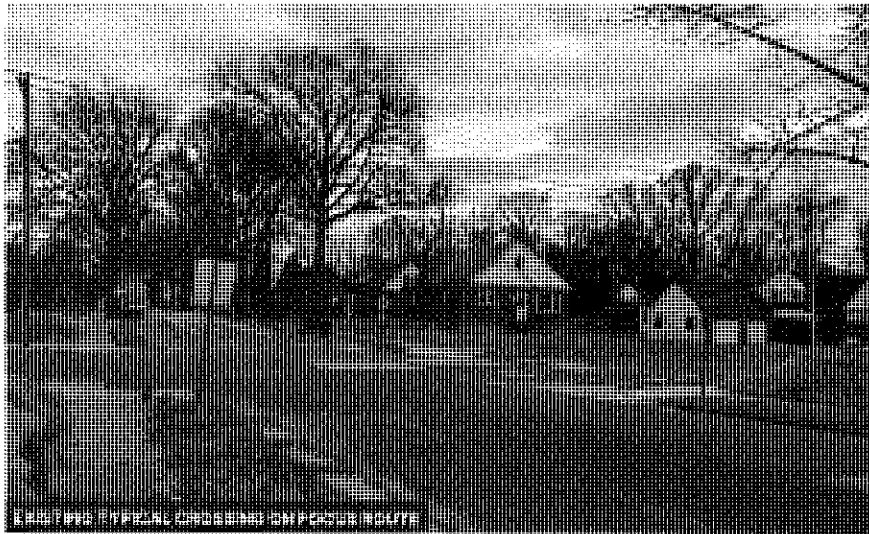


RECOMMENDATIONS

3 Connect the Focus Areas CONTINUED

Emerging Tactics

- » Curb extensions on the focus route
- » New street trees
- » Green buffer between sidewalks and roads were missing
- » Pedestrian crossing and bike route signage



RECOMMENDATIONS

4 Enhance Olive

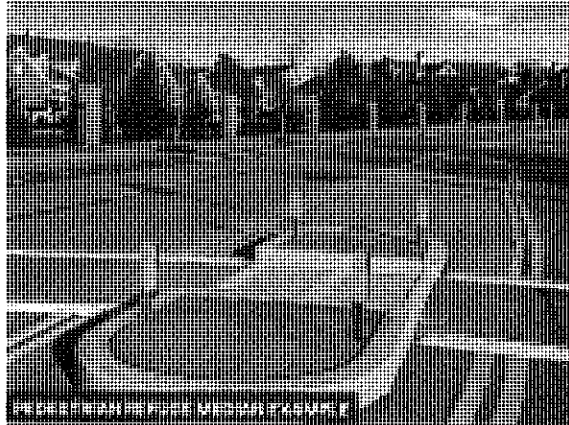
Throughout the planning process, residents and stakeholders alike described Olive Boulevard as a physical and emotional divider between the 3rd Ward and the rest of University City.

While not a corridor plan, the For the 3rd Ward plan strives to set in motion the transformation of Olive Boulevard into a connector, rather than a divider.

Olive Boulevard has different personalities in different stretches of the street. Some stretches of Olive are heavily auto-centric while some stretches appear to be candidates for a road diet to enhance walkability. It is perfectly acceptable to have different street sections along the 3.5 mile length of Olive, which should be reflected in future capital improvements.

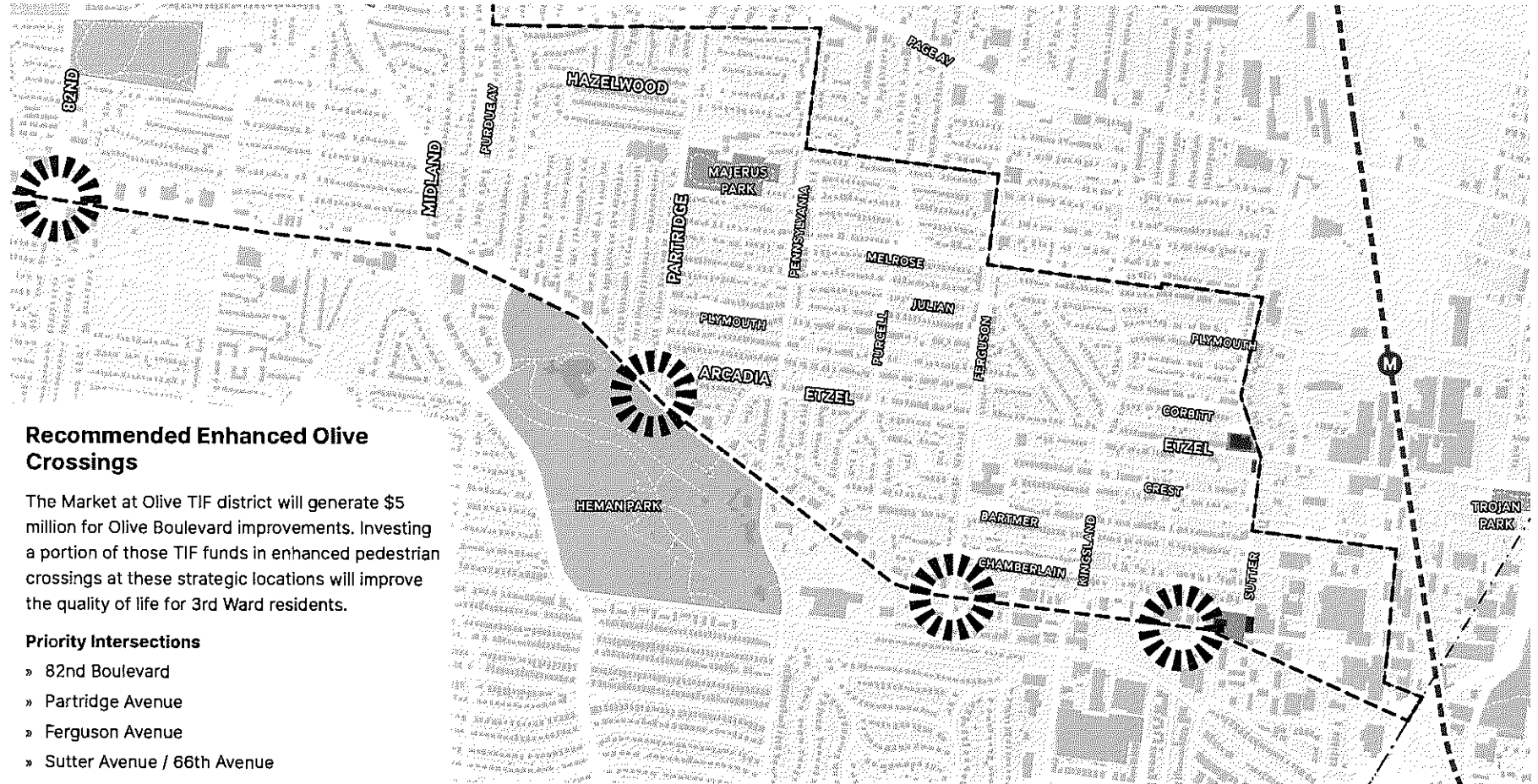
As a state route, Olive Boulevard improvements will have to be coordinated with the Missouri Department of Transportation (MODOT). In multiple conversations during the planning process, MODOT has expressed willingness to make adjustments to the street to calm traffic — potentially including a temporary installation of traffic calming interventions at a selected location to test the concept.

Ultimately, the City should, in partnership with MODOT, embark on a full Corridor Plan for Olive Boulevard with robust community engagement. Greening and beautifying Olive, creating economic opportunity, and increasing pedestrian safety while crossing Olive on foot should be paramount considerations.



RECOMMENDATIONS

4 Enhance Olive CONTINUED



Recommended Enhanced Olive Crossings

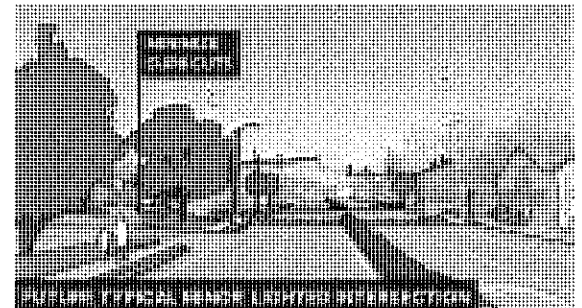
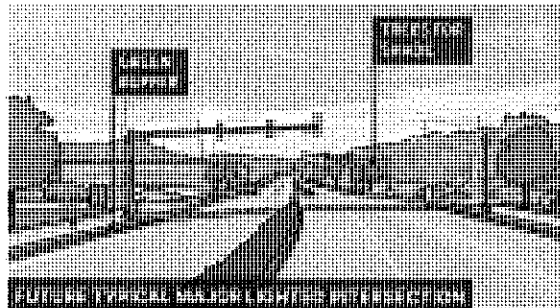
The Market at Olive TIF district will generate \$5 million for Olive Boulevard improvements. Investing a portion of those TIF funds in enhanced pedestrian crossings at these strategic locations will improve the quality of life for 3rd Ward residents.

Priority Intersections

- » 82nd Boulevard
- » Partridge Avenue
- » Ferguson Avenue
- » Sutter Avenue / 66th Avenue

RECOMMENDATIONS

4 Enhance Olive CONTINUED



New Crosswalks

- » New crossing with a hybrid pedestrian signal and refuge area in the median
- » Synchronized signage and lighting
- » Landscaped median

Major Lighted Intersection

- » Encourage/incentivize property owners to maintain green space with trees between sidewalk and parking lots
- » Clear distinctions between public and private realms
- » Synchronized signage and lighting, coordinated landscapes
- » Landscaped medians

Minor Lighted Intersection

- » Encourage/incentivize property owners to maintain green space with trees between sidewalk and parking lots
- » Synchronized signage and lighting, coordinated landscapes
- » Minimize curb cuts to avoid collision between vehicles and pedestrians

IMPLEMENTATION

IMPLEMENTATION

Prioritizing 3rd Ward Residents

The implementation of the FOR the 3rd WARD plan holds the promise to create positive, lasting change and improve the quality of life for 3rd Ward residents for years to come.

On the following pages are a 36-month matrix of implementation steps organized by plan recommendations, supported by recommendations on how to allocate the Market at Olive TIF funds. These recommendations are grounded in the feedback received during three phases of community engagement and designed to provide maximum benefit for the heartbeat of the 3rd Ward – neighborhood residents.

74.4%

of unrestricted Market at Olive RPA2 TIF funds allocated to the Housing Toolkit

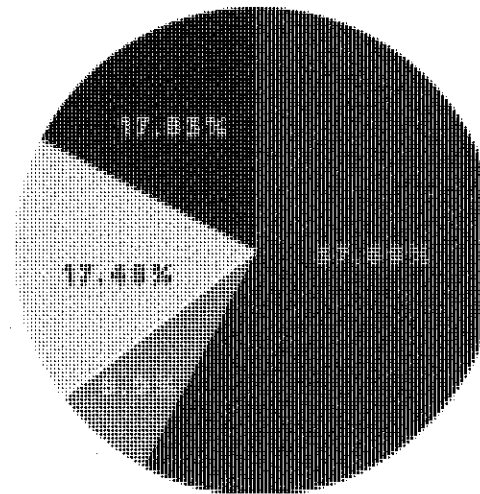
\$7,689,460

total unrestricted

\$2,398,900

total restricted

How will the Housing Toolkit funds be allocated?



Home Repair Grants

220 grants at \$15,000 maximum



Weatherization

100 grants at \$10,000 maximum



Aging in Place

150 grants at \$6,800 maximum



Path to Home Ownership

40 grants at \$10,000 maximum

IMPLEMENTATION

Housing Toolkit Matrix

HOUSING PROGRAMS	Ramp-up period for creating housing programs
	Initial allocation from RPA2 Unrestricted funds to four housing programs
	Begin advertising/accepting applications for housing programs
	First housing program awards
	Housing programs continue through lifespan of TIF
	Allocate percentage of annual RPA2 unrestricted revenues to housing programs

2025				2026				2027			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

INCENTIVIZE REDEVELOPMENT	Zoning code update to allow for expanded housing types in specific areas in the 3rd Ward
	Incentivize redevelopment by fast-tracking permits and/or reducing permit fees for new housing
	Enact a local Tenant Opportunity to Purchase Act ordinance
	Develop criteria for emergency property acquisition and paths/partners for redeveloping properties
	Create emergency fund for property acquisition
	Develop pattern book of pre-approved plans for residential construction within specific focus areas

2025				2026				2027			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

[CLICK HERE TO VISIT THE FULL IMPLEMENTATION MATRIX](#)

IMPLEMENTATION

Focus Areas Matrix

[CLICK HERE TO VISIT THE FULL IMPLEMENTATION MATRIX](#)

		2025				2026				2027			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
MT-OLIVE	Hyper-local engagement of neighbors												
	Create a development scorecard												
RABE-PARK	Issue bond for capital improvements against restricted RPA2 funds												
	Install new playground equipment (FY25 budgeted project)												
	Install ADA-accessible pathways and other improvements												
	Create Friends of Rabe Park group												
	Regular park programming- once-a-week food truck, kids storytime, etc.												
	Engage residents for feedback on first season of programming												
	Construction of cafe building												
	Cafe grand opening and operations (standard season: April-November)												
Engage residents on the next park investments to fund from restricted RPA2 funds													
ETSO-ETZEL & SUTTER	Enforce limits on heavy truck traffic on Sutter												
	Accelerate construction of St. Vincent Greenway connection to Sutter												
	Paint curb extensions & crosswalks; install bollards at NW & SW corners												
	Plant trees to replace missing canopy over Etzel & Sutter												
ETSO-SUTTER & OLIVE	Tap into current zoning code update process to allow for First 16 Feet improvements												
	Create Exterior and Public Space Matching Fund from the RPA3 TIF funds												

IMPLEMENTATION

Connections; Enhance Olive Blvd Matrix

		2025				2026				2027			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CONNECTIONS	PEDESTRIAN INFRASTRUCTURE												
	Develop prioritization list of sidewalk improvements in 3rd Ward												
	Routinely invest in 3rd Ward sidewalk improvements every budget cycle												
	Stripe high-visibility crosswalks at intersections along designated pedestrian route												
	Audit street lighting conditions and repair/replace/add fixtures along designated route												
	PEDESTRIAN AMENITIES												
Plant trees to replace missing canopy along designated pedestrian route													
Engage U City in Bloom for pocket garden/planter opportunities at key intersections													
Install wayfinding signage along designated pedestrian route identifying 3rd Ward assets													
ENHANCE OLIVE BLVD	ENHANCED PEDESTRIAN CROSSINGS												
	Fund four (4) recommended pedestrian crossings from RPA3 funds												
	Engineering/design												
	Installation of pedestrian crossing signals, lighting, median(s), crosswalks												
	CORRIDOR PLAN												
Allocate funds for a full Olive Boulevard Corridor Plan from RPA3 funds													
Release RFP													
Planning process to audit/update 2009 Olive Design Guidelines; assess current street sections, land use and zoning; and identify opportunity sites													

IMPLEMENTATION

Operations Matrix

		2025				2026				2027			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OPERATIONS	Hire City staff person to administer housing toolkit programs and serve as a liaison between the City and 3rd Ward residents												
	Develop an Association of 3rd Ward residents- revived Block Units												
	Quarterly meetings with 3rd Ward residents in conjunction with Council members												

[CLICK HERE TO VISIT THE FULL IMPLEMENTATION MATRIX](#)

IMPLEMENTATION

TIF Allocation Recommendations

Market at Olive TIF Proposed RPA2 Allocations

Unrestricted Funds		% of Unrestricted RPA2 Funds
RFA2 Total Unrestricted	\$7,689,460	
Housing Toolkit	\$5,720,000	74.39%
Emergency Acquisition Fund	\$500,000	6.50%
Zoning Code Audit	\$50,000	0.65%
Program Administration	\$1,166,000	15.16%
FOR the 3rd WARD Plan	\$249,030	3.24%
Total Allocations	\$7,885,030	
Unallocated	\$4,430	

After an initial allocation of \$1,760,000 (over 52% of the existing balance) from RPA2 unrestricted funds, the recommendation is to allocate 90% of each year's unrestricted RPA2 revenues to the four Housing Toolkit programs to be administered by City of University City. This allocation schedule would direct 74.4% of unrestricted RPA2 funds to the Housing Toolkit programs directly benefiting residents.

An emergency acquisition fund would allow the City to purchase distressed, vacant properties with code enforcement issues or vacant parcels in focus areas with the goal of getting the properties back on the market as owner-occupied housing as soon as possible.

The zoning code update process currently underway is an opportunity to allow for expanded housing types in specific areas of the 3rd Ward to solve 3rd Ward housing needs, as well as allowing for streateries, sidewalk cafes, street closures, and other desired improvements in the ETSO commercial district.

Finally, the City should hire a staff person to administer the housing toolkit programs and serve as a liaison for 3rd Ward residents alongside the two 3rd Ward Councilmembers.

Proposed Housing Toolkit Allocations

	Home Repair Grants	Path to Home Ownership *	Aging in Place Grants	Weatherization Grants	Total
2024	660,000	400,000	360,000	340,000	\$ 1,760,000
2025	120,000		30,000	30,000	\$ 180,000
2026	120,000		30,000	30,000	\$ 180,000
2027	120,000		30,000	30,000	\$ 180,000
2028	120,000		30,000	30,000	\$ 180,000
2029	120,000		30,000	30,000	\$ 180,000
2030	120,000		30,000	30,000	\$ 180,000
2031	120,000		30,000	30,000	\$ 180,000
2032	120,000		30,000	30,000	\$ 180,000
2033	120,000		30,000	30,000	\$ 180,000
2034	120,000		30,000	30,000	\$ 180,000
2035	120,000		30,000	30,000	\$ 180,000
2036	120,000		30,000	30,000	\$ 180,000
2037	120,000		30,000	30,000	\$ 180,000
2038	120,000		30,000	30,000	\$ 180,000
2039	120,000		30,000	30,000	\$ 180,000
2040	120,000		30,000	30,000	\$ 180,000
2041	120,000		30,000	30,000	\$ 180,000
2042	120,000		30,000	30,000	\$ 180,000
2043	120,000		30,000	30,000	\$ 180,000
2044	120,000		30,000	30,000	\$ 180,000
2045	120,000		30,000	30,000	\$ 180,000
2046	120,000		30,000	30,000	\$ 180,000
Total	\$ 3,300,000	\$ 400,000	\$ 1,020,000	\$ 1,000,000	\$ 5,720,000
	57.69%	6.9%	17.83%	17.48%	

* after initial allocations, fund will be replenished from any unforgiven loan amounts repaid from all of the four loan programs

IMPLEMENTATION

TIF Allocation Recommendations

Market at Olive TIF Proposed RPA2 Allocations

Restricted Funds [1]		% of Restricted RPA2 Funds
<i>RFA2 Total Restricted</i>	\$2,398,900	
Rabe Park Improvements	\$1,050,000	43.77%
Bond debt (10%)	\$105,000	4.38%
Total Allocations	\$1,155,000	48.15%
Unallocated	\$1,243,900	51.85%

[1] must be spent on Parks/Stormwater improvements

Due to the structure of the TIF district, a portion of the RPA2 revenues are restricted to only being spent on Parks or Stormwater Improvements. The recommendation is to invest slightly less than half of the total restricted funds in the proposed Rabe Park improvements outlined on pages 48-52.

After the currently budgeted (FY25) project to install new playground equipment is completed, the recommendation is to Issue a bond for up-front construction capital that would be repaid from restricted RPA2 funds as they are collected over the life of the TIF. This would allow residents to enjoy the amenities they supported during the plan's engagement activities sooner than later.

Once the Rabe Park improvements have been made and supported by the community, the recommendation is to engage 3rd Ward residents on the next park investments to fund from the balance of the restricted RPA2 funds. Janet Majerus Park and Fogerty Park would be likely candidates for park improvements, and 3rd Ward residents will be able to provide valuable input on where those investments would be most supported by park users.

Proposed Rabe Park Improvements

Paving	\$ 400,000
6-8 space parking lot off Lynn Ave	
Electrical hookup for food truck(s)	
ADA-compliant paths	
Fixtures	\$ 50,000
Tables	
String lighting	
Beautification	
Cafe	\$600,000
~400sf building with 1 ADA gender neutral restroom	
Furniture, Fixtures, Equipment (FFE)	
Total	\$ 1,050,000

IMPLEMENTATION

TIF Allocation Recommendations

Market at Olive TIF Proposed RPA3 Allocations

Enhanced Pedestrian Crossing (each)		% of RPA3 Funds
RFA3 Total Funds	\$5,000,000	
Enhanced Crossings- Olive Blvd (4)	900,000	18.00%
Engineering/Design	150,000	3.00%
Olive Blvd Corridor Plan	250,000	5.00%
Facade and Public Space Matching Fund (Olive and Sutter)	50,000	1.00%
Total Allocations	\$ 1,350,000	27.00%
Unallocated	\$ 3,650,000	73.00%

While not a corridor plan, the For the 3rd Ward plan strives to set in motion the transformation of Olive Boulevard into a connector, rather than a divider.

The recommendation to achieve that goal is to allocate 21% of the RPA3 TIF funds for Olive Boulevard toward the engineering and installation of four enhanced pedestrian crossings at the locations suggested on page 58.

Because of the unique circumstance of having dedicated Olive Boulevard improvement funds, a further recommendation is to allocate 5% of RPA3 funds toward a full Olive Boulevard Corridor Plan. This planning effort would audit and update the 2009 Olive Design Guidelines, assess the current street sections in collaboration with MODOT, identify opportunities for road diets and/or median installations, assess land use and zoning designations along the corridor, and identify opportunity sites for development.

A final recommendation is to allocate 1% of the RPA3 funds to a Facade and Public Space Matching Fund, which would match improvements up to \$5,000 made by commercial property owners toward streateries, shared public space, murals, and public art within the small commercial district at Olive & Sutter.

Olive Boulevard Enhanced Crossings (estimate)

Enhanced Pedestrian Crossing (each)	Subtotal	Qty
User-activated pedestrian crossing signals	175,000	
Refuge median	30,000	
Lighting	10,000	
Contingency	10,000	
	\$225,000	4
Total		\$ 900,000

APPENDIX



**CLICK HERE TO VISIT THE
APPENDIX FOLDER FOR
MORE INFORMATION**

FOR the
3rd WARD

A circular logo containing a large, bold letter 'U' above the word 'CITY' in a smaller, sans-serif font.