

OLIVETTE STRATEGIC PLAN: LAUNCH THE VISION

THE GOAL OF PHASE THREE OF THE STRATEGIC PLAN

Phase Three focuses on the structure of plan implementation. In order to achieve the community's vision: *Olivette – Dynamic Sense of Place*, a set of implementation objectives and a process for forwarding these objectives has been established. These objectives and the corresponding implementation process are designed with a degree of aggressiveness that matches the community's ability to execute change both now and in the long term. This implementation strategy is illustrated in the *Olivette Strategic Plan Implementation Initiative* chart.

IMPLEMENTATION OBJECTIVES

Successful plan implementation requires a comprehensive, coordinated strategy that includes detailed planning, financing, and project coordination. The following are Olivette's primary objectives for ensuring successful redevelopment implementation, which stem from the community's history with development and its goals for the future of Olivette.

- 1. Define Roles:** The City's implementation process needs to clearly define the respective roles of Olivette City staff, elected officials, the Planning and Community Design Commission (PCDC), and the Economic Development Commission (EDC). Both the PCDC and EDC are charged with leading initiatives and making recommendations regarding the development of the community. They serve important functions as separate bodies; however, both commissions would benefit from greater coordination between the two to ensure that decision-making related to the scope, scale, intensity and design of projects and associated public improvements is coordinated with decision-making related to the use of economic development tools to facilitate projects.
By clearly defining these roles in the redevelopment process, the City's process will become more transparent and efficient to the benefit of the City, its residents, and developers.
- 2. Enhance Developer Relations:** Execution of Olivette's vision relies on the community's ability to attract developers who are willing to invest in the community. Implementation of the vision will require the City and its leaders to adopt a collaborative approach when working with developers. This approach entails inviting developers to the community and engaging them in a transparent and efficient process that treats all parties in a fair and consistent manner. The following activities should be pursued to forward this implementation objective:
 - Evaluate and refine the City's development review process;
 - Clearly define the City's process for engaging developers and coordinating development review among City Staff, elected officials, PCDC, EDC, and ZBA;
 - Engage the development community as partners in Olivette's redevelopment process;
 - Take the lead on initial projects to stimulate interest in further redevelopment; and
 - Increase the pace of redevelopment by pursuing catalytic projects, proactively recruiting developers, and developing partnerships with federal, state, and regional leaders and funding agencies.

3. **Actively Involve the Public:** An important outcome of this *Strategic Plan* is the articulation of the community's desire for the City to be an active participant in marketing the community and its redevelopment opportunities to developers. This marketing effort should focus on the community vision to ensure that redevelopment projects work to forward the community's goal of redeveloping Olivette with a dynamic sense of place.

Additionally, the City's redevelopment implementation process should sufficiently and consistently engage the public to ensure transparency of the process and to capitalize on community members' valuable input. This will best enable developers and the City to understand public concerns and desires related to any particular development proposal early in the process.

To further this active involvement in redevelopment by the City and the public, the City should take the following actions:

- Seek and engage development interest with a focus on mutually developed goals to benefit the City, the community, and the private sector;
 - Utilize a variety of available tools, where appropriate, to foster redevelopment which results in substantial public benefits (i.e. improved streetscape, sewer, public streets, underground utilities, open spaces);
 - Collaborate proactively on intergovernmental initiatives including: the I-170 interchange redevelopment, MetroLink transit station development, The River Ring Plan, and Mid-County Plant and Life Sciences Node development;
 - Proactively explore funding opportunities to set redevelopment projects and associated public improvements into motion including public and private grants, statutory redevelopment financing mechanisms, developer dedications, and general tax dollars. Directly fund public projects that enhance the quality and function of the public realm and complement improvements to private property. Public improvements might include public streets, parks, community and recreational facilities, and plazas; and
 - As part of the City's redevelopment implementation process, develop a meaningful mechanism for soliciting public input on development proposals.
4. **Effectively Use Redevelopment Tools:** In order to become proactively involved in redevelopment of the Olive Boulevard corridor, the City needs to fully understand the various redevelopment tools available as well as the potential effects of their use. Furthermore, the City should develop policies regarding the use of redevelopment tools to clearly establish the community's intentions and to provide a level playing field for everyone involved in redevelopment in Olivette. Redevelopment tools and policies for their use that should be considered include:
- Creation of a local economic development organization with a redevelopment focus;
 - Acquisition of property for reuse or redevelopment;
 - Demolition of property not feasible to rehabilitate;
 - Use and content of development agreements;
 - Use of Planned Unit Development (PUD) zoning;

- Planning and implementation of public improvement projects including streets, sidewalks, water lines, sewer lines, electrical, broadband, lighting, and parking;
- District marketing and event coordination; and
- Use of local economic development tools such as: special taxing districts, tax increment financing, tax abatement, financing assistance, local option taxes, and density bonuses.

REDEVELOPMENT PROJECT MANAGEMENT PROCESS

An effective mechanism for achieving several of the implementation objectives described in the previous section is to develop a clear and efficient process for the City to engage, evaluate, and facilitate redevelopment projects in Olivette. This mechanism should take the form of a project management process, through which both issue-based and project-based Project Management Teams (PMTs) are created to coordinate the efforts of these different players and ensure development that is consistent with the community's vision.

Project Management Teams

PMTs are effective vehicles for bringing together independent entities with broad and varying sets of skills, expertise, and experience and promoting collaborative and comprehensive decision-making amongst these groups. In Olivette, a PMT process would integrate the redevelopment-related activities of City staff, City Council, PCDC, and EDC. Staff provide professional redevelopment expertise; City Council serves as the ultimate decision-making body who keeps the community's goals, vision, and needs foremost in mind; the PCDC provides expertise in development review and is charged with upholding the goals of the *Strategic Plan*; and the EDC offers members with private-sector perspectives complemented with the goal of forwarding the community's vision.

PMTs should be established both for key issues in the community (illustrated in the *Olivette Strategic Plan Implementation Initiative* chart) as well as for specific proposed redevelopment projects. A PMT serves as the City's primary liaison and contact with a developer and is responsible for ensuring the goals and objectives of the PMT Process are met.

Project-based PMTs should include a core set of members consisting of at least one representative from each of the Economic Development Commission (EDC), Planning and Community Design Commission (PCDC), and City Council. Issue-based PMTs also should include members of these bodies, as well as additional members as appropriate for the particular issue. The City Manager, Director of Public Services and City Planner would serve as staff for each PMT and consulting professionals may provide guidance and alternatives and/or recommendations as requested by the City.

Redevelopment Project Management Process Phases

The Redevelopment Project Management Process is presented as a series of four phases beginning with initial discussions between the City and an interested developer and concluding with monitoring and evaluation of completed projects, as illustrated in the *City of Olivette Redevelopment Project Management Process* chart.

Phase 1: Negotiation of Interim Development Agreement concludes with an Interim Development Agreement ensuring that the City and an interested developer agree to the general Project Concept and agreement terms before proceeding with further negotiations and expenditures of time and money.

Phase 2: Negotiation of Final Development Agreement concludes with a Final Development Agreement that includes:

- The use(s), scope, and scale of the project;
- The character, quality, and design of the site and buildings;
- The type, location, quality and design of related public improvements;
- The use of economic development tools and the need and justification for same;
- The overall feasibility of the project and benefits to accrue to the community; and
- Project timing and phasing.

Phase 3: Construction Coordination entails construction and continued coordination between the City and the developer through project completion.

Phase 4: Project Monitoring provides mechanisms for monitoring a project after completion to ensure adherence to the Final Development Agreement and to address issues and/or changes to project operations over time.

Benefits of the PMT Process

Use of a project management process adds real value to a project from a developer's perspective by using an integrated, collaborative, and seamless approach to project design, economic development assistance negotiation, and regulatory approval. Through the use of PMTs, the City dedicates its time and resources to directly engage a developer as a full partner in community redevelopment. Participation in the process can enable a project to quickly move through negotiations in order to determine the feasibility of a project in a manner that minimizes the developer's risk, time and expense.

From the community's perspective, the PMT process provides a highly transparent method for evaluating and deciding on the use, character, and scale of a project as well as the public costs and benefits of a project. Public discussion and input on a proposed project is a key component of project development from nearly its inception through and after its completion.

The end result from the public's and developer's perspectives is a project that functions better, is financially stronger, and has a high level of community and governmental support. Accordingly, nearly every type of development project will benefit from the process.

REDEVELOPMENT IMPLEMENTATION POLICIES AND TOOLS

To implement this Plan in the most effective and efficient manner, a set of policies and tools have been developed to supplement this Plan. These documents are included as appendices to this Plan, but are each ratified as separate documents from the Plan to enable the greatest flexibility for revising and updating these documents over time. These documents include the following:

- *Redevelopment Project Management Process Policy*—This policy describes the Redevelopment Project Management Process in detail to present a clear and accurate description of roles and responsibilities of City staff, commissioners, and officials. This document is intended for use by the City; a separate PMT brochure will be developed to quickly and clearly describe the process to developers and businesses.
- *Economic Development Tools Evaluation Checklist*—This checklist is a tool for use by the Economic Development Commission to evaluate projects proposed by developers and businesses seeking some form of City assistance. The checklist outlines the breadth of items that should be considered to comprehensively analyze the projected benefits and costs of a project.
- *Eminent Domain Policy*—This policy is used to guide the City’s decision-making regarding the use of eminent domain in development projects. The policy, developed by the City Council-appointed Eminent Domain Task Force, includes both statutory requirements as well as provisions that reflect goals for the use of eminent domain specific to the City of Olivette.
- *Land Development Regulation Revision Recommendations*—All City of Olivette codes and ordinances that impact land regulation (e.g. zoning and subdivision regulations) have been evaluated to identify any regulations which should be revised in order to promote development projects that help Olivette achieve a “Dynamic Sense of Place” as described in this Plan.
- *Priority Redevelopment Action Plan*—A comprehensive list of priority action items has been developed to guide plan implementation in the near-term. Although the planning timeframe for the Comprehensive Plan is five to ten years and beyond, the priority action items are designed to be undertaken in the first eighteen months after plan adoption to work toward achievement of the longer term goals identified in the Plan. Accordingly, the list is intended to be revised at least once every six months.