

# Olivette

*...in the center of it all*

## Olivette

Economic Development Commission  
5-Year Economic Development Plan

FINAL REPORT



# EDC Roles and Responsibilities

## Roles and Responsibilities

Conduct such studies as are necessary to gather information within the area of economic development in accordance with the adopted strategic plan of the City.

Prepare an annual Commission budget of projected revenues and expenditures for approval by the City Council.

Review and recommend areas for economic development within the City and the types of development proposed for these areas in accordance with the strategic plan of the City.

Market the City of Olivette to regional and national investors and cooperate with the Creve Coeur-Olivette Chamber of Commerce for such marketing efforts.

Conduct a comprehensive review of the financial alternatives which are available and feasible for the City to use to encourage economic growth including, but not limited to, industrial revenue bonds, community development block grant funds, Federal economic development programs, tax incremental financing, commercial development bonds and other economic development tools authorized under State law.

Review the Olivette strategic plan as may be necessary or desirable and recommend to the City Council and the Planning and Community Design Commission such plan amendments deemed by the Commission to be reasonable and necessary for the City's ongoing economic development.

Study both long-term and short-term activities to be recommended to the City Council.

If allowed by law and elected or appointed by the relevant governing authority in accord with applicable law, the Commission or its members may serve as the board of directors, board of commissioners or development authority or as members thereof for the City of Olivette under Missouri's economic development Statutes and exercise such authority granted under said Statutes.

Review and make recommendations to the appropriate Governing Body of the City regarding the use and administration of any and all economic development incentives available to, or utilized by, the City for its economic needs and development.



# Table of Contents

- Executive Summary
- Economic Development Plan
- Implementation
- Appendix A – Supporting Data
- Appendix B – Targeted Sectors/Businesses





# Executive Summary

**E X P A N D**

**P O S I T I O N**

**I N V E S T**

There are no easy solutions, quick wins or “magic potion” when it comes to proper community economic development. To be done successfully, it requires **consistent focus** over time on incremental improvements working toward common goals. It requires **input** from stakeholders across the community and **coordination** with other parts of the local government to ensure the economic development is wanted, understood, and proper for the area.

The foundation for this includes stakeholder education and training, infrastructure, and community image. The *Olivette Economic Development Plan* offers a mix of short-term, mid-range and long-term strategies designed to improve Olivette’s future economic development. Rather than simply identifying needs and crafting potential solutions without concern for the ability of the community to accomplish them, this plan builds upon Olivette’s strategic plan and hopefully utilizes its existing assets to create momentum toward, and a culture of, increased economic prosperity.

When backed by an accountability framework for implementation, the *Olivette Economic Development Plan* is a guide for achieving increased economic prosperity and improved quality of life in the region.





# Economic Development Goals

- ***GOAL 1. EXPAND BUSINESS AND INDUSTRY IN OLIVETTE***

The City of Olivette recognizes needs to diversify and expand its economic base by attracting and sustaining new businesses, industries, and other economic activities that meet resident’s commercial expectations, that increase local tax revenues. That increase and upgrade employment opportunities for local residents, and potentially increase household incomes and standards of living. The City further recognizes the importance of retaining existing businesses and industries and understanding needs they may have to maintain operations and expand.

***Objective 1.1 Baseline current economic development status and set goals.***

***Objective 1.2 Obtain stakeholder feedback on current and future requirements.***

***Objective 1.3 Identify desirable business and industry targets.***

***Objective 1.4 Market Olivette to New Businesses and Industries.***

***Objective 1.5 Ensure an effective internal organizational structure with defined processes.***

# Economic Development Goals

- ***GOAL 2. POSITION OLIVETTE FOR ECONOMIC GROWTH***

The City of Olivette recognizes the need to become a more competitive and attractive location for business and industry by taking full advantage of its existing assets and by correcting or minimizing factors that put the City at a competitive disadvantage to other communities and that may hinder its success in attracting new business and industry and retaining existing firms.

***Objective 2.1 Determine needed infrastructure improvements that would support economic development in Olivette.***

***Objective 2.2 Create a property database and action plan for each commercial property.***

***Objective 2.3 Identify and plan new business and industry locations.***

# Economic Development Goals

- ***GOAL 3. INVEST IN THE FUTURE OF OLIVETTE***

The City of Olivette understands that extensive private capital is needed to acquire and develop existing industrial sites, to acquire and develop new commercial and industrial sites, to redevelop downtown properties, and to start new business ventures. The City further recognizes needs to be competitive with other communities and areas and to seek and provide incentives, financial and otherwise, to attract and leverage private investment, and will do so within the limits of available resources.

***Objective 3.1 Establish Local Incentive Policies and Programs.***

***Objective 3.2 Implement New Public Financing Mechanisms.***



## GOAL 1. EXPAND BUSINESS AND INDUSTRY IN OLIVETTE

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### Objective 1.1 - Actions

*Baseline current economic development status and set goals.*

- *Developed uniform classification (NAICS)*
- *Integrated into zoning/land use and business licenses*
- *Inventoried 4-Industrial Parks*

### Rationale for Goal/Strategy

- *In order to develop a proper strategic plan and vision, it is important that the current economic development status is documented.*
- *Reach consensus for EDC and at council for the strategic plan for the EDC and its methods of accomplishing.*

### Objective 1.2

*Obtain stakeholder feedback on current and future requirements.*

- *Olivette Catalyst Strategy*
- *Expanding relationships with other agencies, groups, jurisdictions*
- *Council communication strategy*

### Rationale for Goal/Strategy

- *Economic Development cannot happen in a vacuum. Input is needed from council, residents, businesses, and peers/neighbors to ensure plans and requirements are meeting as many needs as possible.*

### Objective 1.3

*Identify desirable business and industry targets.*

- *Olivette Catalyst Strategy*
- *Plant Science Master Plan*
- *Preparations for Goal 2*

### Rationale for Goal/Strategy

- *A goal of proper economic development should be in meeting the needs and requirements of all stakeholders in terms of services provided, types of desired businesses, and higher economic potential industries.*

### Objective 1.4

*Market Olivette to New Businesses and Industries.*

- *Revised Marketing Brochure*
- *New Business License certificates and appreciation/welcome letter and packets*
- *City initiated RFPs*
- *Creating regional partnerships*

### Rationale for Goal/Strategy

- *Economic development is a competitive landscape with many surrounding municipalities often competing for similar businesses.*

### Objective 1.5

*Ensure an effective internal organizational structure with defined processes.*

- *Standardized inspection and licensing forms*
- *Organization Structure: On-going process*

### Rationale for Goal/Strategy

- *In order to execute upon detailed objectives, formalization of processes and structure is required for effectiveness.*

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### Objective 1.1 – Baseline current economic development status and set goals.

#### Rationale for Goal/Strategy

- **In order to develop a proper strategic plan and vision, it is important that the current economic development status is documented.**
- **Reach consensus for EDC and at council for the strategic plan for the EDC and its methods of accomplishing.**

Action/Task	Success Measurements	Resources Needed	Timeline/Effort
1.1.1 – Determine all available economic development related metrics and data currently available for base lining.	Listing of current metrics and data elements available for analysis and review.	<ul style="list-style-type: none"> <li>• Internal staff to pull available data.</li> <li>• Volunteer to analyze and report data.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed profiles for 4-industrial parks.</li> <li>• Preparing Olive corridor (completion projected Fall 2017)</li> <li>• On Going Review by EDC</li> </ul>
1.1.2 – Review Olivette strategic plan, available data, and perform SWOT analysis with EDC.	Finalized SWOT Analysis included as part of strategic plan.	EDC time to conduct perform background research and conduct analysis.	<ul style="list-style-type: none"> <li>• On-going by Council, PCDC and EDC</li> </ul>
1.1.3 – Develop 5 year Economic Development Strategic Plan.	Council approved 5 year Economic Development Strategic plan.	EDC time to set goals/strategies, review actions and task and develop plan for submission to council.	<ul style="list-style-type: none"> <li>• Completed</li> <li>• On-going</li> </ul>
1.1.4 – Determine a periodic process to update economic development data and current status to update strategic plan.	A quarterly, repeatable periodic process that allows for ease of updating of strategic plan.	<ul style="list-style-type: none"> <li>• Internal staff to pull available data.</li> <li>• Volunteer to analyze and report data back into strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted annually through Licensing process</li> <li>• EDC updated quarterly</li> </ul>

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1.1.5 – Build metrics dashboard to track progress. Make dashboard available to public.

Defined measurable success metrics that can be regularly updated to show progress toward achievement.

- Internal staff to pull available data.
- Volunteer to analyze and report data back into strategic plan. Ability to update website.

- On-going
- 4-Industrial Park profiles completed, updated annually
- Preparing Olive corridor, est. completion, Fall 2017

### Stretch Actions/Tasks

- Benchmark current economic development status against peer towns and surrounding neighborhoods
- Utilize current demographic and economic data to proactively target business for development
- Maintain an internal database of economic factors and trends

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**Objective 1.2 – Obtain stakeholder feedback on current and future requirements.**

**Rationale for Goal/Strategy**

- **Economic Development cannot happen in a vacuum. Input is needed from council, residents, businesses, and peers/neighbors to ensure plans and requirements are meeting as many needs as possible.**

<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
1.2.1 – Obtain city council insight and strategic vision for economic development.	Answers to EDC questions List of key success indicators for measurement.	Council time to answer questions and internal staff time to deliver answers.	<ul style="list-style-type: none"> <li>• On-going with Council</li> <li>• Discussion during Annual Council retreats</li> </ul>
1.2.2 – Review Olivette Strategic Plan for historical view of economic development.	N/A	EDC time to review plan and EDC time to discuss how historical results impact current state.	<ul style="list-style-type: none"> <li>• Completed and on-going review and updates</li> </ul>
1.2.3 – Obtain input from residents on economic development expectations and requirements: <ul style="list-style-type: none"> <li>• Call for resident involvement at next meeting.</li> <li>• Special sessions/workshops with residents.</li> <li>• Booths at Olivette sponsored events.</li> <li>• Online survey .</li> </ul>	Enough resident feedback to understand directional expectations and requirements.	<ul style="list-style-type: none"> <li>• Email list to send email to residents.</li> <li>• Cost for banners/signs similar to Future tasks force.</li> <li>• Volunteer time to facilitate meetings or run booths .</li> <li>• Volunteer time to develop survey or questionnaire for residents.</li> <li>• \$25 online survey subscription to a survey website.</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Input conducted via focus groups during planning projects, ie. Catalyst strategy, possibly Great Streets</li> </ul>



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<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
<p>1.2.4 – Obtain input from current business owners and landlords to learn expectations and requirements of economic development:</p> <ul style="list-style-type: none"> <li>• Informal interaction and meetings.</li> <li>• Phone calls.</li> <li>• Business owner forum/lunch.</li> </ul>	<p>Enough business owner/landlord feedback to understand directional expectations and requirements.</p>	<ul style="list-style-type: none"> <li>• Volunteer time to develop survey or questionnaire for business owners.</li> <li>• Volunteer time to call or visit business owners/landlords.</li> <li>• Cost hold a lunch forum to gather feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Staff reach-out efforts, via application for occupancy process, business license.</li> <li>• City Manager reach-out</li> <li>• Focus groups during catalyst strategy</li> </ul>
<p>1.2.5 – Develop a more formal feedback process to EDC and Council for businesses that do not select Olivette for business or leave Olivette.</p>	<p>Formal tracking with defined criteria that allows better understanding of reasons businesses do not choose Olivette.</p>	<ul style="list-style-type: none"> <li>• Internal staff time to follow up and track business reasons for not selecting or leaving Olivette</li> <li>• Volunteer time to formal define criteria for leaving (landlord, permit issues, economic downturn, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• 4-Industrial park profiles</li> <li>• Reach-out during licensing renewals</li> </ul>
<p>1.2.6 – Further relationship with other Economic Development groups in areas (RCGA, Chamber of Commerce, neighboring communities, etc.).</p>	<p>A listing of partners with contacts and periodic interactions.</p>	<p>Internal staff time to represent Olivette with other groups.</p>	<ul style="list-style-type: none"> <li>• Proactive efforts such as Council participation (and leadership roles) in Municipal League, staff involvement with Chamber, SLECDP, APA</li> </ul>

<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
1.2.7 – Delivery and presentation of our strategic plan to stakeholders: <ul style="list-style-type: none"> <li>• Special EDC session.</li> <li>• E-mailed copies.</li> <li>• Bound copies for delivery.</li> </ul>	Formal presentation of strategic plan.	<ul style="list-style-type: none"> <li>• Cost bind copies for handout and delivery to certain parties.</li> <li>• Posted to website.</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Revised marketing brochure</li> <li>• Strategic Plan summary handout</li> <li>• Website access</li> </ul>
1.2.8 – Process to present progress update to council on periodic basis.	At least, council agenda time every 6 months to discuss.	-- Council Time.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Newsletter</li> <li>• Department reports</li> </ul>
<b>Stretch Action/Tasks</b>			
-- Budget to have an external consultant to drive feedback process within 3 years to update plan. -- Develop a dashboard of key performance metrics as defined by council, reportable to council on continual basis.			

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**Objective 1.3 – Identify desirable business and industry targets.**

**Rationale for Goal/Strategy**

- **A goal of proper economic development should be in meeting the needs and requirements of all stakeholders in terms of services provided, types of desired businesses, and higher economic potential industries.**

<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
1.3.1 – Gain understanding of current employment levels in Olivette.	Current employment levels from public records.	Internal staff to pull available data Volunteer to analyze and report data.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• 4-Industrial park profiles</li> <li>• Business License data</li> </ul>
1.3.2 – Review stakeholder feedback from original strategic plan.	Completed assessment of original strategic plan economic development feedback.	EDC time to for in meeting discussions.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Comments from Development Strategies, Great Streets, Developer RFPs</li> </ul>
1.3.3 – Review of regional development growth trends.	Analysis of available regional economic trends.	EDC time for research on regional ED. Internal asks of staff to reach out to other surrounding towns/cities for information or public websites.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Staff summaries and presentations</li> </ul>
1.3.4 – Review current Zoning and Land Use Regulation codes and standards.	Understanding of what types of businesses are promoted or restricted based on current Zoning Codes.	Representative from PCDC to provide memo to EDC on types of businesses.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• COR and MU text revisions</li> <li>• NAICS classification adoption</li> </ul>
1.3.5 – Develop target list of industries and businesses.	Listing of 10-20 industry or businesses types that would meet needs of stakeholders.	EDC meeting time to discuss and refine a list based on feedback and current standards.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• RFP developer selections</li> </ul>

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<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
1.3.6 – Develop a NAICS specific business matrix that maps certain criteria to stakeholders.	A fully developed matrix that can be shared explaining why some businesses are easy to add to Olivette than others (space required, competition, zoning codes, etc.).	<ul style="list-style-type: none"><li>• Volunteer time to develop criteria and map to NAICS code.</li><li>• Ability to post to website.</li></ul>	<ul style="list-style-type: none"><li>• On-going internal development</li><li>• PCDC/EDC engagement mid-2017</li></ul>
1.3.7 – Better use of neighborhood meeting to solicit feedback and educate on matrix and Economic Development.	Listing of neighborhood association contacts and time on agenda.	None.	<ul style="list-style-type: none"><li>• On-going through website</li><li>• Coffee with the Mayor events</li><li>• New Community Rooms</li><li>• Website</li><li>• Industrial park profiles</li></ul>
Stretch Actions/Tasks			
NA			

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**Objective 1.4 – Market Olivette to New Businesses and Industries.**

**Rationale for Goal/Strategy**

- **Economic development is a competitive landscape with many surrounding municipalities often competing for similar businesses .**

<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
1.4.1 – Update marketing brochure.	Current marketing brochure .	Internal staff to redo graphics and update numbers.	<ul style="list-style-type: none"> <li>• <b>Completed</b></li> <li>• <b>On-going updates</b></li> </ul>
1.4.2 – Distribution of brochure.	Plan on various methods to distribute and electronically make available the updated marketing brochure.	<ul style="list-style-type: none"> <li>• EDC time to for in meeting discussions.</li> <li>• Electronic avenues, posted on website.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Issued with business licenses</b></li> <li>• <b>Posted on website</b></li> <li>• <b>E-mail delivery with inquiries</b></li> </ul>
1.4.3 – Host industry luncheons/ events.	Hosting at least two industry luncheons or events in a calendar year.	Budget from EDC, coordination with various real estate/developer industry groups.	Medium Level Long term effort 12/31/2015
1.4.4 – Regional partnerships.	Developed partnerships with surrounding or similar municipalities to market area not just Olivette.	Internal staff to assist in making introductions to peers.	<ul style="list-style-type: none"> <li>• <b>Active on-going activities, including participation in Municipal League, Chamber, STLEDP</b></li> </ul>
1.4.5 – Alternative marketing events.	Participate in two area applicable area events with a booth or representative from Olivette.	EDC member identify events and volunteer time.	<ul style="list-style-type: none"> <li>• <b>On-going discussion</b></li> <li>• <b>Commercial Real Estate Luncheons</b></li> <li>• <b>Community involvement/partnership opportunities</b></li> </ul>

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1.4.6 – Highlight Olivette real estate to community via official liaison with SLAR, SIOR, CCIM, etc.

Active effort to proactively promote available real estate.

- On-going
- Updated Marketing Brochure
- Website access

**Stretch Actions/Tasks**

- National marketing and trade events
- Testimonials from local businesses
- Regional advertising

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**Objective 1.5 – Ensure an effective internal organizational structure with defined processes.**

**Rationale for Goal/Strategy**

- **In order to execute upon detailed objectives, formalization of processes and structure is required for effectiveness.**

<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
1.5.1 – Develop a business case to hire full time Economic Development staff person.	Detailed business case presented to the council.	EDC time to develop a business case. Potential city funding for new position or allocation of current resources .	High Level Long term effort 6/30/2016
1.5.2 – Review/Modify EDC mission statement.	An updated mission statement that reflects our strategic direction based on the expectations of key stakeholders.	EDC time to vet and agree to an updated mission statement. Input from council and others on direction of the economic development in Olivette.	Medium Level Complete 1/30/2015
1.5.3 – Create summary handbook with relevant City stats, permits, fees, procedures, etc. that are relevant for EDC.	Completed EDC member handbooks.	Internal resource time to compile based on EDC requirements.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Website access, Doing Business in Olivette</li> <li>• Welcome packet</li> </ul>
1.5.4 – Formalize intake process for new businesses or potential economic development.	Understanding by various areas of who and how a request for information or new business should be handled .	None.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Website updates in process</li> <li>• New occupancy application</li> <li>• Welcome packets</li> </ul>

**Stretch Actions/Tasks**

- Annual assessment process
- Defined procedures for identifying and soliciting new business

## GOAL 2. POSITION OLIVETTE FOR ECONOMIC GROWTH .

The City of Olivette recognizes the need to become a more competitive and attractive location for business and industry by taking full advantage of its existing assets and by correcting or minimizing factors that put the City at a competitive disadvantage to other communities and that may hinder its success in attracting new business and industry and retaining existing firms.

### **Objective 2.1 - Actions**

*Determine needed infrastructure improvements that would support economic development in Olivette.*

- **Traffic Management Plan**
- **Continued pedestrian/bicycle connections**
- **Wayfinding/Public Art**

### **Rationale for Goal/Strategy**

- *Economic development is a competitive landscape with many surrounding municipalities often competing for similar businesses. Often times infrastructure can play an important role in the selection process of a business for location.*

### **Objective 2.2**

*Create a property database and action plan for each commercial property.*

- **On-going City Council Discussions**

### **Rationale for Goal/Strategy**

- *It is in the interest of the City to generate jobs and increase the property tax base by promoting and facilitating development, redevelopment, and reuse of existing vacant and underutilized industrial properties.*

### **Objective 2.3**

*Identify and plan new business and industry locations.*

- **On-going City Council Discussions**

### **Rationale for Goal/Strategy**

- *There are major opportunities in Olivette to develop new high-profile locations for business and industry. It is in the interest of the City to ensure that these areas are identified, planned, and reserved for future job and tax producing business and industry development.*



**GOAL 2. POSITION OLIVETTE FOR ECONOMIC GROWTH.**

The City of Olivette recognizes the need to become a more competitive and attractive location for business and industry by taking full advantage of its existing assets and by correcting or minimizing factors that put the City at a competitive disadvantage to other communities and that may hinder its success in attracting new business and industry and retaining existing firms.

**Objective 2.1 – Determine needed infrastructure improvements that would be support economic development in Olivette.**

**Rationale for Goal/Strategy**

- **Economic development is a competitive landscape with many surrounding municipalities often competing for similar businesses. Often times infrastructure can play an important role in the selection process of a business for location.**

<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
2.1.1 – Review Olive Boulevard Traffic Management Plan prepared by the PCDC in conjunction with County/State for Olive.	Traffic study or plan of implementation for additional updates to main commercial drive on Olive.	Internal staff to coordinate with state/county officials and begin discussion on next improvements.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Awaiting Great Streets decision</li> <li>• Ad-hoc committee assigned</li> <li>• Traffic count collections via Olivette Gateway and Plant Science Center</li> </ul>
2.1.2 – Explore beautification grants for roads and streetscapes.	An understanding of any streetscape beautification grants that might be available.	Internal resource to perform research and potential write grants.	High Level Long term effort Complete in conjunction with Traffic Management Plan/Great Streets
2.1.3 – Research to understand how our current communication infrastructure supports hi-tech/startup companies.	Better understanding of current communication infrastructure as compared to peers and meet with companies to understand needs.	Internal resource to assist in understanding current communications and EDC time to meet with companies.	Low Level Long term effort
2.1.4 – Research how improving green infrastructure could result in additional economic development.	Understanding of partners and opportunities to improve green infrastructure.	Volunteer time to research.	Low Level Long term effort

**Stretch Actions/Tasks**

-- Consider TDD for specific development needs

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**Objective 2.2 – Create a property database and action plan for each commercial property.**

**Rationale for Goal/Strategy**

- It is in the interest of the City to generate jobs and increase the property tax base by promoting and facilitating development, redevelopment, and reuse of existing vacant and underutilized industrial properties.

<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
2.2.1 – Create a database of information on current commercial properties in Olivette.	Collect information (taxes, property value, owners, tenants, lot size, age, etc.).	Volunteer and internal staff time to determine criteria and pull information on each commercial property.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Business License database</li> </ul>
2.2.2 – Develop a potential action plan or desired future state for each commercial property.	Each commercial property has a detailed economic development plan that could reach from unchanged to rezone and develop.	Volunteer and internal staff time to determine criteria and pull information on each commercial property.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Catalyst Strategy</li> <li>• PCDC/EDC work priorities</li> <li>• Council retreat discussions</li> </ul>
2.2.3 – Determine if any commercial lots should be combined to better create or improve economic development.	Each commercial property has a detailed economic development plan that could reach from unchanged to rezone and develop.	Volunteer and internal staff time to determine criteria and pull information on each commercial property.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Catalyst Strategy</li> <li>• PCDC/EDC work priorities</li> <li>• Council retreat discussions</li> </ul>
2.2.4 – Ensure items from strategic plan are considered when developing action plans.	Review of the strategic plan.	EDC time to review plan and EDC time to discuss how historical results impact current state.	<ul style="list-style-type: none"> <li>• On-going</li> </ul>

Stretch Actions/Tasks

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**GOAL 2. POSITION OLIVETTE FOR ECONOMIC GROWTH.**

The City of Olivette recognizes the need to become a more competitive and attractive location for business and industry by taking full advantage of its existing assets and by correcting or minimizing factors that put the City at a competitive disadvantage to other communities and that may hinder its success in attracting new business and industry and retaining existing firms.

**Objective 2.3 – Identify and plan new business and industry locations.**

**Rationale for Goal/Strategy**

- There are major opportunities in Olivette to develop new high-profile locations for business and industry. It is in the interest of the City to ensure that these areas are identified, planned, and reserved for future job and tax producing business and industry development.

<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
2.3.1 – Begin required actions based on objective 2.2.	Each commercial property has a detailed economic development plan that could reach from unchanged to rezone and develop.	Volunteer and internal staff time to determine criteria and pull information on each commercial property.	Medium Level Longer term effort 12/30/2015 <ul style="list-style-type: none"> <li>• Catalyst strategy</li> <li>• On-going discussions Council/PCDC/ EDC</li> </ul>
2.3.2 – Present recommendations to council for consideration.	Each commercial property has a detailed economic development plan that could reach from unchanged to rezone and develop.	Volunteer and internal staff time to determine criteria and pull information on each commercial property.	Medium Level Longer term effort 9/30/2015
2.3.3 – Explore potential RFP process for old city hall site.	RFP for old city hall site.	Understanding of process, EDC time to develop RFP.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Catalyst strategy</li> </ul>
2.3.4 – Consider alternative uses for industrial zone areas beyond industrial.	Each commercial property has a detailed economic development plan that could reach from unchanged to rezone and develop.	Volunteer and internal staff time to determine criteria and pull information on each commercial property.	Medium Level Longer term effort 9/30/2015

Stretch Actions/Tasks

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### **GOAL 3. INVEST IN THE FUTURE OF OLIVETTE.**

The City of Olivette understands that extensive private capital is needed to acquire and develop existing industrial sites, to acquire and develop new commercial and industrial sites, to redevelop downtown properties, and to start new business ventures. The City further recognizes needs to be competitive with other communities and areas and to seek and provide incentives, financial and otherwise, to attract and leverage private investment, and will do so within the limits of available resources.

#### **Objective 3.1**

***Establish Local Incentive Policies and Programs.***

#### **Rationale for Goal/Strategy**

- ***Incentives have become common at all levels of government in attracting new business and industry to an area or community. Most incentives are employer-driven, particularly those at the state level and funded by government grants, in that they are based on the number of jobs created and averages wages of those jobs, generally in relation to the average wage level or median household income in the area. Local incentives, which typically are in the form of property tax rebates for a period of years, generally are more flexible, in that they can be both developer-driven and employer-driven.***

#### **Objective 3.2**

***Implement New Public Financing Mechanisms.***

#### **Rationale for Goal/Strategy**

- ***Competition for new development continues to grow amongst communities. Often additional public financing mechanisms may be required to attract new businesses to develop in Olivette.***

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<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
3.1.1 – Survey local economic development incentive policies and programs in other St. Louis communities and other comparable communities.	Listing of comparable community incentive policies and program.	Internal staff to conduct research.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Conducted in conjunction with Olivette Gateway, City Hall redevelopment, Catalyst Strategy</li> </ul>
3.1.2 – Develop and adopt incentive policies and programs.	Identification of policies, procedures, and programs utilized by successful, growing, vibrant communities that attract business development and provide an improved quality of life for residents.	Time to present to council recommendations on potential incentive policies and programs.	Low Level Long term effort 12/31/2015 <ul style="list-style-type: none"> <li>• On-going discussions</li> <li>• Catalyst Strategy</li> </ul>
3.1.3 – Seek required funding and approval.	Council adoption of incentive package and subsequent economic development and growth in the City.	Council time to present plan, debate options and reach consensus.	Medium Level Long term effort 12/31/2015

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<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
3.1.4 – Promote incentives to current and potential businesses.	Plan to promote and distribute information on new incentives available.	Publishing on website or other community communications.	Low level Long Term Effort 12/31/2015
Stretch Actions/Tasks			
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**Objective 3.2 – Implement New Public Financing Mechanisms.**

**Rationale for Goal/Strategy**

- *Competition for new development continues to grow amongst communities. Often additional public financing mechanisms may be required to attract new businesses to develop in Olivette.*

<b>Action/Task</b>	<b>Success Measurements</b>	<b>Resources Needed</b>	<b>Timeline/Effort</b>
3.2.1 – Review and understand various mechanisms available.	EDC understanding of various mechanisms.	EDC time and internal staff to research and complete.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Conducted in conjunction with Olivette Gateway, City Hall redevelopment, Catalyst Strategy</li> </ul>
3.2.2 – Gather information on various projects that have used various mechanisms.	Listing of comparable projects and the mechanisms used .	EDC time and internal staff to research and complete.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Conducted in conjunction with Olivette Gateway, City Hall redevelopment, Catalyst Strategy</li> </ul>
3.2.3 – Educate public on how mechanisms work and the value driven.	Materials and presentation to public on pros and cons of various mechanisms.	EDC time to prepare presentations, meeting time to present.	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Presentations and hearings</li> <li>• Coffee with the Mayor</li> <li>• Website</li> <li>• Newsletter</li> </ul>
3.2.4 – Review proposals for development and determine which mechanisms would be appropriate, present recommendations to council.	As needed.	As needed.	<ul style="list-style-type: none"> <li>• On-going discussions</li> <li>• Catalyst Strategy</li> </ul>

Stretch Actions/Tasks

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