



City of Olivette  
Planning & Community Development  
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DEPARTMENT MEMORANDUM

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**DATE:** MAY 2, 2019  
**TO:** PLANNING AND COMMUNITY DESIGN COMMISSION  
**FROM:** CARLOS TREJO, AICP  
DIRECTOR OF PLANNING AND COMMUNITY DEVELOPMENT  
**RE:** CITY OF OLIVETTE COMPREHENSIVE PLAN  
2006 STRATEGIC PLAN

PETITIONER	PROPERTY OWNER
n/a	n/a

**SUMMARY OF PETITION:**

1. The official comprehensive plan for the City of Olivette was adopted in August 2006.
2. The state of Missouri requires all cities to adopt a “city plan for the physical development of the municipality” (§89.340).
3. Traditionally, the window for most plans is 20 years.
4. Staff has submitted a preliminary budget request to begin either an update, or adopt a new, Strategic Plan during the 2021 Fiscal Year.
5. Staff would like for the Commission over the next several months to initiate discussion regarding the current Strategic Plan, the process for amendment, the schedule, and general thoughts.

**Attachments:**

1. Summary of Strategic Plan





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## DEPARTMENT MEMORANDUM

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### SUMMARY OVERVIEW OF THE: CITY OF OLIVETTE COMPREHENSIVE PLAN THE 2006 OLIVETTE STRATEGIC PLAN: *DYNAMIC SENSE OF PLACE*

The City of Olivette has changed its policy and attitude on redevelopment in the community. The City has a proud history of providing an outstanding quality of life for its residents and is committed to this tradition. A failed TIF proposal in 1999, which would have converted the northeast “Hilltop Neighborhood” of Olivette from a residential community to a big box retail center, motivated the City to pursue this strategic planning process in order to build community consensus on a redevelopment vision that best preserves and enhances the quality of life in Olivette.

The intent of this plan is to layout a cohesive strategic plan and vision, guided by the community to provide a roadmap for the City to take a more proactive role in guiding redevelopment and fostering development in the community. This plan is not set forth to designate specific areas for redevelopment. In order to achieve the community’s vision the City will consider the entire Olive Boulevard corridor when entertaining redevelopment proposals. Conceptual illustrations within this plan are not meant to imply the precise location of redevelopment projects, or geographically target specific properties, land uses, or portions of the City. Illustrations are included in the plan to provide context and examples of preferred development types in order to achieve the identified community vision.

In the summer of 2004, the City of Olivette retained Vandewalle & Associates and began the strategic planning process to plan for the long term enhancement of Olivette and the improvement of the Olive Boulevard corridor. In Phase One of the Strategic Plan process, Vandewalle & Associates helped guide the community through an assessment of the opportunities and challenges presented by the City’s place in the region and identified three potential “visions” for the community. The results of Phase One were reported in the spring of 2005, in the *Olivette Strategic Plan Center of Opportunity* document.

#### **ACCOMPLISHED IN PHASE ONE OF THE STRATEGIC PLAN PROCESS**

Through the Phase One process, Olivette determined it should not foreclose on potential long term visions simply because the level of time, political will and monetary commitment appear to be particularly challenging at the present time—they realized that their vision should be identified based upon its match with the community’s desired long term “image.”

Throughout the strategic planning process, Olivette has fully explored each phase before moving on to the next. Discussion of the community’s desired “image” and the three visions identified in the *Center of Opportunity* document led to the Phase Two public engagement process, which began in May of 2005.

#### **COMMUNITY VISION – “PREFERRED IMAGE” IDENTIFIED IN PHASE TWO**

The goal of Phase Two of the Strategic Plan Process was to conduct community public engagement sessions to determine which vision best realized Olivette’s long term goals and desired image. The City of Olivette realized the importance of setting the standards high right from the beginning. Setting the standards too low at the outset of the strategic planning process would limit the City’s ability to attain a higher level of change if desired in the community. For this reason, it was important for the chosen vision to be the result of the community understanding its goals for the future – not strictly determined based on the level of difficulty of plan implementation.

The adopted Strategic Plan represents the interpretation of the Phase Two public engagement campaign which brought nearly 200 meeting participants to the strategic planning table to identify a common vision for Olivette during the summer of 2005. The results of the public engagement campaign, headed by Vector

Communications Corp., were reported in August of 2005, in the *Strategic Plan Phase Two Public Engagement Report*. The vision constructed through the strategic planning process is best described as *Olivette-Dynamic Sense of Place*, which expresses the image and identity envisioned for Olivette by the community. The Strategic Plan describes and illustrates the focus and challenges of this vision as well as presents a redevelopment plan and implementation strategies to guide the community, City officials, and the development community.

## DEFINE THE VISION-DYNAMIC SENSE OF PLACE

*The City will proactively implement the strategic plan in order to achieve the Dynamic Sense of Place vision. The Dynamic Sense of Place vision portrays Olivette as a community with a well-defined character of its own. Driving into the city, a visitor feels a sense of arrival. The landmarks, high point vistas, public art, gathering places, and civic activity centers make Olivette a unique and attractive destination. Olive Boulevard exhibits a mix of businesses, services and residential options developed collaboratively to meet the specific needs of the community. Whether they are working, relaxing, recreating, or gathering for a civic function, people here can access most everything they need right in their own community. Highway and regional transit connections provide convenience for residents and businesses and influence redevelopment function and scale.*

### FOCUS AREAS

The Vision of a Dynamic Sense of Place includes the following four Focus Areas, all of which must be addressed to fully realize the community's goals:

- **Community Development.**
- **Economic Development.**
- **Public Spaces.**
- **Transportation Connections.**

An overview of each focus area is as follows:

#### 1. Community Development

- **Community Identity:** Celebrate the unique aspects of the community through public art, public functions, and civic celebrations.
- **Balanced Community:** Balance residential density with the needs of the community including educational, health and social requirements, as well as public and nonprofit facilities.
- **Housing Mix:** Offer a mix of housing and residence types to encourage a stable community. Develop housing to meet the needs of residents in all cycles of life, thus reducing the need for residents to move to other cities and disrupt social and community life.
- **Live, Work, Play:** Promote multiple functions and uses within each development project. Provide an integrated mix of uses to meet local needs and interests to reduce the need to travel. Where appropriate, create a hub of economic and social activity.

#### 2. Economic Development

- **Development Scale:** Proactively influence the scale of development to incorporate mixed uses and two-to six-story developments along the Olive Boulevard corridor.
- **Industrial Parks:** Strengthen the existing employment centers within the community by working with the industrial parks to determine their infrastructure and programming needs. Introduce a mix of uses within the industrial parks where appropriate.
- **St. Louis Region Plant and Life Sciences Node:** Capitalize on Olivette's proximity to the Mid-County Plant and Life Sciences Node (which includes the Monsanto campus, the Danforth Plant Science Center, and the Nidus Center) by providing opportunities for incubator and post-incubator shared-space environments for plant and life science businesses. Provide personal and business services, and restaurants and retail uses for employees and visitors of this Node.
- **Wired Community:** Utilize the existing telecommunications infrastructure in Olivette to become a regional leader as a smart, wired community that enables citizens to access the internet from their homes, businesses, shops, public institutions, and parks. Investigate the development of Wi-Fi networks to access bandwidth and speed that people would otherwise go without, providing a boost to small businesses, and the revitalization of commercial and industrial areas, fostering a "new economy" based community.
- **I-170 Interchange Redevelopment:** Utilize proximity to the regional transportation system to attract employers and retail uses that benefit the community but need the larger market the I-170 interchange location draws to make such projects feasible.

### 3. Public Spaces

- **Public Realm:** Create public gathering spaces and a central activity area “town square” to provide opportunities for dynamic community interactions. Focus on the scale, design, and connectivity of streets, sidewalks, storefronts, parks and open spaces. Streets should be lined with trees to allow for a pedestrian and community friendly walking environment. New developments should be oriented to the street and be accessible to pedestrians.
- **Open Space/Greenways:** Olivette is a critical link in the River Ring Regional Plan and a community leader in the region with a 6.2 mile bike and walking path that, upon completion, will be 7.6 miles and connect all of the parks in Olivette.
  - *Walk or Bike to Work or Play:* Make the most of this achievement and market the City as a live-work community, one in which businesses and residents can walk or bike to work and play. Provide community-wide access to the trails network to ensure that residents, employees, and visitors have access to park and recreation facilities as well as viable routes for pedestrian and bike commuting leading into and within Olivette.
  - *Actively Promote the River Ring Plan:* Join forces with neighboring communities as an active proponent of the River Ring Plan, specifically through the current planning of the 20-mile Centennial Greenway. This critical segment of the Ring Plan will run through Olivette connecting St. Charles and St. Louis counties and the City of St. Louis via parks, trails, community resources, as well as commercial and cultural districts.
- **Olive Boulevard:** As the main artery through Olivette, Olive Boulevard has continued to be the most significant corridor in the community throughout its history and serves as the primary east-west route through Olivette—spanning from Highway I-170 on the east to Warson Road on the west. Olive Boulevard (State Highway 340) plays a multi-faceted role as the gateway to the community, as well as the key commercial and revenue generating district for Olivette.
  - *Connectivity to and Across Olive Boulevard:* Improve public space and create connectivity to and across Olive Boulevard in order to link the community and enhance pedestrian networks.
  - *Shallow Parcel Depth:* Consider, potential expansion areas that might include properties behind parcels fronting on Olive Boulevard. Such expansions could occur as part of a master-planned development project, or in response to infrastructure improvements in the vicinity of a potential expansion area, such as a side street.
  - *Narrow Parcels:* Reduce the total number of access points and attempt to create points that service more than one property. Narrow parcels create challenges for site assemblage, and also create problems with access resulting in multiple driveways over a short distance. Because of this, a continuous dual left turn lane runs virtually the length of the entire corridor within Olivette. The elimination of multiple access points may eventually lead to an ability to replace the dual left turn lane with a median.
  - *Limited Right of Way:* Obtain additional land dedications or easements to reduce the already shallow depth of parcels along Olive Boulevard. The lack of right of way available for streetscape and infrastructure improvements presents a challenge to redevelopment. However, through the redevelopment process, additional area for these improvements should be incorporated into each project.

### 4. Transportation Connections

- **Transportation Networks:** Create road and path networks to support all modes of transportation. Provide walking, cycling and pedestrian access to Olive Boulevard, activity centers, and public transportation from residential neighborhoods and workplaces.
- **MetroLink Station:** Collaborate with University City to engage MetroLink in development of a transit station near the I-170 interchange. Two alternatives for the future MetroLink Daniel Boone alignment provide Olivette with direct access to the commuter rail system at Olive Boulevard on either the east or west side of I-170 with alignment running along the existing rail right-of-way (the former Rock Island Railroad line) heading west to the Spirit of St. Louis Airport.

- The exact route of the future rail extension is of secondary importance to getting transit access in this general location.
- **I-170 Interchange Improvements:** Collaborate with University City to redevelop all four quadrants of the interchange as a regional-scale retail and mixed-use district. The upcoming Olive Boulevard/I-170 interchange improvement project, scheduled to start in summer of 2006, is the biggest change to the Olivette landscape for perhaps the next 100 years. This project presents the greatest opportunity to drive redevelopment in the community at this time. This significant improvement to the community's front door is important to the implementation of the strategic plan because the east end of the Olive Boulevard corridor is where catalytic change will first occur. Specific elements to consider include:
    - *Interchange Redevelopment Collaboration:* Collaboration with neighboring University City is needed to ensure consistent, coherent and integrated redevelopment of the four quadrants surrounding the interchange;
    - *Excess Right of Way:* Approximately 1.5 acres of developable land will be added to the community, providing the opportunity for additional commercial development in the City;
    - *New Gateway:* The City will have the chance to recreate its "front door" to set the tone for entry into the community; and
    - *Physical Improvements:* Physical improvements to Olive Boulevard and the streetscape will enhance the function and aesthetic appeal of the corridor.

## CHALLENGES

Obtaining the Vision of a Dynamic Sense of Place will require the community to overcome the following four challenges:

- **Community and Economic Development:** Proactively lead economic development and redevelopment efforts in the City.
- **Residential:** Balance the impacts on adjoining residential areas with desired redevelopment.
- **Accessibility and Connections:** Create an atmosphere in Olivette and along Olive Boulevard that provides multi-modal access and connections.
- **Coordination and Collaboration:** Organize the level of commitment, political support, and funding necessary.

An overview of the four challenges is as follows:

### 1. Community and Economic Development

Proactively lead economic development and redevelopment efforts in the City in order to:

- Gain the interest and trust of the development community.
- Establish a preferred community image and change the public/regional perception of Olivette.
- Earn the trust and consent of the Olivette community to use redevelopment tools to finance public improvement projects.
- Assemble enough land to create significant projects to build truly dynamic community spaces.
- Create attractive commercial uses that are market feasible, meet the needs of the community, and are attractive to residents, employees, and visitors.
- Facilitate the development of ancillary businesses to support the needs of existing employment centers, such as personal and business services, restaurants and meeting facilities, and fitness and recreation facilities.
- Capitalize on the plant and life sciences node and facilitate the growth of these industries into Olivette's existing business/industrial parks.
- Collaborate with local employers and users of existing technology infrastructure.
- Assess the needs of community and businesses and determine how to bring Olivette to the forefront of technology services.

### 2. Residential

Balance the impacts on adjoining residential areas with desired redevelopment activity including:

- Increase the density and design quality of new urban scale projects while at the same time improving the quality, ambience and character of residential neighborhoods.
- Maintain the balance of affordable housing in the community as property is assembled for mixed use redevelopment projects.
- Overcome the negative perception of multi-family housing in the community.
- Determine the feasibility of residential relocation in order to assemble adequate amounts of property for new community amenities and mixed use projects.
- Maintain residential housing stock on Olive Boulevard to enhance the corridor's aesthetic image.

### 3. Accessibility and Connections

Create an atmosphere in Olivette and along Olive Boulevard that provides multi-modal access and connections:

- Provide access to Olive Boulevard from surrounding neighborhoods to eliminate barriers to accessibility by pedestrians.
- Improve the sidewalk system to include a buffer from the street traffic along Olive Boulevard to create a pedestrian friendly environment.
- Provide bike access along Olive Boulevard as well as efficient car travel with consideration of its State Highway status.
- Locate a MetroLink transit station within or adjacent to Olivette.

#### **4. Coordination and Collaboration**

Organize the level of commitment, political support, and funding necessary to:

- Plan and create an urban village project at the I-170 interchange that meets the needs of the community and also takes advantage of the regional market opportunities provided by the interchange improvements.
- Play an active role in Centennial Greenway development to ensure Olivette is part of decision-making related to the regional bike route, including development of neighborhood connections to Olive Boulevard's commercial and civic areas.
- Work with University City to coordinate I-170 interchange redevelopment and actively pursue a MetroLink transit station near the interchange.

## **DIRECT THE VISION**

Olivette's adopted Vision with its Focus Areas and Challenges provides a guide for the long-term revitalization of Olive Boulevard, the industrial parks, and the community overall. To serve the immediate needs of the City in guiding and acting upon specific, more immediate redevelopment projects, this section provides parameters and recommendations in line with the community's Vision as a Dynamic Sense of Place.

### **Key Issues**

In light of the selected Vision, there are seven Key Issues that must be addressed for Olivette to achieve its goal of becoming a community with a Dynamic Sense of Place.

#### **1. Community Image**

In order to achieve its vision Olivette needs to take proactive steps to improve the physical, political and public policy image currently portrayed to residents, surrounding communities, the private sector and the St. Louis region as a whole.

The community of Olivette is active, unique, and diverse in many ways-yet the City's physical and political environments do not reflect the many strengths of the community. Proactive implementation of the City's vision and strategic plan will improve the City's political image and allow the City to tie individual redevelopment projects together in a cohesive manner over time. While Olivette's overall location in the region is ideal, developers have noted that they perceive the Olive Boulevard corridor to be aged with antiquated parcel configurations.

Development and implementation of a cohesive Olive Boulevard corridor improvement project and proactive involvement in implementation will assist the City in improving the physical image of the community. The final image related issue for the community is the business and development community's perception of the City of Olivette as difficult to work with. The City needs to improve relations with businesses and developers through the establishment of public policy that positions the City in a more proactive and business friendly role.

#### **2. I-170 Interchange Improvement Project**

The restructuring of Olivette's east gateway requires careful consideration because future development projects here will influence future developments to the west along the corridor. The planned interchange improvement will increase the level of interest from commercial developers. Consequently, this project also presents an opportunity for the City to build relationships with developers and make the most of the strong market forces at this location.

Prior to any further consideration of developer interest in the northeast quadrant, the City should engage the Hilltop neighborhood residents in a community engagement process specifically focused on the needs of the neighborhood to determine the best long term scenario in consideration of redevelopment pressures faced by this area.

Olivette should collaborate with University City to redevelop all four quadrants of the interchange as a regional scale retail and mixed-use district. University City is currently developing a strategic plan that will address the University City I-170 quadrants. On Olivette's side, the land north and south of Olive Boulevard adjacent to I-170 should be redeveloped to create a significant impact on the image of Olivette and Olive Boulevard. The City needs to capitalize on the interchange's role on the St. Louis region's inner belt, and proximity to Lambert International Airport, by creating a destination for business travelers, shoppers and diners.

Specific elements to focus on:

- The City of Olivette should actively negotiate with the Missouri Department of Transportation (MoDOT) to secure the right of first refusal for the purchase of the 1.5 acres of surplus right-of-way following the interchange improvement project completion.
- This will give the City a literal foothold in the assemblage of a significant redevelopment site, thus providing a greater level of control to ensure that redevelopment is consistent with the chosen vision.

- Olivette and University City should make every effort to coordinate significant redevelopment plans on both sides of the interchange, a gateway for each community, to pave the way for mutually beneficial future development.

### **3. Olive Boulevard**

Olive Boulevard currently has considerable physical characteristics that present obstacles for redevelopment and connectivity within Olivette and, in part, determine the future role of the corridor in the community. To counteract challenges presented by the existing conditions of the corridor, redevelopment should not focus solely on pedestrian movements *along* Olive Boulevard, but also on pedestrian accessibility *to* Olive Boulevard. Because of the many constraints, Olive Boulevard will never serve as an ideal pedestrian corridor; however, the character of development along Olive Boulevard is critical to the overall image of the community, and that character should include additional pedestrian amenities.

Redevelopment projects also should focus on connectivity between Olivette's neighborhoods and Olive Boulevard, connectivity across the Boulevard, as well as connectivity between the new commercial and mixed use projects themselves. Structured redevelopment along Olive Boulevard over time can lead to a corridor that, while still a state highway with a high traffic volume and narrow right of way, will present an identifiable, high quality image for the community.

The character of new development on Olive Boulevard, in terms of design, scale and mass as well as use and function, should fit within the following criteria:

- Design guided by community preferences and objectives.
- Development that is urban village, mixed use, and neighborhood scale.
- Heights of buildings ranging from two to six stories with multiple development types possible, including horizontal and vertical mixed use, and medium and higher density development.
- Development on aggregated sites that may include parcels from adjoining subdivisions.
- Developments with two to four uses with connections between projects and existing development.
- Targeted niche uses based on community needs and complementary uses within and between projects.
- Targeted uses and developments exhibit "Community as Place."

### **4. Industrial Parks**

The industrial parks in Olivette are critically important to the local economy and continue to be highly viable despite national and regional downturns in manufacturing. The presence of for lease signs in the industrial parks has perhaps created a misconception in the community regarding the level of productivity of Olivette's industrial parks. In fact, Olivette's industrial parks are currently operating with a vacancy rate generally on par with other industrial parks in the region. The configuration of Olivette's industrial parks allows for small to medium sized businesses within a single building, therefore signs advertising vacancy do not necessarily mean that the entire building is empty.

Direct discussions with industrial park businesses have confirmed that Olivette's industrial parks remain active and very functional, offering ideal locations for businesses and their employees. Olivette's industrial parks play an important role in the community by contributing significantly to the City's tax base, offering local employment opportunities and increasing Olivette's daytime activity, which is necessary to draw retail, restaurant and services to the community. However, there have been some thoughtful suggestions from the community to explore adding a broader mix of uses within the parks where appropriate.

In terms of the long term utility of the industrial parks, it is important that the City take an active role in maintaining an adequate mix of land uses in the community. This includes maintaining healthy employment centers using the existing business and industrial park infrastructure by:

- Exploring the appropriate niche for the industrial park space and actively marketing this property accordingly. Proactive marketing should include an increased emphasis on collaboration with existing businesses and property owners, local realtors, and the St. Louis County Economic Council;

- Investigating ownership and maintenance of the industrial park roadways and providing City services in order to improve industrial park appearance and improve public perception of the parks. This could potentially include the creation of a special taxing district to finance the improvements;
- Updating and repackaging the industrial parks to attract new businesses to the parks including a signage and wayfinding program to guide people to the industrial parks; and
- Exploring a mix of uses where appropriate.

## **5. MetroLink**

A potential MetroLink transit station in or near Olivette presents the opportunity to increase Olivette's connectivity in the region. The community's central location in the region, and close proximity to all of St. Louis' centers of activity, creates an excellent environment over the long-term for transit-oriented type of development.

Olivette needs to collaborate with University City to engage MetroLink in the development of a transit station near the I-170 interchange. The exact location of the transit station, be it in Olivette or University City, is not important; what is important is collaboration between Olivette and University City to gain community and political support for transit station development near this key interchange.

## **6. Saints Olivette**

City ownership of the Saints property can be leveraged in order to accomplish redevelopment initiatives along the Olive Boulevard corridor. Potential strategies could include a land swap of the property in order to develop a centrally located public square or gathering space in Olivette along the boulevard.

## **7. Wi-Fi**

Olivette is positioned at the highest point in the central county, with its highest elevation reaching about 700 feet. The City's position as a high point offers several redevelopment advantages including the opportunity to preserve and enhance the view corridor to downtown St. Louis as well as improved access to technology.

By utilizing the existing telecommunications infrastructure, Olivette can become a regional leader as a smart, wired community. Developing wireless (wi-fi) technology throughout the community will attract high-tech businesses, employers and employees.

## **REDEVELOPMENT CONCEPTS**

The use, form and arrangement of each redevelopment project are critical elements to achieving Olivette's vision of a Dynamic Sense of Place. The Strategic Plan document contains several concept plans that illustrate how some of the key components of the vision can be achieved in various areas within the community. Included are concept plans and perspectives for the I-170 Interchange area, City Center area (Olive Boulevard and Dielman Road intersection), and two concept plans for the West End of the community. Following those are three Streetscape Concepts for Olive Boulevard that vary depending upon the location and the uses that front on the Boulevard.

The key components of these concept plans are bulleted on each drawing and are intended to serve as guiding principles to be incorporated into all redevelopment projects in these areas. However, the plans themselves are intended to be illustrative and serve only as examples of how these principles can be achieved. Given that ownership of these areas is fractured and the City controls only a small portion, the ultimate design and execution of redevelopment will likely vary as individual projects are brought forward.

## **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, and EDC;
- 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 provides 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.

## **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.