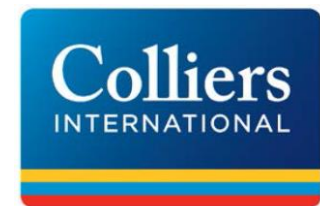




# University City Economic Development Strategy

## Task Force Meeting #5

November 12, 2020



# AGENDA

- Welcome
- Overview and Schedule
- Review of Community Engagement in September/October and City Council Work Session on Oct 12<sup>th</sup>
- Review of Draft Economic Development Strategy Document
- Questions and Discussions
- Next Steps



ECONOMIC DEVELOPMENT  
STRATEGY

# PLANNING TEAM



Stephen Ibendahl  
*Project Manager*



Beth Noonan  
*Economic  
Strategy*



Alison Gray  
*Market and  
Demographic  
Analysis*



Jacqueline Davis-  
Wellington  
*Economic  
Strategy*

Other Team Members  
Laura Linn  
*Graphics and Planning*

Katie McLaughlin  
*Planning*

# Overview of Task Force

The background image is a blue-tinted photograph of a university campus. On the left, there is a tall, square stone tower with a classical design, featuring columns and circular motifs. Atop the tower sits a large, white sculpture of a lion. To the right, a multi-story building with a prominent dome and arched windows is visible. The scene is set against a backdrop of trees and a clear sky.

# ROLE OF TASK FORCE

- **“Ad-Hoc” Advisory Committee**
  - Sounding board for the planning team.
  - A shared strategy.
- **Representatives from across the City**
  - Chosen by City Council and Mayor.
- **Meeting 5 Times During Process**



# Overview and Schedule

The background image is a blue-tinted photograph of a university campus. On the left, there is a tall, octagonal stone tower with a lion sculpture on top. To the right, there is a large, ornate building with a dome and arched windows. The scene is set against a backdrop of trees and a clear sky.



ECONOMIC DEVELOPMENT  
STRATEGY

# Schedule

## Review of Draft Economic Development Strategy

- Last day to comment: November 30<sup>th</sup>

Final Task Force Meeting, December 10th??? (TBD)

Final Economic Development Strategy: December

Anticipated Adoption by City Council: January 2021

# Meeting #4 Survey Results

The background image is a blue-tinted photograph of a university campus. On the left, there is a tall, octagonal stone tower with a lion sculpture on top. To the right, there is a large, ornate building with a dome and arched windows. The scene is set against a backdrop of trees and a clear sky.

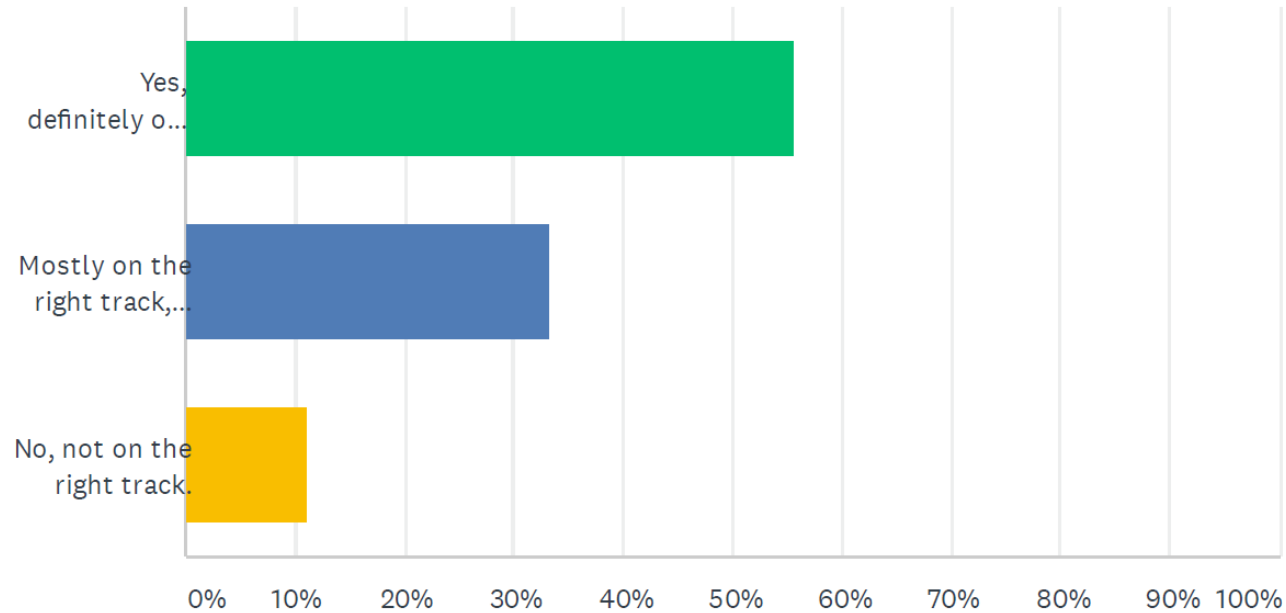




ECONOMIC DEVELOPMENT  
STRATEGY

Q1 After reviewing the six plan principles (#1 Grow Existing and Emerging Business Sectors, #2 Ensure Equitable Economic Opportunities, #3 Support University City Businesses and Workers, #4 Collaborate with Local and Regional Partners, #5 Celebrate and Promote University City, #6 Utilize Place-Based Solutions) and details from the presentation, do you think the overall recommendations and strategies are on the right track?

Answered: 9 Skipped: 0



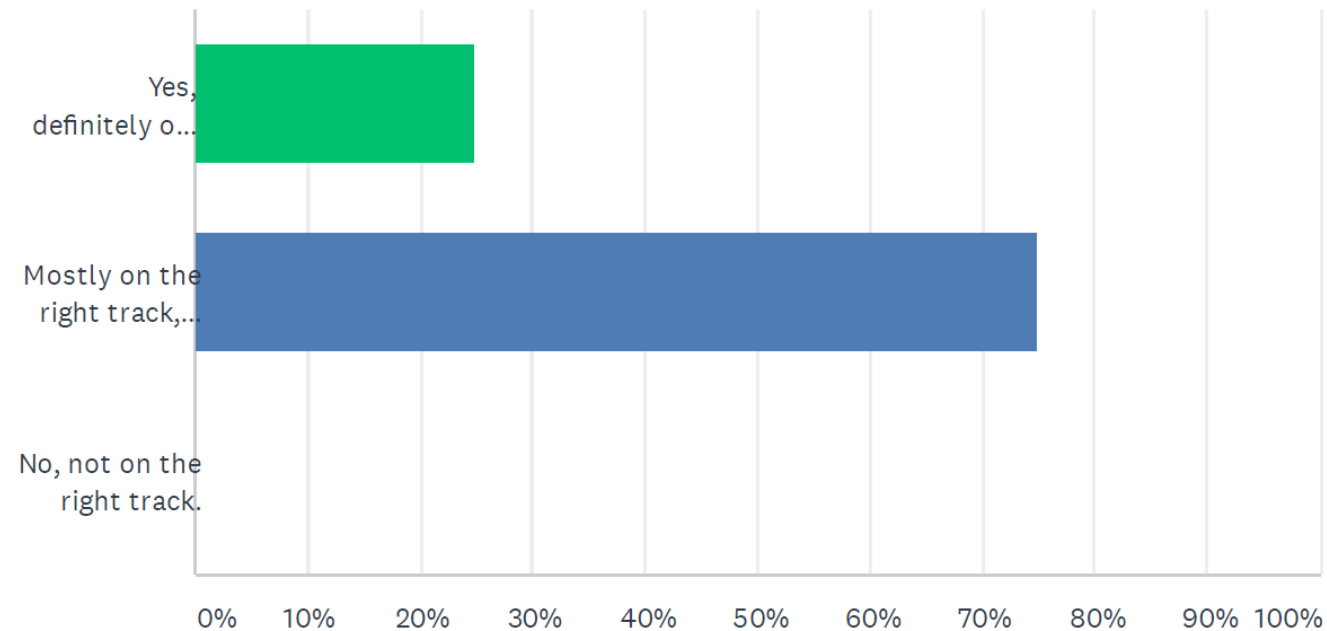
Task Force



ECONOMIC DEVELOPMENT  
STRATEGY

Q2 After reviewing the six plan principles (#1 Grow Existing and Emerging Business Sectors, #2 Ensure Equitable Economic Opportunities, #3 Support University City Businesses and Workers, #4 Collaborate with Local and Regional Partners, #5 Celebrate and Promote University City, #6 Utilize Place-Based Solutions) and details from the presentation, do you think the overall recommendations and strategies are on the right track?

Answered: 4 Skipped: 1



## Public Comments

The background image shows a university campus scene. On the left is a tall, octagonal stone tower with a lion sculpture on top. To the right is a large, ornate building with a dome and arched windows. The entire scene is overlaid with a semi-transparent blue filter.

# Community Engagement & Council Work Session



# COMMUNITY ENGAGEMENT

- Over 630 page views of website Sept 1 – Oct 30th
- Zoom Small Group Meetings (Six time slots over 2 weeks)
- Council Work Session on Oct 12th



# Addressing What We've Heard

The background image is a blue-tinted photograph of a university campus. On the left, there is a tall, square stone tower with a classical design, featuring columns and decorative panels. Atop the tower sits a large, white sculpture of a lion, which is the mascot of the University of North Carolina. To the right of the tower is a large, multi-story building with a prominent dome and arched windows, characteristic of a university library or administrative building. The scene is set against a backdrop of trees and a clear sky.

The background image shows a university campus scene. On the left is a tall, square stone tower with a lion sculpture on top. To the right is a large, ornate building with a dome and many windows. The entire image is overlaid with a semi-transparent blue filter.

# Draft Priority Implementation Actions



## PRINCIPLE #1: GROW EXISTING AND EMERGING BUSINESS SECTORS

### Implementation Action Items

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



# PRINCIPLE #1 – TOP PRIORITY ACTIONS

- **As part of BRE efforts, initiate retail sector focus groups and one-on-one-visit program to identify key sector challenges.**
- **Ensure open and ongoing dialogue with Novus to attract national retailers to Olive Gateway District.**
- **Assign City staff to facilitate and expedite municipal approval for Tru Hotel development.**
- **Reduce municipal staff and commission review period, authorize concurrent reviews, and leverage new Planning department software to expedite development review and approval process.**





## PRINCIPLE #2 – TOP PRIORITY ACTIONS

- Convene a Task Force to develop a diversity, equity and inclusion policy and strategy to assist the City with decision-making to avoid negatively affecting the minority communities.
- Leverage comprehensive planning process to engage with the communities North of Olive to develop a comprehensive neighborhood improvement plan to guide re-investment of new revenue from the Novus development.
- Develop a Community Engagement Strategy/Plan to ensure residents in the 3rd Ward are involved in any redevelopment efforts.
- Enter into an Agreement with the County Trustee Office to acquire tax delinquent properties in the 3rd Ward.
- Use the Explore UCity micro-site to promote and encourage patronage of Minority businesses.



## PRINCIPLE #3 – TOP PRIORITY ACTIONS

- Staff business retention and expansion (BRE) activities using existing staff or contracted services and reporting on an interim basis to Planning Director.
- Hire a permanent full-time economic development professional to lead implementation economic development strategy.
- Continue to formalize BRE efforts focusing on existing industry clusters and retail and tech emerging clusters through structured business visitation efforts with a particular emphasis on clusters impacted by COVID-19.
- Conduct targeted business outreach to firms located in Novus Development footprint to understand and document firm plans and needs and to identify municipal interventions to retain businesses.



## PRINCIPLE #4 – TOP PRIORITY ACTIONS

- Engage a third party to professionally facilitate an open and frank discussion with Washington University to build a mutually beneficial working relationship and develop a formalized City-University Partnership.
- Review and prioritize recommendations in Report to the City Council (2015) in light of Fiscal Impact Analysis (2020) for dialogue with Washington University.
- Review the Reports related to Washington University for issues that are relevant for other non-profits with large real estate holdings in the City.



## PRINCIPLE #5 – TOP PRIORITY ACTIONS

- **Expand and centralize economic development content on Explore UCity website and create clear linkages between municipal site and Explore UCity (See narrative for specific content).**
- **Review existing business-related publications and information and revise as necessary to ensure that they communicate information in a business-friendly manner.**



## PRINCIPLE #6 – TOP PRIORITY ACTIONS

- Hire a full-time dedicated staff person, when financially feasible, to manage the Loop SBD, develop a marketing strategy to fill vacant properties and create a programming schedule for activities in The Loop.
- Utilize the Loop Special District to develop a strategy to improve communication between property owners and tenant businesses and facilitate consensus around Loop events and operations.
- Initiate discussions with Washington University to communicate the City's redevelopment desires for Commerce Bank and Craft Alliance sites (West Loop priority development area).
- Prioritize marketing and development of city-owned property on Olive Blvd. at North & South and Midland Blvd. using the place-making districts as a strategic framework.



# METRICS

## ■ Existing Measurements

- # of existing and emerging cluster businesses.
- # of new business licenses.
- Sales tax revenues
- Median household income by census tract

## ■ Existing Measurements (with Customization)

- Sales tax revenues generated by specific districts
- # of City residents employed by targeted industry cluster businesses

## ■ New Measurements

- Level of businesses' satisfaction with operating in UCity
- # of Minority businesses receiving City contracts

# Upcoming Schedule

- Review of Draft Economic Development Strategy  
Last day to comment: November 30th
- Final Task Force Meeting, December 10th?? (TBD)
- Final Economic Development Strategy: December
- Anticipated Adoption by City Council: January 2021

# Discussion / Questions

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**Thank You!**

