

CENTER OF OPPORTUNITY



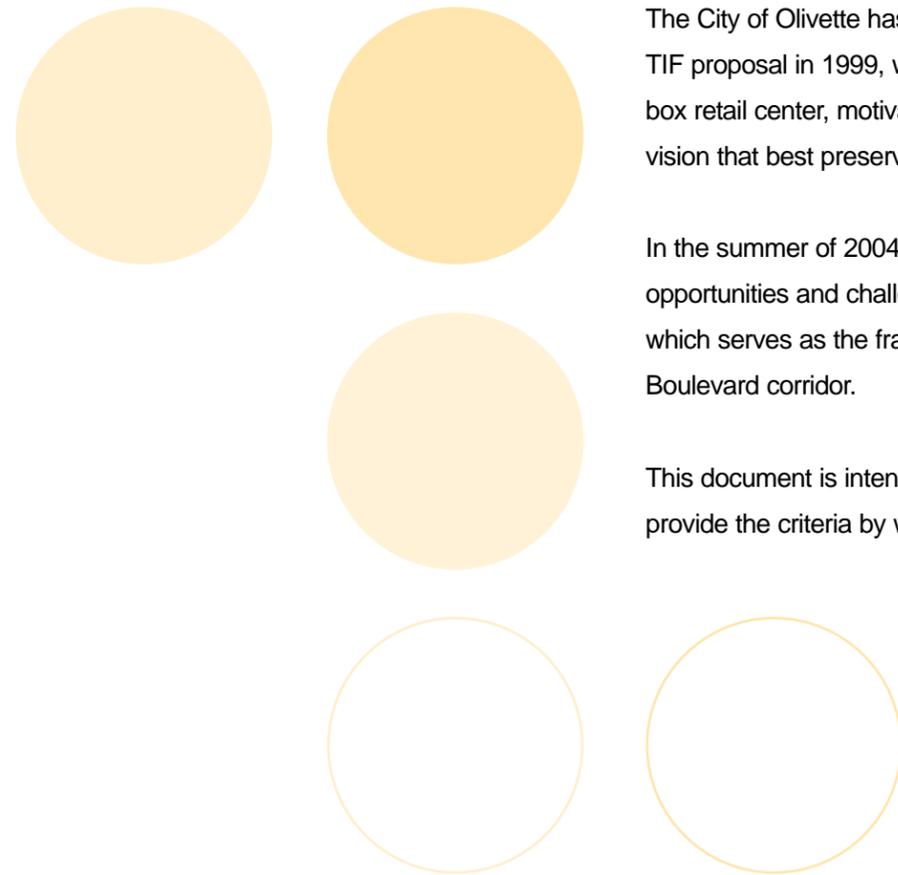
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INTRODUCTION

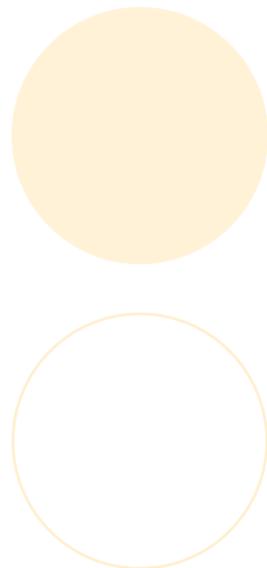


The City of Olivette has a proud history of providing an outstanding quality of life for its residents and is committed to this tradition. A failed TIF proposal in 1999, which would have converted the northeast “Hilltop neighborhood” of Olivette from a residential community to a big box retail center,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

In the summer of 2004, the City of Olivette retained VANDEWALLE & ASSOCIATES to guide the community through an assessment of the opportunities and challenges presented by the City’s place in the region. The outcome of the assessment was an opportunities analysis which serves as the framework to craft alternative visions and long-term redevelopment strategies in Olivette, primarily along the Olive Boulevard corridor.

This document is intended to help the community crystallize the expressed needs, wants, and desires of its various members, and to provide the criteria by which Olivette can evaluate the alternative visions and redevelopment strategies.

SHAPE A NEW OLIVETTE



Located in St. Louis County midway between the Mississippi and the Missouri Rivers, the City of Olivette is at the center of opportunity. Yet it has become clear to residents, land owners, businesses, and community leaders that Olivette must plan now if it is to sustain its high quality of life well into the future.

The community of Olivette is active, unique, and diverse in many ways—yet the City’s physical environment does not reflect the many strengths of the community.

This leaves the question:
What should the community of Olivette strive to become?

Olivette’s many opportunities can be clustered into three general levels:

- The ability to sustain and enhance a high quality of life.
- The ability to create a dynamic sense of place.
- The ability to become a more active player in the regional economy.



All of these opportunities are within the range of possibility for Olivette. The community must first, however, understand its goals and values in order to determine which vision is the best fit for the needs and goals of the community. Execution of any of these visions will involve varied levels of resources, commitment, and involvement from the City and community.

By choosing to focus primarily on one of these visions, Olivette will set the stage for redevelopment strategies—this will be the force behind redevelopment in Olivette. The selection of one of these brand visions is a critical first step in establishing the context for all future redevelopment to follow.

Establishment and adherence to the community vision will tie individual redevelopment projects together in a cohesive manner over time. This community vision will influence the form of new development as well as, the style, appearance, and function of individual real estate projects.



ESTABLISH A VISION

The first step in shaping a new Olivette is to define where the community wants to go.

A branded community is one that delivers a consistent quality of experiences—in living, doing business, traveling, working, shopping, recreating, and socializing. By branding itself, the community realizes several benefits:

- Builds on existing strengths
- Enhances residential amenities and resources
- Creates an attractive sense of place that quality workers seek
- Attracts and retains targeted businesses and niche businesses

By creating a brand, Olivette creates a defined set of goals and criteria. These can be used to select among development choices and economic development directions that continue to support the community's brand and vision. They can also provide a means of weighing the degrees of difficulty involved with vision attainment with return on investment.



SET GOALS AND OBJECTIVES

I. Set GOALS and OBJECTIVES

Who do you want to be?

Create **IMAGE**, built on your community strengths, goals, and opportunities

Develop **CRITERIA** to judge all further actions

Continue to use your **IMAGE** to shape your vision, and to present to the community the right kinds of new projects

II. Choose Your VISION

Which **VISION** realizes your **GOALS** and **IMAGE**?

Continue to use your **CRITERIA** to judge your vision and redevelopment projects

III. Formulate Redevelopment STRATEGIES

Do they fulfill your **GOALS**?
Do they support your **IMAGE**?
Do they meet your **CRITERIA**?

ASSESS THE COMMUNITY'S NEEDS AND VIEWPOINTS

In order to structure alternative visions and redevelopment strategies around the highest priority community needs, Vandewalle & Associates conducted a number of interviews, questionnaires and workshops to gather the opinions, experiences, and ideas of a wide range of community members.

EXPERTS

LOCAL/REGIONAL EXPERTS. On October 7 and 8, 2004, approximately 30 real estate and economic development professionals offered their thoughts and insights about development in Olivette. These experts included residential and commercial developers, realtors, property managers, local biotechnology industry representatives, and local and regional government leaders, each with a direct interest in or knowledge of development issues that should be considered in the crafting of alternatives. The summaries below highlight the general thoughts and opinions of participants regarding Olivette redevelopment potential:

- Redevelopment is more likely to occur if the City becomes involved with site control.
- Developers value the current trends in mixed use development, but most local firms do not have the expertise to carry out the projects on their own.
- TIF will be necessary to bring about significant redevelopment in Olivette.
- The existing parcels along Olive Boulevard commercial corridor are too shallow for larger redevelopment projects.
- Businesses and developers have found the City of Olivette difficult to work with in the past.
- Olivette is both on edge of the “Golden Triangle” (including Richmond, Brentwood, Clayton, and Kirkwood), as well as on the edge of moderate income areas to the north.
- Regionally, developers generally perceive the Olive Boulevard corridor to be mixed income, sketchy.
- The I-170 interchange reconstruction project is a new and exciting opportunity for Olivette to improve the eastern gateway to the City.
- The first phase of corridor redevelopment should highlight a signature project.
- Olivette should try to capitalize on the biotechnology uses in the immediate area, and could utilize existing industrial parks to locate post-incubator start-up businesses.
- Olivette’s location is ideal; not only does it offer direct inner belt access to businesses and workers, it is also close to executive housing.

ELECTED & APPOINTED OFFICIALS. Working in collaboration with the project steering committee (the Planning and Community Design Commission along with the City Council), Vandewalle & Associates presented a questionnaire to leaders in the community. The “planning pulse questionnaire” was distributed to Olivette’s elected officials, all appointed boards and commissions, and city staff. The questionnaire was not a scientific survey, but instead a tool to solicit opinions. The purposes of the questionnaire were to identify key issues and areas of agreement and disagreement concerning redevelopment. Forty of 99 distributed questionnaires were completed and returned.

Results from the planning pulse questionnaire indicate the elected officials, commissions, and city staff most strongly support:

- The City taking an active role in promoting and implementing redevelopment on Olive Boulevard;
- A redevelopment project that provides a highly positive regional image – “a signature project”;
- An increase in small-scale/community-oriented shopping and mixed use developments;
- An increase of commercial uses and services that meet the basic daily needs of Olivette residents; and
- Redevelopment that increases the amount of employment in the community, and increases the amount of sales tax revenue.

And most strongly do not support:

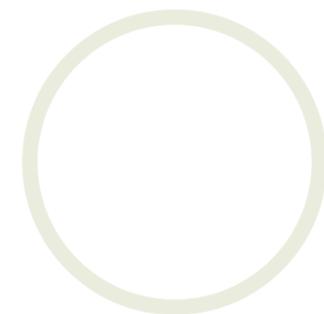
- Redevelopment strategies to attract large-scale/regional shopping development to the City;
- Redevelopment strategies to promote more condominium development;
- Redevelopment strategies to promote the development of affordable housing;
- Encouragement by the City of redevelopment projects that significantly decrease city property taxes for residents; and
- Encouragement by the City of redevelopment projects that generally maintain the current balance of tax revenues; and
- The notion that Olivette has a good balance between property, sales, and utility taxes and other revenues.



MIXED USE DEVELOPMENT

Mixed Use Development: a single building containing more than one type of land use or a single development of more than one building and use, where the different types of land uses are in close proximity, planned as a unified complementary whole, and functionally integrated to the use of shared vehicular and pedestrian access and parking areas. (American Planning Association Planners Advisory Service 491/492 A Glossary of Zoning, Development & Planning Terms).





THE COMMUNITY

THE COMMUNITY. On December 2, 2004, Vandewalle & Associates held a community open house to discuss community concerns and future redevelopment needs and goals of the Olive Boulevard corridor. More than 100 Olivette citizens attended, including members of the City Council, Planning and Community Design Commission, and a cross-section of community residents and business owners. A group exercise revealed the following broad strengths, issues and opportunities in Olivette:

- The school district and public works are excellent;
- Residents must leave the community to meet daily needs;
- The challenge for Olivette is to generate growth but still maintain a bedroom community feel;
- Olivette lacks identity and sense of place, there is nothing to draw people from the region into Olivette; and
- Olive Boulevard redevelopment represents an opportunity to encourage unique/original character for the area.

A Visual Preference Survey was also conducted to gauge general public sentiment on the issues of site and building design as they might become a reality in Olivette. Participants defined desired characteristics for commercial, mixed use and multi-family development that embrace compact site design, traditional-character architecture, pedestrian-oriented streetscapes, and quality materials.



TOWN CENTER

Town Center: A location within a city containing an orderly mix of land uses that meets the daily needs of area residents. This mix is intended to contain convenience retail, food services, personal and business service uses; community facilities including parks, schools, libraries, and places of worship; and residential uses of a density and location that would accommodate direct pedestrian linkages to the non-residential facility, these are usually focused around a central open space. (American Planning Association Planners Advisory Service 491/492 A Glossary of Zoning, Development & Planning Terms).





Compact site design

Traditional design character

Screened/buffered parking

Horizontally proportioned buildings

Quality materials

One-and-one-half to two-story commercial facades

Minimal setback, close to street

Building interest, character, articulation

Site amenities and pedestrian walkways

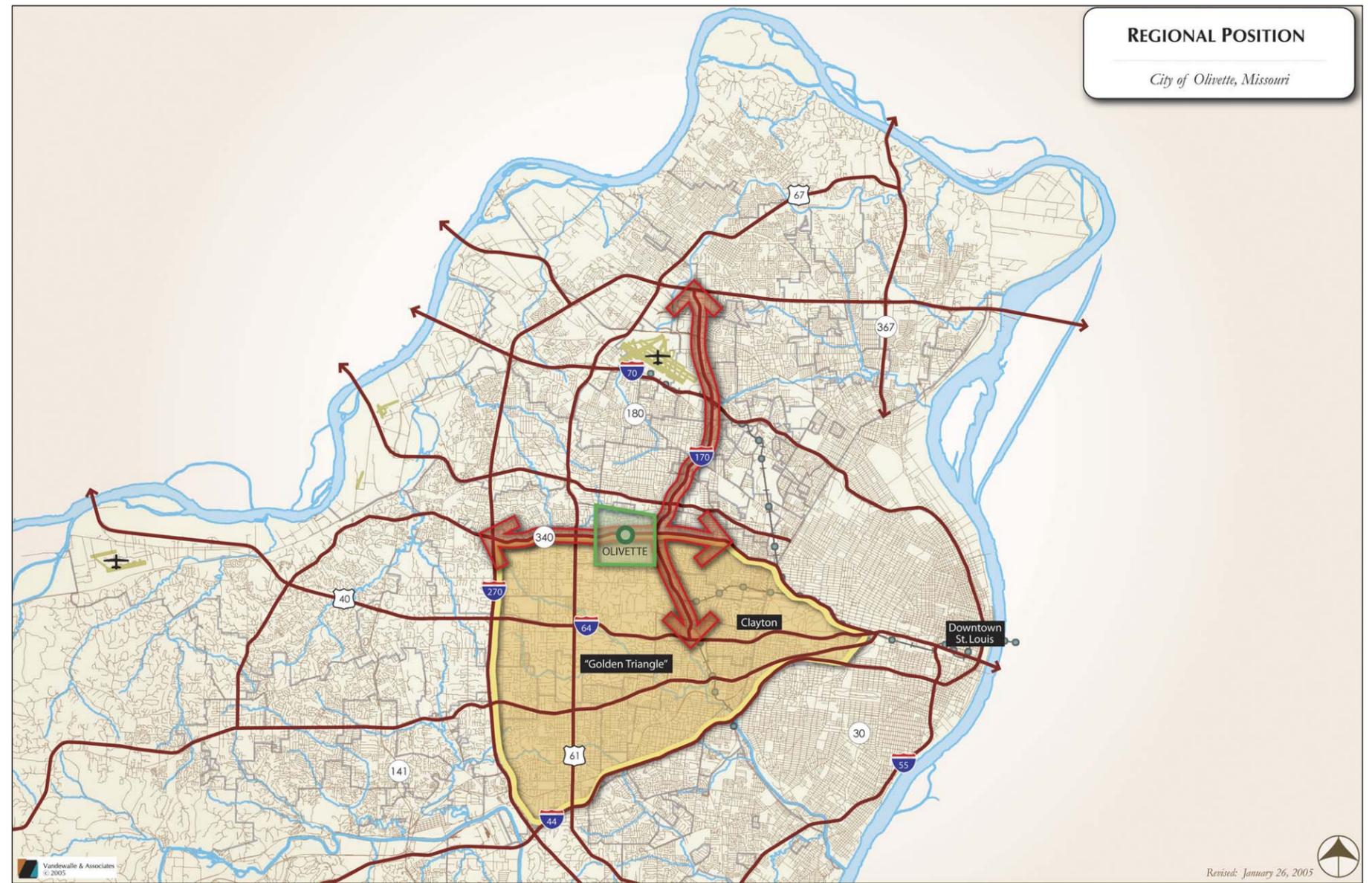
SET GOALS AND OBJECTIVES

MAXIMIZE A RANGE OF REGIONAL OPPORTUNITIES

GOLDEN TRIANGLE

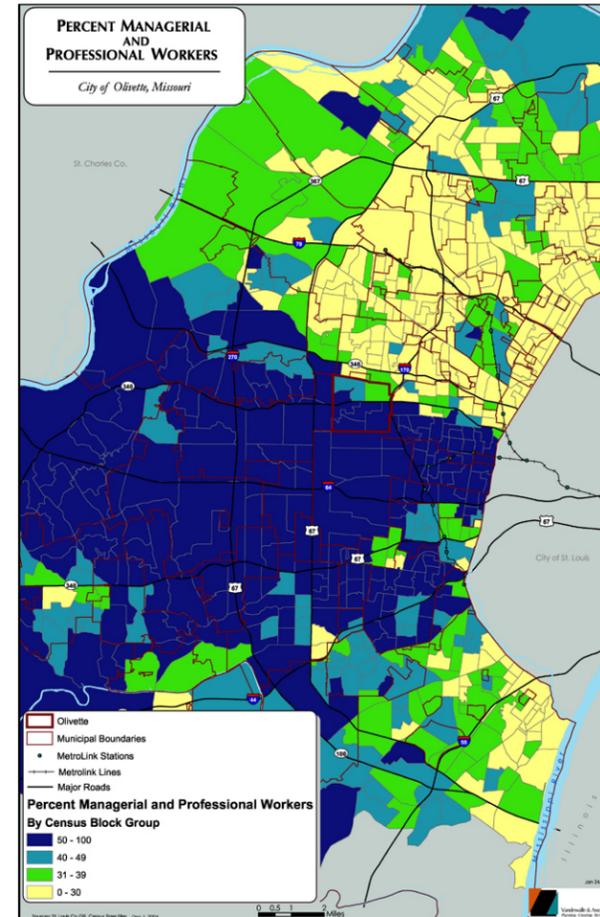
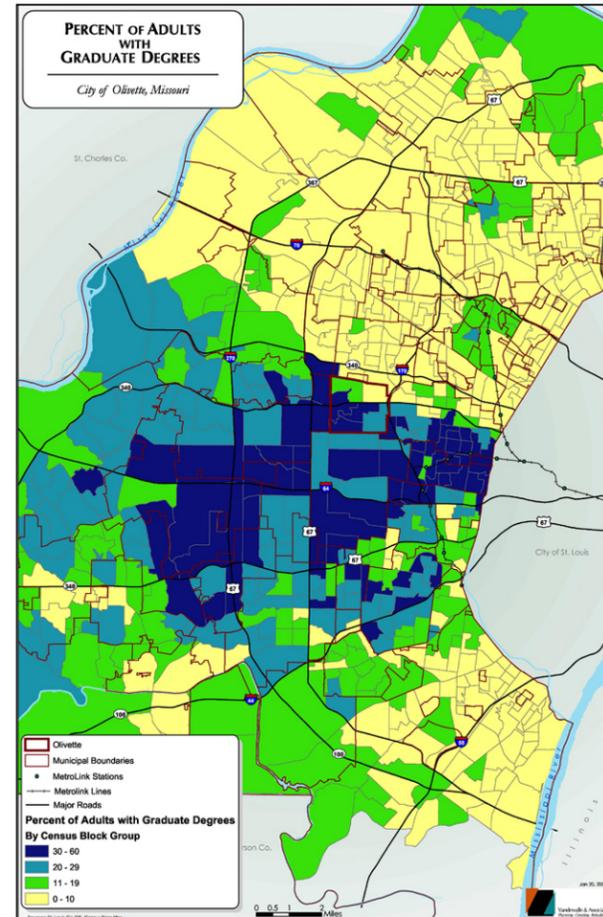
GOLDEN TRIANGLE. The “Golden Triangle” in the St. Louis region spans from east to west, with Clayton, the county seat, situated as the heart of the triangle at the eastern point. The area within the Golden Triangle contains residents with higher incomes, higher levels of education, and higher median home values than residents in the areas to the east, north and south.

Olivette is situated at the northern edge of the Golden Triangle, and is home to residents with demographics that are attractive to businesses looking for profitable new markets and quality workers. Higher household incomes in the triangle increase attractiveness to retailers. Olivette’s proximity to the county seat and business activity therein provides opportunities for the community.

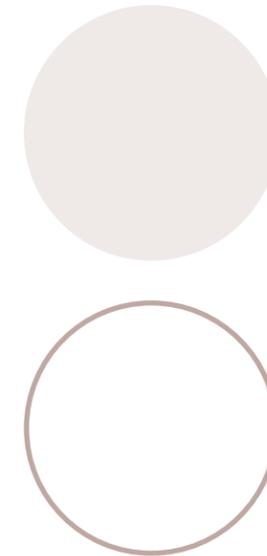


Use of 2000 Census data illustrates the typical characteristics found among residents in the Golden Triangle, including:

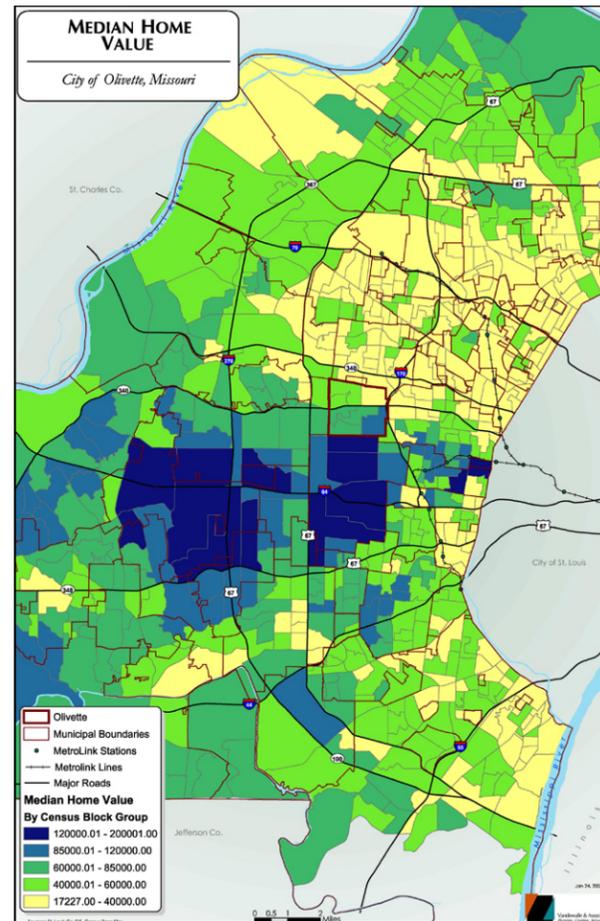
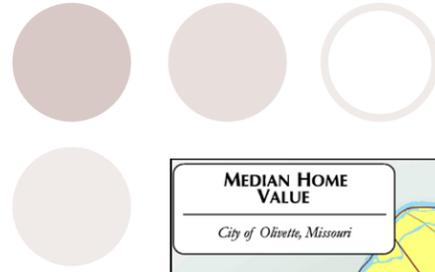
- **Higher Level of Education.** Residents in the Golden Triangle on average are more highly educated than residents in communities north and south. In the region, the highest concentration of adults with graduate degrees is located within the Golden Triangle.



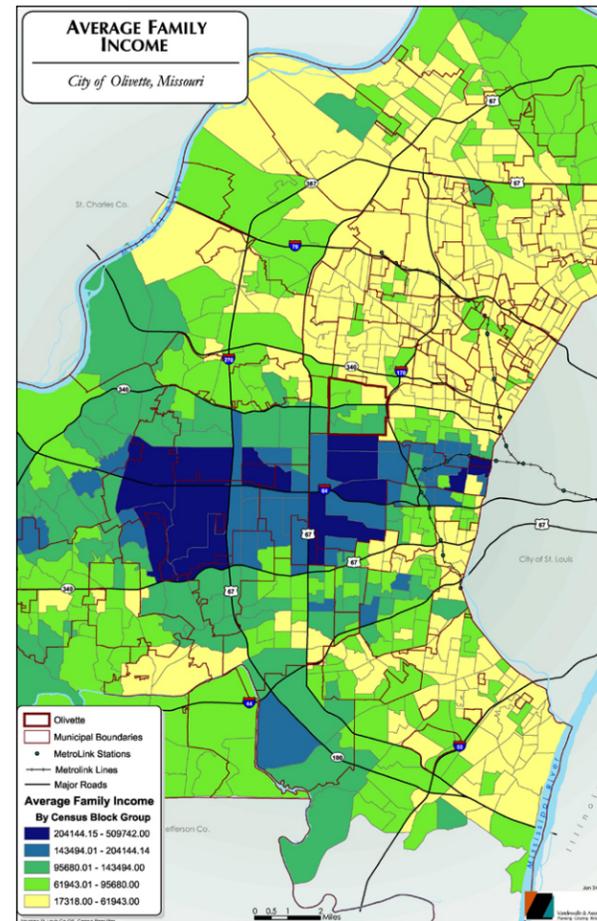
- **Higher Wage Earners—Professional and Managerial Workers.** Residents in the Golden Triangle are more likely to be employed in professional and managerial positions.



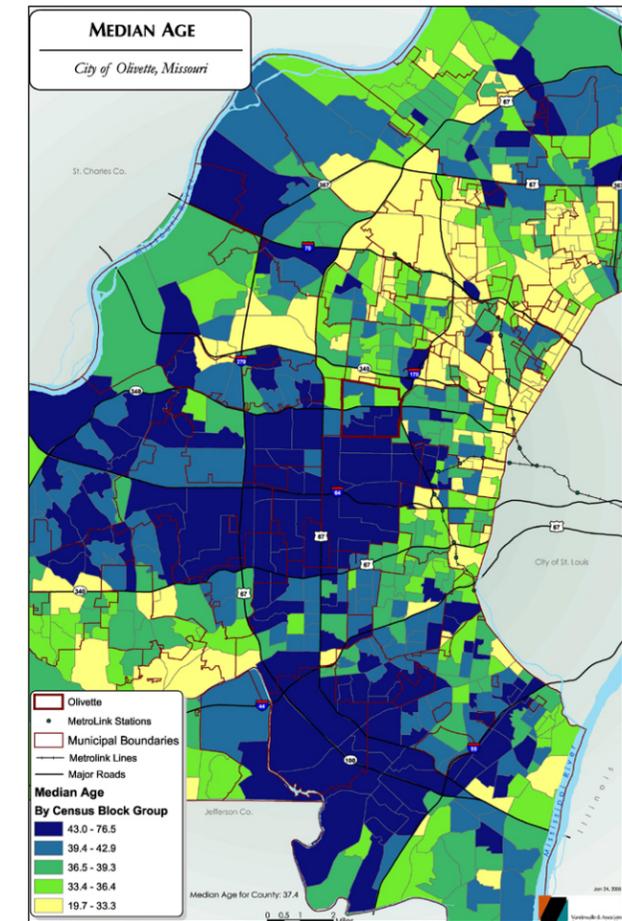
SET GOALS AND OBJECTIVES



○ **Higher Median Home Values.** Median home values in the golden triangle exceed those outside of the triangle.

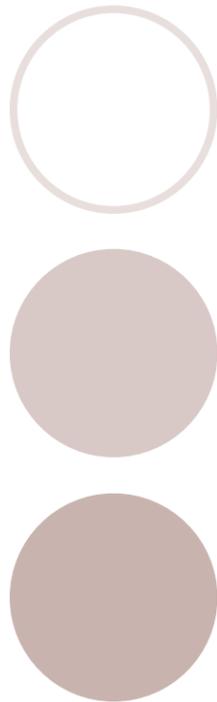


○ **Higher Average Family Incomes.** The higher levels of average family income within the Golden Triangle attract higher-end retail and commercial uses to the area.



○ **Higher Median Head of Household Age.** Overall the Golden Triangle comprises residents over 43 years of age, above the St. Louis County average age of 37.4.





TRANSPORTATION

TRANSPORTATION. Olivette is centrally positioned in St. Louis County's transportation network with: a direct connection to I-170 at its eastern border; a commercial district along Olive Boulevard, a key regional corridor; ideal accessibility to the region's international airport; and a potential location for a future MetroLink transit station. Accessibility to activity centers in the region provides the opportunity to draw residents and businesses to Olivette.

The transportation network in the St. Louis region includes 360 roadway miles of interstate highway, which carry nearly 46% of the region's non-local traffic. Interstate highways 70, 55, 44 and 64 are the main arteries of the region. Within this system, I-70 has an inner (I-170) and outer (I-270) belt network that improves traffic mobility and provides access to communities throughout the region.

The Bi-State Development Agency, known as Metro, owns and operates the St. Louis region's public transportation system. This includes MetroLink, the region's light rail system; MetroBus, the region's bus system; and Metro Call-A-Ride, the paratransit van system. Metro also owns and operates the St. Louis Downtown Airport and the adjoining business park, and operates the Gateway Arch transportation, ticketing, parking and riverboat facilities. Metro has a fleet of 457 buses, 66 light rail vehicles and 125 Metro Call-A-Ride paratransit vans, which combined, carried nearly 46 million passengers in 2004.

The first section of the MetroLink system opened in 1993, and the system continues to expand. The initial line is 17 miles long, with 19 stations, (13 at street level, two in subways and three elevated), with about 14 miles of the light rail alignment built on existing rail rights

of way. The Metrolink system runs in two directions from the central business district of St. Louis—east to Scott Air Force Base in Illinois, and northwest to Lambert International Airport. Construction is underway on a third route south to I-44 at Shrewsbury-Lansdowne. Future construction plans include expansion of the system to south and west St. Louis County. One alternative for the route to west St. Louis County runs through Olivette along the rail corridor.

Rail freight, has decreased in volume in recent years, yet continues to be an important part of the region's freight system. There are over a thousand miles of rail lines throughout the region, with seven primary rail-to-truck intermodal transfer centers in the region.

The St. Louis region was founded at the confluence of the Mississippi and Missouri Rivers. Accordingly, water transportation has always played an important role in regional commerce. Today, the Port of Metropolitan St. Louis continues to be one of the largest inland ports by tonnage in the nation.

Lambert-St. Louis International Airport, located north of Olivette, is the primary commercial airport in the region. Located on approximately 2,000 acres of land, the airport services ten major airlines and five commuter airlines. Other airports in the region include: the Spirit of St. Louis general aviation airport, located west of Olivette; the St. Louis Downtown Airport, home to approximately 250 aircraft; and Mid-America St. Louis Airport, located adjacent to Scott Air Force Base in southern Illinois.



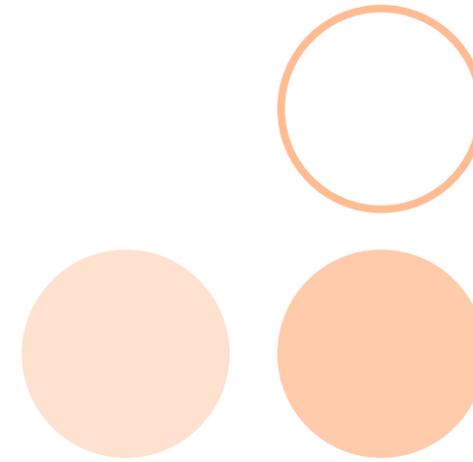
GREENWAYS

GREENWAYS. Olivette is situated within an exciting regional greenway system. In 2000, voters in the city of St. Louis, St. Louis County, and St. Charles County approved Proposition C, the Clean Water, Safe Parks and Community Trails Initiative. Proposition C approved funding for the Metropolitan Park and Recreation District, now called the Great Rivers Greenway District, through a one-tenth of one cent sales tax, which generates approximately \$10 million annually. The 1,216 square mile recreational initiative is a regional plan truly driven by citizens in an effort to improve the quality of life throughout the region. This initiative has sparked the advent of 37 projects since 2002.

Great Rivers Greenway is developing The River Ring, an interconnected system of greenways, parks and trails in St. Louis County, St. Charles County, and the City of St. Louis. In order to maximize regional benefit of the greenways plan, Great Rivers Greenway also works in collaboration with the Metro East Park and Recreational District across the Mississippi River in Illinois.

The planned interconnected system of greenways will benefit communities throughout the region. Based on the results of initiatives in other U.S. metropolitan areas, The Great Rivers Greenway District program expects regional impacts to include:

- **Economic development.** A system of greenways strengthens local economies and acts as a catalyst for economic growth as property values increase, tax bases stabilize, and new businesses develop.



- **Social capital.** A greenway system enhances health and education, and strengthens community bonds throughout the region as citizens and neighborhoods connect, and participate in healthy outdoor activity.
- **Environmental stewardship.** Greenway systems provide a physical framework that defines communities and preserves the natural environment.

Olivette already holds a significant place in the River Ring with 94 acres of park space separated into five parks. Additional park improvements are ongoing, including new playground equipment at Stacy Park and the Olivette Community Center. The Olivette Community Center is also adding a gazebo and landscape improvements. Olivette encourages bike and pedestrian activity in the community with its planned 7.6 mile bikeway/trail system; 6.2 miles of which already has been completed.

Future opportunities for Olivette include the connection of its bikeway to neighboring communities and thereby the entire region.



SCIENCE CLUSTER



LIFE SCIENCE CLUSTER/PLANT SCIENCE CLUSTER. Olivette is located in the heart of the region's emerging biotechnology, plant and life sciences industry. In greater St. Louis, over 390 firms in plant and life sciences employ 22,000 people, contributing an annual direct and indirect economic impact of \$10.5 billion according to regional estimate from the St. Louis Regional Chamber and Growth Association. This makes Olivette a prime location to create a live-work community with an even greater focus on research acceleration, incubators and start-ups in the biomedical and plant science arenas.

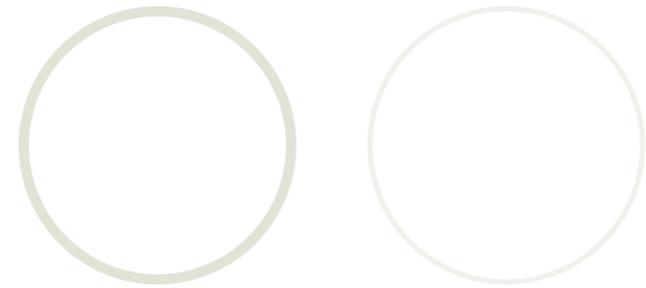
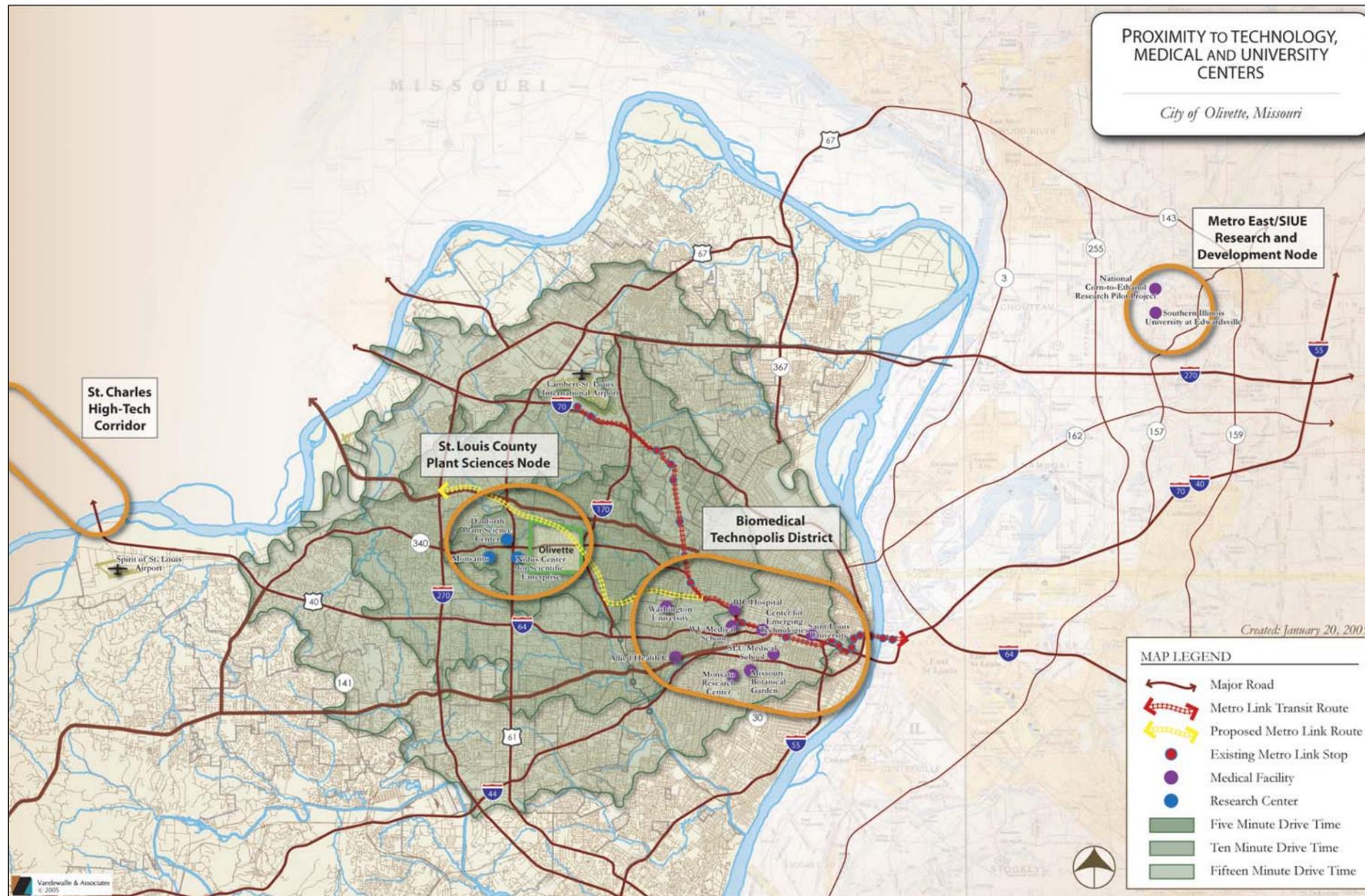
Olivette's neighbor to the west, Creve Coeur, is home to a number of key players in the plant and life sciences field, including: the 504 acre world headquarters of the Monsanto Company; the Danforth Plant Science Center, a not-for-profit research institute; and the Nidus Center for Scientific Enterprise, one of only two biotechnology business incubators in the region. In view of Olivette's proximity, Olivette should encourage development of light industrial, office and commercial space.

In 2000, Battelle Institute produced the report "Plant & Life Sciences Strategies for St. Louis" following their study of the plant and life sciences industry in St. Louis. The report included 20 recommended actions, one of which was the identification of four key nodes in the region that would provide the most opportunity for industry growth due to the presence of and proximity to plant and life sciences activity. The four nodes for growth in the biotechnology industry in the region are:

- St. Louis Biomedical Technopolis District, located in the City of St. Louis and includes Washington University Medical Center, Saint Louis University, and Missouri Botanical Garden.
- St. Louis County Plant Sciences Node, centered in Creve Coeur and includes Monsanto, Danforth Plant Science Center and the Nidus Center.
- Metro East/ Southern Illinois University Edwardsville Research and Development Node, northeast of downtown St. Louis, in Edwardsville, Illinois, this node is centered at Southern Illinois University Edwardsville, and includes the National Corn-to-Ethanol Research Pilot Plant and research park adjacent to the University.
- St. Charles High-Tech Corridor, west of St. Louis, the node spans from the Missouri River to Interstate 70 and houses the Missouri Research Park.



SET GOALS AND OBJECTIVES



An update to the 2000 Battelle Institute report was released in January of 2005 and indicates that the St. Louis region has made more progress in growth of their biotechnology industry than any other region in the country. The two biotech incubators in the region are near capacity with growth projected to continue in the region.

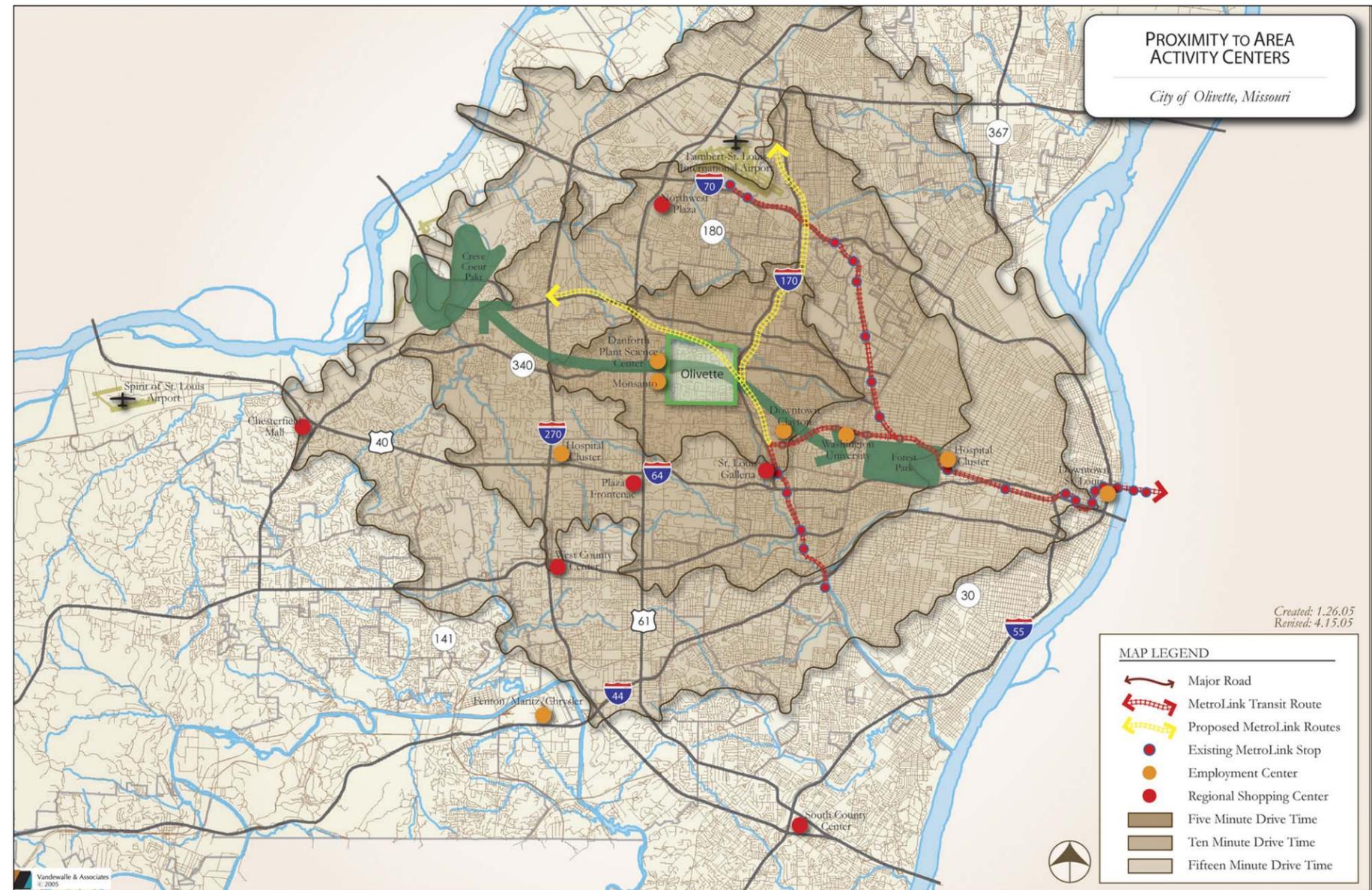
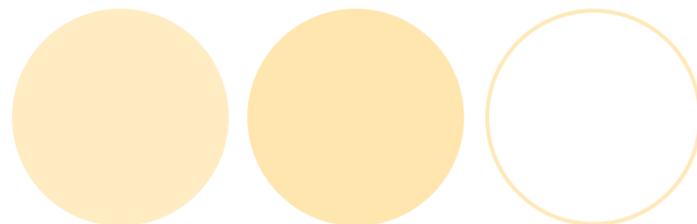
Olivette is located within the St. Louis County Plant Science Node, and immediately adjacent to important biotechnology activity centers in Creve Coeur. This proximity provides the opportunity for Olivette to increase the level of business activity in its own business and industrial parks, as well as provide ancillary retail and personal and business services within the biotechnology node.

BUILD ON THE FOUNDATIONS OF OLIVETTE

PROXIMITY

20 MINUTES FROM EVERYWHERE. St. Louis was established by pioneers who settled throughout the area between the ready transportation resources of the Mississippi and Missouri Rivers. Today, the St. Louis Metropolitan Statistical Area (MSA) comprises seven counties in Missouri, including the City of St. Louis, and five counties in Illinois, with a total estimated population of 2.59 million according to the 2000 Census. St. Louis County has an estimated population of one million, and includes 91 separate municipalities and 24 school districts.

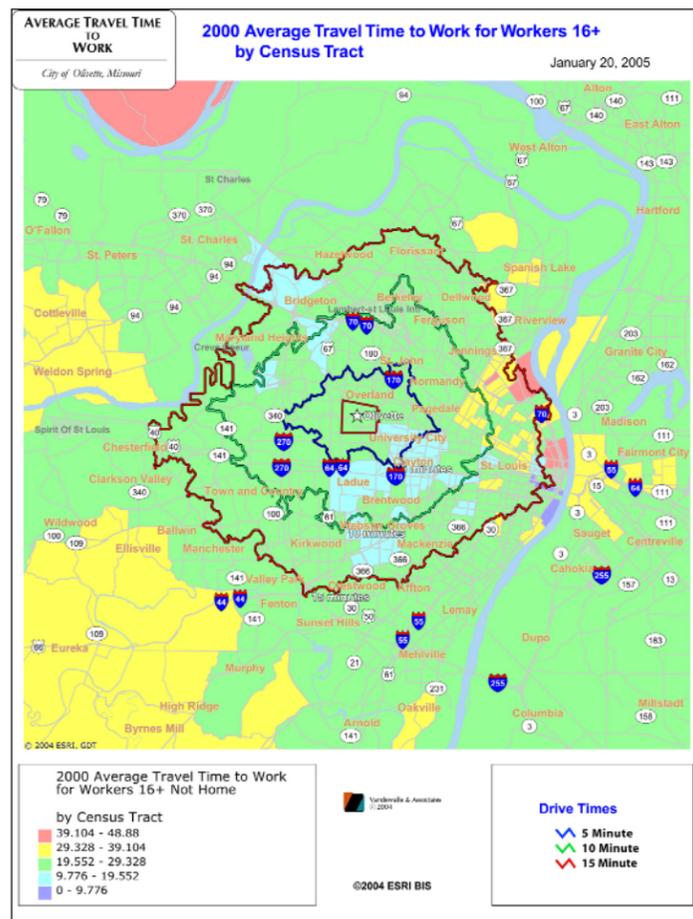
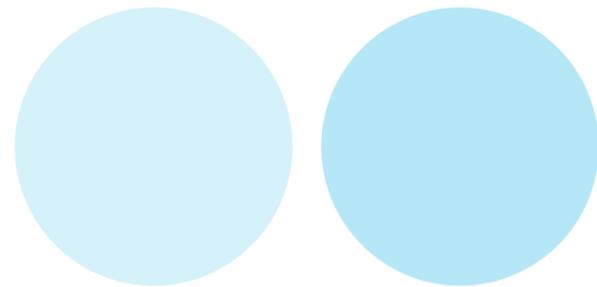
The City of Olivette is located less than 12 miles west of the City of St. Louis, and five miles west of Clayton, the county seat. Situated adjacent to the inner suburbs in St. Louis County, it lies just north of the central corridor along I-64/US 40. Olivette is also about 10 miles east of Forest Park, the 1,293 acre park that hosts the Fine Arts Palace of the 1904 World's Fair, the Jewel Box floral conservatory, the St. Louis Science Center, and the St. Louis Zoo. The City is positioned at the highest point in the central county, with its highest elevation reaching about 700 feet.

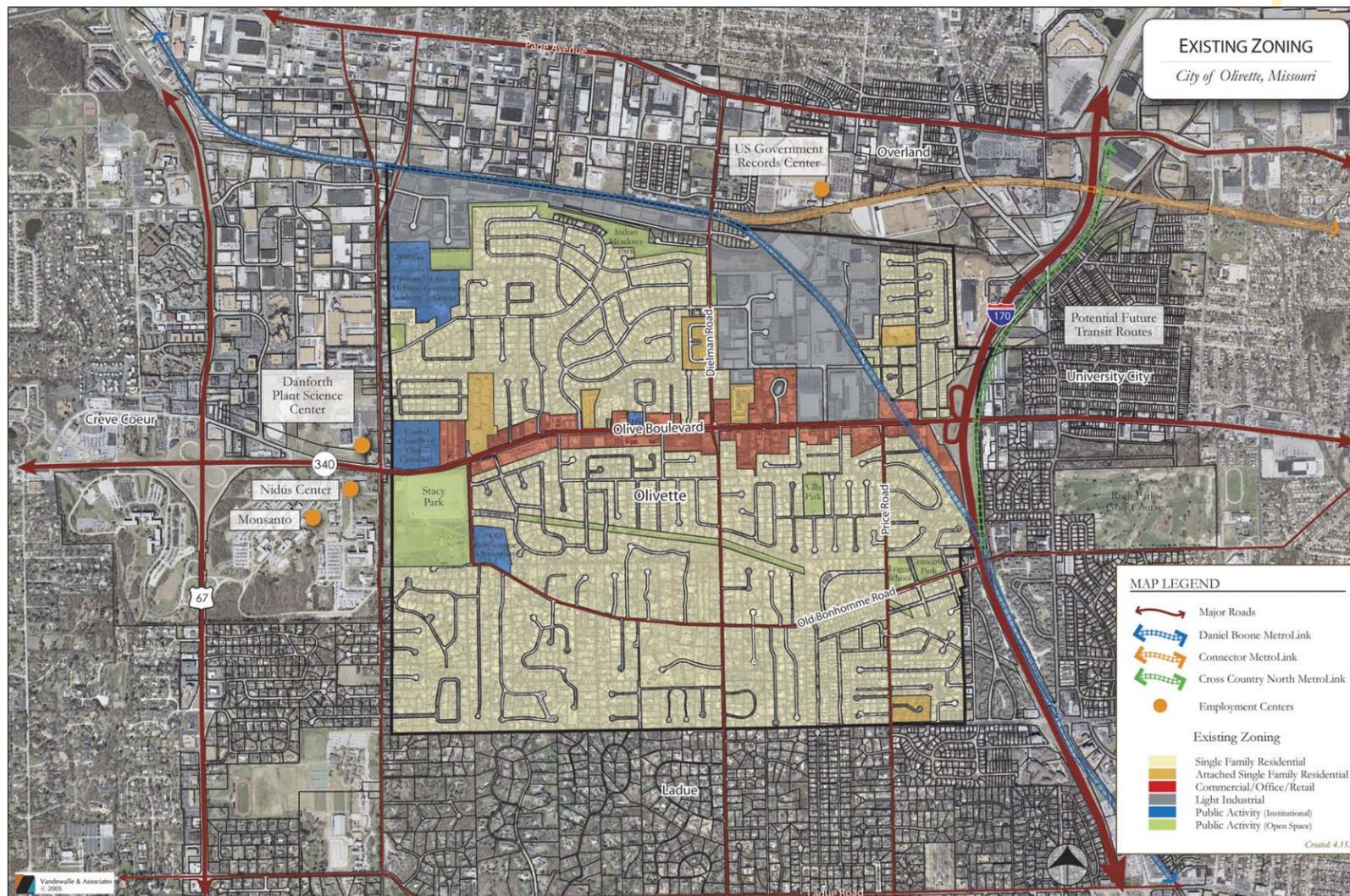


SET GOALS AND OBJECTIVES

Olivette's central location – with convenient access to the major highway network and the region's airports – is a major factor leading to its success as a residential and business community. Olivette, as residents commonly describe, is "20 minutes from everywhere." It is a short commute to downtown St. Louis, to Clayton, and to the region's major educational and research centers including Washington University, Saint Louis University, and the University of Missouri-St. Louis.

In addition to its central location, Olivette's position as a high point in the county offers several advantages for redevelopment including the opportunity to preserve or enhance a view corridor to downtown St. Louis, and the opportunity to develop key landmarks or nodes within the view corridor.





HISTORY

OLIVETTE HISTORY. Initially settled as a farming community in the early 1800s, Olivette was first known as Central, and later Central Town and Centerton. Central became an important location during the early settlement of the U.S., as it was halfway between the Port of St. Louis on the Mississippi River and the ferry at Howell's Landing on the Missouri River. This mid-point location provided Central with the opportunity to serve migrants in need of rest and supplies on their way west.

As the community developed the population primarily included French immigrants. Over time German, and later Irish, descents came to settle in the area. These farmers predominantly grew fruits and vegetables for the market in St. Louis.

Incorporated in 1930, Olivette now encompasses approximately 2.75 square miles. The first subdivisions were developed in the mid to late 1920s. However the majority of growth occurred in the 1950s and 1960s, when the population increased from about 1,000 to 7,000 residents. Growth occurred in Olivette at this time, when among other factors, the affordability of housing and the area's highly-rated school district brought the migration of diverse groups from neighboring communities and City of St. Louis neighborhoods.

The last subdivisions in Olivette were developed in the 1960s and 1970s, adding another 2,000 residents. Between 1970 and 1980, the City's population declined by just over 1,000 residents, and declined slightly in the 1990s. Olivette's 2000 population, as reported by the 2000 Census, also was estimated at 7,438.

Population decline can be attributed to a number of factors. The average age in Olivette has increased over time and has played a role in the decreasing household size in the community. Furthermore, Olivette has been for the most part a built out community since the 1970s.

PEOPLE

PEOPLE MAKE THE PLACE. While Olivette has a presence within the Golden Triangle in, today's Olivette is also a diverse community at many levels – diverse in age, race, income, and education.

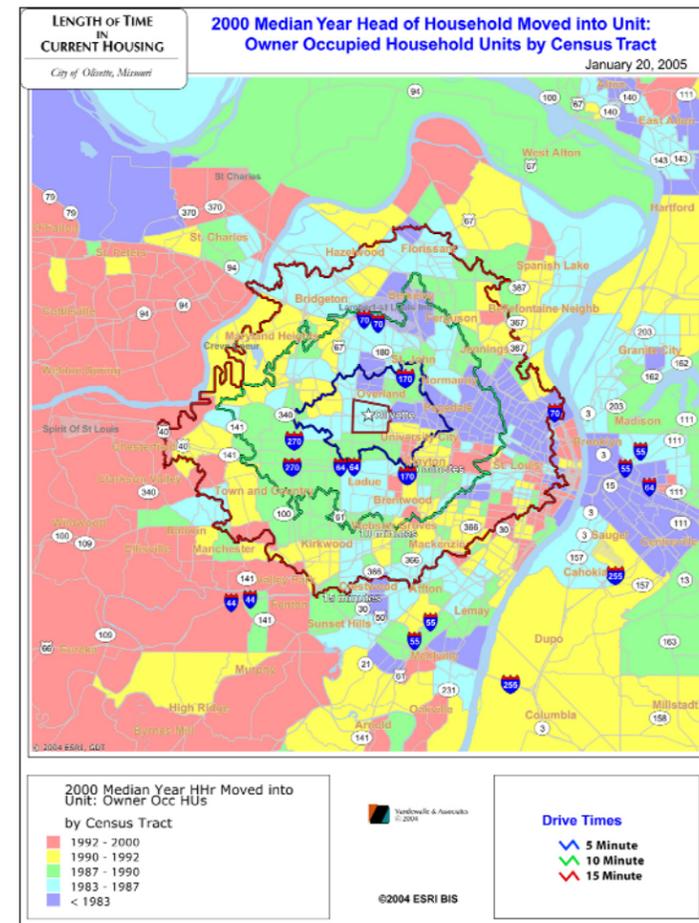
Olivette's population is getting older, according to the 2000 Census, the median age in Olivette shifted from 36.9 to 39.3 between 1990 and 2000. However residents continue to be diverse in age with a strong representation of young, middle-aged, and elderly residents throughout the community.

Population is racially diverse. In the 2000 Census 70.4% of Olivette residents identified themselves as White, 21.9% Black or African American, 0.1% American Indian, 5.0% Asian, 1.6% Hispanic or Latino, the remainder identified themselves as some other race or two or more races.

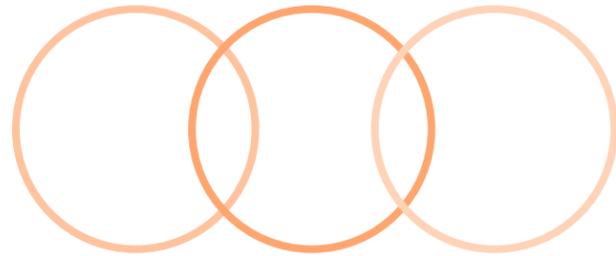
Median household income increased between 1990 and 2000, from approximately \$42,000 to \$56,000, according to the 2000 Census, and is varied throughout the community, with over 22% of the population earning between \$50,000 and \$75,000 in 2000.

Educational attainment of residents over 25 years of age is varied, with about 20% of residents falling into each of the following categories: high school graduate, some college, bachelor's degree, or master's degree or higher. A large number of residents in the community have post-graduate levels of education, in line with the educational attainment level evident in the Golden Triangle.

Education for children in Olivette is one of the top quality of life drivers, as children in Olivette have access to one of the top-rated public school districts in the state. This is a key reason many residents choose to live in the community.



RESIDENTS STAY IN THE COMMUNITY



CONNECTIONS

TRANSPORTATION CONNECTIONS. Olivette is well-connected to the region with its location along the I-170 corridor, Olive Boulevard, and Lindbergh Boulevard. The future I-170/Olive Boulevard interchange improvement project will increase the amount of available property for new development at the intersection, and provide Olivette with the opportunity to re-create its east gateway.

OLIVE BOULEVARD CORRIDOR. The main artery through Olivette, Olive Boulevard, was once named Centeron Road and later Central Plank Road, before becoming Olive Boulevard. Today, as in the past, Olive Boulevard is the most significant corridor in the community 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, which is also 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.

Additional opportunity to increase Olivette’s connectivity in the region is the pending MetroLink light rail system expansion to the Daniel Boone Study Area of western St. Louis County. One alternative for the expansion project provides Olivette with direct access to the commuter rail system. This alternative alignment runs along the existing rail right of way, the former Rock Island Railroad line, and heads west to the Spirit of St. Louis Airport. The alternative proposes stations spaced one-half to one mile apart at locations near employment and activity centers along the alignment. Additional features of the proposed stations include park and ride lots and bus feeder and circulation services to provide connections from stations to specific destinations.



SET GOALS AND OBJECTIVES



INTERSTATE 170 AND OLIVE BOULEVARD INTERCHANGE IMPROVEMENT PROJECT

The Missouri Department of Transportation (MoDOT) is finalizing a design for the Olive Boulevard interchange with Interstate 170 that includes the interchange itself and improvements to Olive Boulevard on the west side of the interchange. The project was initiated as a recommendation of the Cross-County Major Transportation Investment Analysis (MTIA) performed between 1996 and 1999 through a joint effort between state and regional agencies to address concerns regarding congestion, preservation, safety, sustainable development, and the efficient movement of people and goods.

MoDOT is proposing to construct the interchange as a single point interchange and move it slightly to the west. A single point interchange can move large amounts of traffic through a small amount of space and is controlled by one set of traffic signals located at a single point at the center of the interchange. The signals direct thru-traffic, as well as all traffic that must turn left to enter or leave the highway.

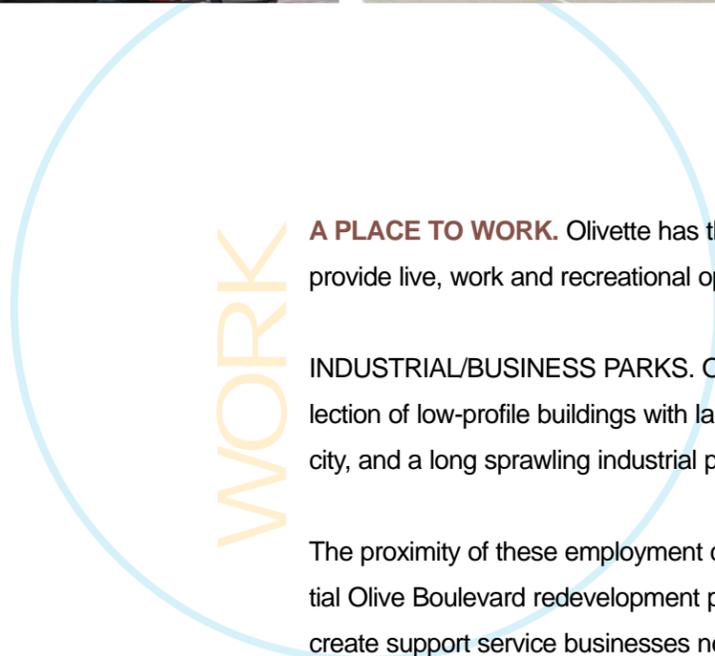
Other steps to help alleviate congestion at the interchange will include constructing two-lane ramps from northbound and southbound I-170 onto westbound Olive Boulevard and constructing a two-lane ramp from eastbound Olive Boulevard onto northbound I-170. Olive Boulevard will be widened from five to six lanes at the I-170 interchange to accommodate a second turn lane from eastbound Olive Boulevard to northbound I-170. A third lane will also be added to westbound Olive between I-170 and Dielman Industrial Ct. MoDOT is also proposing to lengthen the I-170 exit and entrance lanes at Olive Boulevard so that traffic can safely and efficiently exit and enter the interstate.

The project is scheduled to start construction in summer 2006, with project completion estimated for mid-to-late 2008. Estimated construction cost to improve the I-170 and Olive Boulevard interchange is \$20 million. MoDOT reports more than 70,000 vehicles a day travel on northbound and southbound I-170 at this location. (Source: www.MoDot.org)

Direct impacts on the community following reconfiguration of the interchange will include:

1. **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.
2. **NEW GATEWAY** The City will have the chance recreate its "front door".
3. **HIGHER PROFILE** The community will have more people drive to and through Olivette.
4. **PHYSICAL IMPROVEMENTS** Physical improvements to Olive Boulevard and the streetscape will enhance the function and aesthetic appeal of the corridor.





A PLACE TO WORK. Olivette has the infrastructure and general land uses in place to provide live, work and recreational opportunities for residents and visitors of the community.

INDUSTRIAL/BUSINESS PARKS. Olivette has an industrial park consisting of a loose collection of low-profile buildings with largely brick materials in the northeast quadrant of the city, and a long sprawling industrial park in the northwest corner of the community.

The proximity of these employment centers to existing residential neighborhoods and potential Olive Boulevard redevelopment provides opportunities to create a live-work community, create support service businesses nearby, and increase the tax base in the city.

COMMERCIAL DISTRICT. Olivette's two mile-long commercial district is located along the Olive Boulevard corridor. The development pattern along the corridor is a blend of retail, service, office, and multi-family residential uses.

There are a few recent developments along the corridor; however, current conditions indicate a lack of recent private and public investment in the commercial district. Many commercial buildings are vacant and outdated; multi-family housing along the corridor is outdated; and current sidewalks and streetscapes do not encourage pedestrian or bicycle activity.



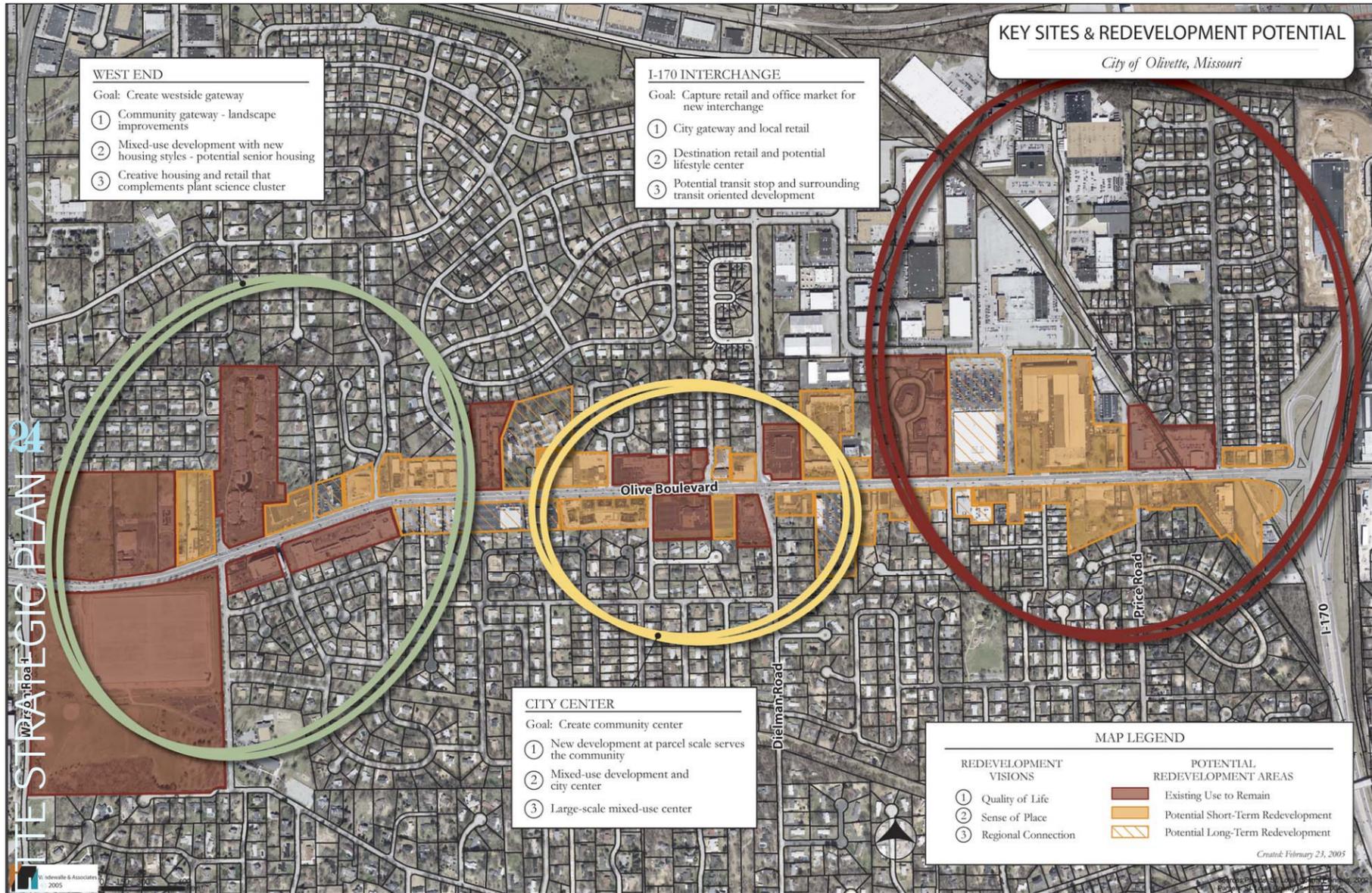
GREYFIELDS

Greyfields: obsolete shopping malls or commercial strips that are typical in inner-suburban and urban neighborhoods. Unlike brownfields, greyfields are not routinely associated with concerns about environmental liability or cleanup costs. Even without contamination, greyfields contribute to blight and are a visual signal of neighborhood deterioration. They tend to be located on busy roads and are, therefore, well suited for reuse. (Congress for New Urbanism Greyfield Regional Mall Study, 2000.)

LIVE-WORK QUARTERS

Live-Work Quarters: buildings or spaces within buildings that are used jointly for commercial and residential purposes where the residential use of the space is secondary or accessory to the primary use as a place of work. (American Planning Association Planners Advisory Service 491/492 A Glossary of Zoning, Development & Planning Terms).





IDENTIFY KEY REDEVELOPMENT OPPORTUNITIES Three general geographic areas along the Olive Boulevard corridor have been identified as key to long term redevelopment planning in the community. This graphic highlights these areas, and presents a redevelopment concept for each area in order to express the three alternative visions.

THE 'I-170 INTERCHANGE' redevelopment area at the east end of the corridor is the catalytic redevelopment area for Olivette. Because the area is located along the highway and will be improved in the very near future, redevelopment at this intersection will lead progress along the Olive Boulevard corridor and act as a catalyst for future development in Olivette.

THE 'CITY CENTER' redevelopment area at the intersection of Olive Boulevard and Dielman Road holds the potential to redevelop as a town center with community amenities and mixed use developments.

THE 'WEST END' redevelopment area encompasses the western gateway of the community and is adjacent to nearby biotechnology activities and employment centers.

Redevelopment strategies for these areas are aimed to enhance economic vitality and overall appearance of the corridor, as well as impact the long-term economic stability of the light industrial areas and business parks in Olivette.

Beyond the identification of key areas with redevelopment potential in Olivette, sites along the Olive Boulevard corridor and surrounding industrial/business parks were evaluated for redevelopment potential. The following criteria were used to categorize these parcels:

- **Existing Uses to Remain:** Sites along the corridor where redevelopment should not occur, or is unlikely to occur due to the current use or function in the community.
- **Potential Short Term Redevelopment:** Sites along the corridor where redevelopment should occur first, generally determined by the current use and function of the site, as well as the location of the site in the community.
- **Potential Long Term Redevelopment:** Sites where redevelopment may occur over a longer period of time along the corridor, generally determined by the current use and function of the site, as well as the location of the site in the community.



OLIVE BOULEVARD CORRIDOR Olive Boulevard, the primary commercial corridor for the community of Olivette, is also State Route 340. Considerable physical characteristics of this corridor present obstacles for redevelopment and connectivity within the Olivette community. These characteristics in part determine the future role of the corridor in the community.

Olive Boulevard is a busy thoroughfare with traffic heading to as well as through Olivette. According to MoDOT, Olive Boulevard is currently functioning over capacity, carrying over 21,000 vehicles a day. The intersection of Olive at Price has a MoDOT level of service rating of “F”, meaning substantial delays occur. Following the upcoming I-170 interchange improvement project, the intersection will move up to a “B” level of service with the addition of a third lane on Olive Boulevard. Heading west on the corridor, the level of service for Olive Boulevard west of Dielman is currently a low “B”, meaning there are few traffic back-ups and delays. Despite the interchange improvements, MoDOT does not anticipate a significant increase in traffic volume.

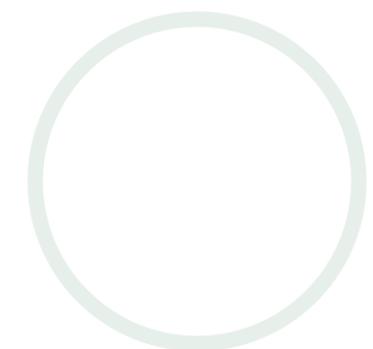
In addition to the constraints posed by high traffic volume, many parcels along Olive Boulevard have an extremely shallow depth. In the future, potential expansion areas might be identified that include properties behind parcels fronting on Olive Boulevard. Such expansions could occur as part of a master-planned development project, or in response to infrastructure improvements in the vicinity of a potential expansion area, such as a side street.

In addition to shallow depth, many lots are also quite narrow. This, again, creates challenges for site assembly, and it also creates 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. Redevelopment projects should look to reduce the total number of access points and attempt to create points that service more than one property. Over time, the elimination of multiple access points may lead to an ability to replace the dual left turn lane with a median.

A final significant limitation to redevelopment along Olive Boulevard is the lack of right of way available for streetscape and infrastructure improvements. In order to provide more room for these improvements, additional land dedications or easements would be required, further reducing the already shallow depth of parcels along Olive Boulevard. However, through the redevelopment process, additional area for these improvements should be incorporated into each project.

To counteract these challenges, redevelopment should not focus solely on pedestrian movements along Olive Boulevard, but instead 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. In addition, redevelopment projects 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 of Olive Boulevard over time can lead to a corridor that, while still a highway with a high traffic volume and narrow right of way, will present an identifiable, high quality character for the community for all those who drive down Olive Boulevard.



I. Set GOALS and OBJECTIVES

Who do you want to be?

Create **IMAGE**, built on your community strengths, goals, and opportunities

Develop **CRITERIA** to judge all further actions

Continue to use your **IMAGE** to shape your vision, and to present to the community the right kinds of new projects

II. Choose Your VISION

Which **VISION** realizes your **GOALS** and **IMAGE**?

Continue to use your **CRITERIA** to judge your vision and redevelopment projects

III. Formulate Redevelopment STRATEGIES

Do they fulfill your **GOALS**?

Do they support your **IMAGE**?

Do they meet your **CRITERIA**?

CHOOSE YOUR VISION

REDEVELOPMENT VISIONS FOR OLIVETTE

A common vision is the first step to developing a meaningful strategic plan.

INTERPRETING

INTERPRETING THE ALTERNATIVE VISIONS The following section is meant to be considered following the collaborative development of Olivette's community goals and preferred image, which are to be discovered during Phase Two of Olivette's strategic planning process. Decision-making regarding the following concept visions should occur only after the community goals and preferred image have been determined, after which a natural pairing to a preferred vision will occur. Of less importance during these early stages is a focus on the particular building style or use of potential redevelopment projects in Olivette. Phase Three of the strategic planning process will include project implementation during which the crafted vision will be further defined and executed.

The following pages present three feasible visions for Olivette's Olive Boulevard corridor. Each vision presents:

1. A general synopsis or **FOCUS** for each vision;
2. **CHALLENGES** that might exist when considering implementation of each vision;
3. The basic **APPROACH** each vision will follow; and
4. **REDEVELOPMENT CONCEPTS** illustrating ideas for potential site configurations, land uses, and Olive Boulevard streetscape concepts under each vision.

This information is followed by an implementation requirements table which lines up the three visions next to one another and presents the major factors that must be considered for implementation.

Issues that should be considered regardless of the vision include:

- Identifying common goals within a diverse community to develop the 'image' of Olivette.
- Redeveloping the corridor to match the needs and character identified by the citizens to improve what is currently lacking.
- Manage community change, including potential increased traffic volume from the improved I-170 interchange.

The following graphic is meant to show the progression of the presented visions. This continuum illustrates that the visions presented are not mutually exclusive. Vision 1 is the option with the least amount of change from the status quo in Olivette. Vision 2 incorporates most of Vision 1 and adds additional opportunities, in the same way that Vision 3 incorporates most of Visions 1 and 2 and adds the regional component.



These three visions have been chosen as three static points along a continuum; they are not the only options for Olivette. Vision identification at the end of Phase Two will most likely result in a vision that is somewhere in-between these three points on the continuum. The over-riding principles of the chosen vision will create a cohesive redevelopment plan for the entire corridor over time.

CHOOSE YOUR VISION

REDEVELOPMENT TOOLS — LOCAL FINANCE INITIATIVES

- **Community Improvement District (CID)** A CID is a special assessment district established as either a nonprofit or political subdivision, and is a separate legal entity, distinct and apart from the municipality that creates the district. A CID is organized for the purpose of financing a wide range of public-use facilities and establishing and managing policies and public services relative to the needs of the district. CID is created by request petition, signed by property owners owning at least 50% of the assessed value of the real property, and more than 50% per capita of all owners of real property within the district. A CID may finance new facilities or improvements to existing facilities that are for the use of the public as well as a variety of public services. If the CID is organized as a political subdivision, property and sales taxes may also be imposed within the boundaries of the CID.
- **Neighborhood Improvement District (NID)** A NID may be created in an area desiring certain public-use improvements that are paid for by special tax assessments to property owners in the area in which the improvements are made. The NID is not a separate legal entity from the municipality in which it is created. The kinds of projects that can be financed through an NID must be for facilities used by the public, and must confer a benefit on property within the NID. NID budget items may include: acquisition of property; and improvements to streets, sidewalks and crosswalks, drainage, storm and sanitary sewer systems, utility service connections, lighting, waterworks, parks, playgrounds, bridges, and public landscaping.
- **Transportation Development District (TDD)** A TDD may be created to act as the entity responsible for developing, improving, maintaining, or operating one or more “projects” relative to the transportation needs of the area in which the TDD District is located. Funding of TDD projects may be accomplished through the creation of District-wide special assessments or property or sales taxes with a required majority voter or petition approval. Other funding sources requiring voter majority approval may include establishing tolls or fees for the use of the project. The TDD may also issue bonds, notes, and other obligations in accordance with the authority granted to the entity for such issuance. TDD projects may include street improvements, transit stations and airport, river, or lake port, railroad, light rail or other mass transit and any similar or related improvement or infrastructure.
- **Tax Increment Finance (TIF)** TIF is a commonly used financing tool used to encourage redevelopment in areas where it would not otherwise occur. TIF uses the increased tax revenues generated by new public improvements, and resulting increased property values, to provide the long term financing for these improvements. The most common use of tax increment finance involves the issuance of bonds to initially finance the necessary infrastructure, with the bonds being backed by the incremental tax revenues that these improvements create. Once the bond is retired the increased tax revenues get distributed back into the City’s general fund. Increment can be used to fund activities such as property assemblage, redevelopment financing programs, land write down, planning, and public infrastructure improvements.
- **Chapter 100 Industrial Development Bonds (IDB)** Missouri law authorizes municipalities to issue IDBs to finance industrial development projects for private corporations, partnerships, or individuals as a financial incentive package to industrial companies. The City issues the IDBs and must maintain legal ownership of the property while the bonds are outstanding, in order for the property to be eligible for full or partial abatement of real property or personal property tax on the industrial development project. IDB’s are issued to finance various industrial projects, including: costs of industrial plants, warehouses, distribution facilities; research and development facilities, office industries, services facilities providing interstate commerce; agricultural processing industries; and land, buildings, fixtures and machinery in connection with the IDB-financed development project

REDEVELOPMENT TOOLS — FINANCIAL RESOURCES

- Special assessment district or local economic development organization;
- Local government programs;
- Local banks;
- Local business and property owner support;
- Community Development Block grants (CDBG);
- Neighborhood Assistance Program (NAP);
- Missouri Downtown Economic Stimulus Act (MODESA);
- Historic Tax Credits (HTC);
- Neighborhood Preservation Act (NPA) tax credits;
- Job creation grants;
- Brownfields Redevelopment grants (site assessment and remediation); and
- Transportation funding (TEA-21).

REDEVELOPMENT TOOLS — DEVELOPMENT ACTIVITIES

- Formation of special taxing districts or local economic development organization with redevelopment focus;
- Acquisition of property for reuse or redevelopment;
- Development agreements;
- Planned unit development (PUD);
- Demolition of property not feasible to rehabilitate;
- Public improvement projects including streets, sidewalks, water lines, sewer lines, electrical, broadband, lighting, and parking; and
- District marketing and event coordination.

VISION #1

OLIVETTE: QUALITY NEIGHBORHOODS,
QUALITY LIVING

Olivette is a place that evidences a great deal of community pride. The people of Olivette feel at home here, as they are well connected to their neighborhoods, to shopping, to their workplaces, and to green and recreation space. The streetscape welcomes pedestrians to get out of their cars and stroll through the commercial district made up of individual small-scale establishments along the Boulevard that have redeveloped over time lead by the private market. The buildings and streetscapes evidence a pleasingly high standard of design and material. Quality of life is important, and it shows...

FOCUS

1. **MARKET DRIVEN:** Market led incremental redevelopment process through independent projects throughout the community.
2. **REGULATORY TOOLS:** Zoning and design guidelines should establish the standards by which development and construction will occur.
3. **COMMUNITY APPEARANCE:** Redevelopment process should be concerned with community appearance. Focus will be on streetscape, site design, public improvements, and design standards. Improvements to sidewalks, and building design should enhance the existing high quality of life in the community.
4. **DEVELOPMENT SCALE:** Influence the scale of development to incorporate mixed uses, and two-to-three story developments along the Olive Boulevard corridor.
5. **TRANSPORTATION NETWORK:** Revise local street networks to increase pedestrian and bike access to Olive Boulevard.



CHOOSE YOUR VISION

CHALLENGES

Challenges or obstacles to achieving Vision #1 “Quality Neighborhoods, Quality Living” include:

- Gaining the interest and trust of the development community.
- Establishing a preferred community image and changing the public/regional perception of Olivette while market forces alone lead redevelopment.
- Achieving redevelopment potential in Olivette:
 - With a lack of proactive public sector involvement, developers will determine the location, timing, extent, function and uses of redevelopment projects.
 - Projects solely led by the private market will create a challenge for site assembly and cohesive redevelopment projects at the I-170 redevelopment area.
 - Integrating individual redevelopment projects over time; risk that the corridor will continue to lack cohesiveness between individual developments due to varied redevelopment patterns.
 - Scale of redevelopment projects can be influenced through cooperation with developers, but will only be regulated as far as the design standards and zoning code allows.

○ Creating a pedestrian accessible atmosphere due to:

- Lack of accessibility to Olive Boulevard from surrounding neighborhoods creates barriers to accessibility for pedestrians.
- Current curbside sidewalk system, without a buffer from street traffic along Olive Boulevard, is not pedestrian friendly.
- Olive Boulevard is a State Highway which presents a challenge for safe bike travel in conjunction with efficient car travel.



CHOOSE YOUR VISION

APPROACH

- Olivette maintains its image as a residential community with small scale businesses primarily serving the local community.
- Design pattern led by zoning and design guideline standards, encourage mixed use, neighborhood scale. Incremental redevelopment over time, as individual projects are developed on individual lots.
- Facilitative involvement by the public sector to advance the redevelopment strategy, development projects led by the private market.
- Private resources lead development process with minimal use of public resources.
- Public sector implements a facilitative redevelopment strategy as it assists developers through project approval and design guidelines process.
- Redevelopment process entails the lowest level of risk, lowest degree of difficulty, and lowest potential for financial return on investment for the City of Olivette.

**HORIZONTAL MIXED USE**

Horizontal mixed use developments include a master-planned project developed in separated buildings.

Hatchery Hill, Fitchburg, Wisconsin

(Source: V&A)

Hatchery Hill is a pedestrian-focused mixed use infill development that integrates the commercial needs of a small city with the convenience of higher density living. The development integrates commercial, office, retail, and residential uses within a compact, walkable environment. The 69 acre development includes 300,000 square feet of retail, 200,000 square feet of office space, and over 500 dwelling units.

Easton Town Center, Columbus, Ohio

(Source: Urban Land Institute Development Case Studies 2000, www.uli.org)

Easton Town Center, located within ten miles of the Columbus, Ohio central business district, opened in 1999. The 1,200 acre planned "main street" project with a centrally located town square includes chain and locally-owned retail, upscale restaurants, business and personal service operators, lodging, and entertainment. Building styles from different periods were incorporated into the project to create a sense that the main street developed naturally over time.





VERTICAL MIXED USE DEVELOPMENT

The creation of new open-air pedestrian-oriented main streets has become one of the strongest trends in today's retail development community. Downtown redevelopment retail projects are most likely to be built in the following three types of locations: Greenfield sites in the traditional, modern suburbs; greyfield properties in inner ring suburbs; and redevelopment parcels in old downtown cores (Urban Land 2/2004).

Birkdale Village, Huntersville, North Carolina

(Source: Urban Land Institute Development Case Studies, 2004. www.uli.org)

Envisioned as a village-style town center serving a rapidly growing suburb of Charlotte, North Carolina, Birkdale Village is a highly efficient, planned, 52-acre, pedestrian-oriented mixed-use community containing 287,000 square feet of office and retail space and 320 apartments, 81 percent of which are located above retail space.

The project features angled and parallel parking, attractive open spaces, and a traditional street grid system with residential and mixed-use buildings oriented toward the project's interior and parking decks located behind the buildings. The project's pedestrian connections and scale add to the center's urban feel.

Uwajimaya and Uwajimaya Village, Seattle, Washington

(Source: Urban Land Institute Development Case Studies 2003, www.uli.org)

The Uwajimaya retail store and Uwajimaya Village apartments are a successful experiment in medium-scale, mixed use retail and housing development. Covering an entire city block in Seattle, Washington's International District, the ground floor houses Uwajimaya, a 60,000-square-foot Japanese grocery store and import business, as well as a bookstore and a number of personal service businesses; the upper five floors are devoted to 176 apartments. The project provides parking for the residential units and the retail customers with a surface parking lot and secure underground parking.

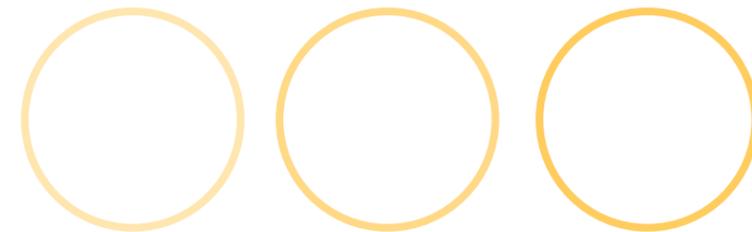


GATEWAY

Currently, the Olive Boulevard corridor lacks defining landmarks or gateway character to differentiate Olivette from neighboring communities. With its proximity along the I-170 corridor, and within the "inner ring" of the St. Louis region, this area presents a strong opportunity for gateway development.

An eastern gateway into the community would help establish a much-needed sense of place in Olivette. A western gateway would establish a connection to the neighboring plant science facilities. These would serve to:

1. Define the community edges and character for travelers along the corridor;
2. Provide a catalyst for additional private sector investment; and
3. Foster a greater sense of community pride.



CHOOSE YOUR VISION

VISION #1 I-170 INTERCHANGE CONCEPT

Land Uses

- Mixed Use
- Retail
- Office

Office

Retail oriented toward Olive Blvd

Mixed use - retail with residential above

Streetside retail with grocery signage

Hotel with Interstate exposure

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Revised: 4.15.05

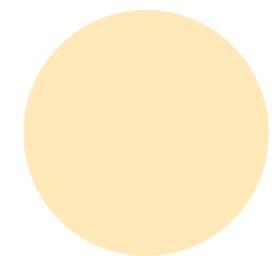
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I-170 interchange oriented development

Olive Boulevard frontage redevelopment

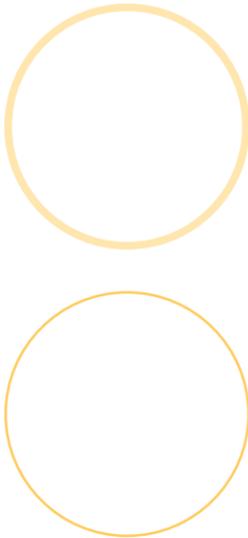
Redevelopment within existing street configuration

Horizontal mixed use configuration



CHOOSE YOUR VISION

VISION #1 CITY CENTER CONCEPT



Land Use
■ Retail

Retail oriented toward the street

Retail infill - parcel by parcel

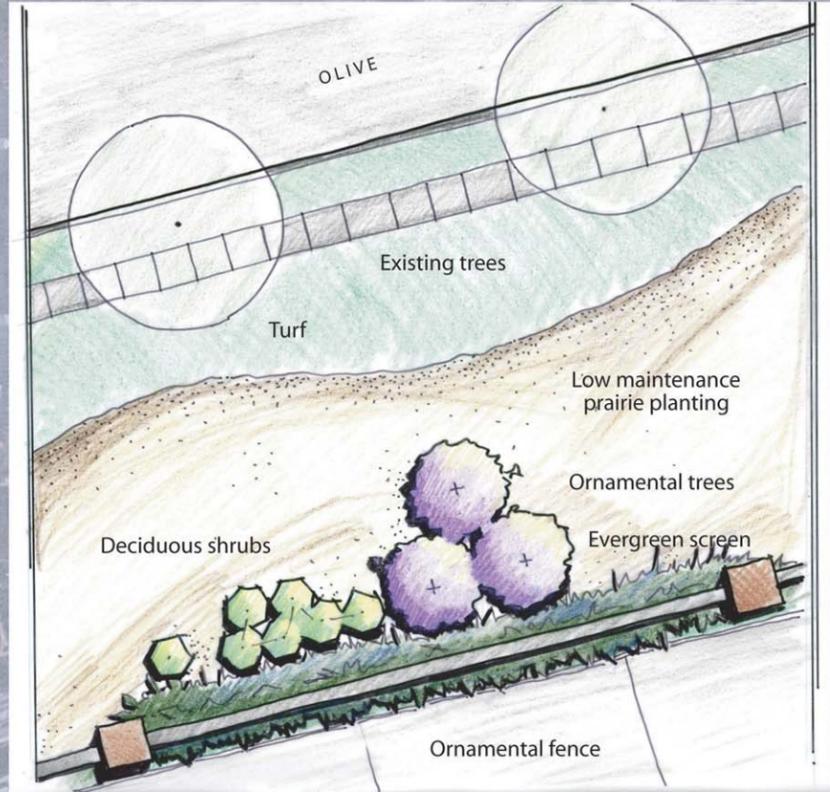
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 Revised: 4.15.05

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- Parcel redevelopment focused at prime four corners
- Community businesses oriented to the street
- Pedestrian & streetscape improvements
- Design guidelines enhance development style

CHOOSE YOUR VISION

VISION #1 WEST END CONCEPT



Community gateway feature

Olive Boulevard streetscape enhancement

Reservoir and park edge landscape treatment

Improved park entrance from Olive Boulevard

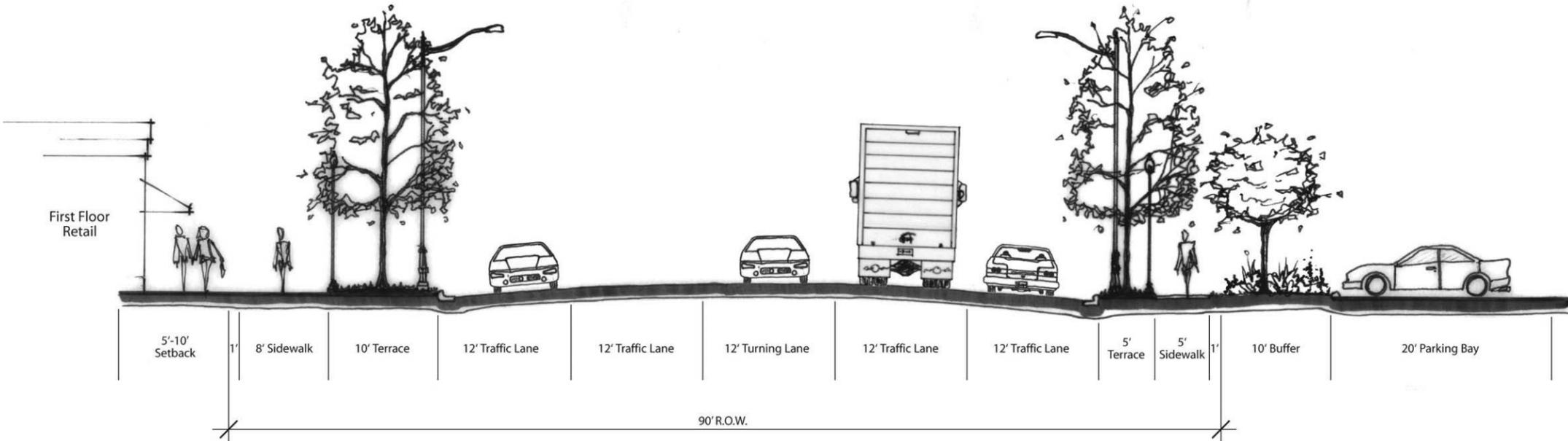


Median plantings

Created: 1.27.05
Revised: 4.15.05



VISION #1 OLIVE BOULEVARD STREETScape CONCEPT – AT CITY CENTER



- Terrace separates sidewalk from street
- Landscaped terrace with separate street & pedestrian lighting
- Maximized terrace in high pedestrian traffic retail areas
- 8' minimum sidewalk in front of retail to maximize pedestrian space
- 5'-10' retail setback expands pedestrian zone in front of building

- Terrace separates sidewalk from street
- Landscaped terrace with separate street & pedestrian lighting
- 10' minimum planting buffer between parking and r.o.w.
- Minimized terrace in low pedestrian traffic areas

VISION #2

OLIVETTE: DYNAMIC SENSE OF PLACE

Olivette is a place all 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. The 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 everything they need right in their own community...

FOCUS

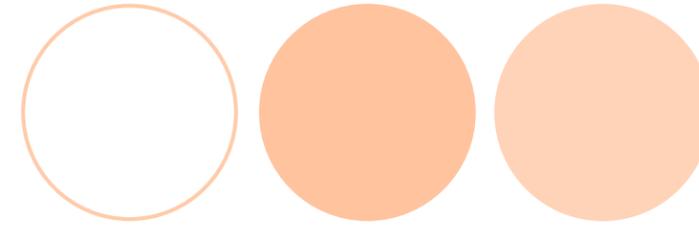
- 1. COMMUNITY IDENTITY:** Identify the unique aspects of the community and celebrate the community through public art, public functions, and civic celebrations.
- 2. BALANCED COMMUNITY:** Residential density should be balanced with the needs of the community, including educational, health and social requirements, as well as public and nonprofit facilities.
- 3. LIVE, WORK, PLAY:** Influence function and use of development. An integrated mix of uses should be provided to meet local needs and interests. This will reduce the need to travel, and where appropriate, create a hub of activity to draw economic activity.
- 4. HOUSING MIX:** A mix of housing and residence types should be available to encourage a stable community. The needs of individuals and families over time should be met in the community. Development of housing to meet the needs of residents in all cycles of life should reduce the need for residents to move to other city's and disrupt social and community life.
- 5. TRANSPORTATION NETWORKS:** Create road and path networks to support all modes of transportation. Provide walking, cycling, and pedestrian access to activity centers, and access to public transportation near homes and workplaces.
- 6. OPEN SPACE/GREENWAYS:** An open space trails network should be available to ensure that everyone has access to park and recreation facilities.
- 7. PUBLIC REALM:** Frame the public realm for community access. Focus on the scale and design of streets, sidewalks, storefronts, parks and open spaces. Tree-lined streets allow for a pedestrian and community friendly walking environment. Development guidelines should ensure that all spaces face public streets.

CHALLENGES

Challenges or obstacles to achieving Vision #2 “Dynamic Sense of Place” include:

- Gaining the interest and trust of the development community.
- Earning the trust and approval of the Olivette community to use redevelopment tools to finance public improvement projects.
- Assembling enough land to create significant projects to build truly dynamic community spaces.
- Planning and creating an urban village level project at the I-170 redevelopment area that meets the needs of the community and also takes advantage of the regional market opportunities provided by the interchange improvements.

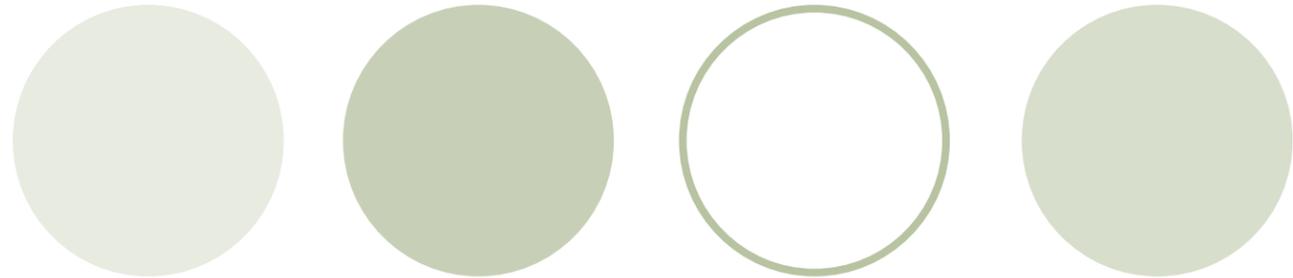
- Balancing residential impacts on adjoining residential areas with redevelopment activity including:
 - Difficult decision making within the community regarding residential relocation in order to assemble adequate amounts of property for new community amenities and mixed use projects.
 - Increasing the density and design quality of new urban scale projects while at the same time improving the quality, ambience and character of residential neighborhoods.
 - Maintaining the balance of affordable housing in the community as property is assembled for mixed use redevelopment projects.
 - Overcoming the negative perception of multi-family housing in the community.



C H O O S E Y O U R V I S I O N

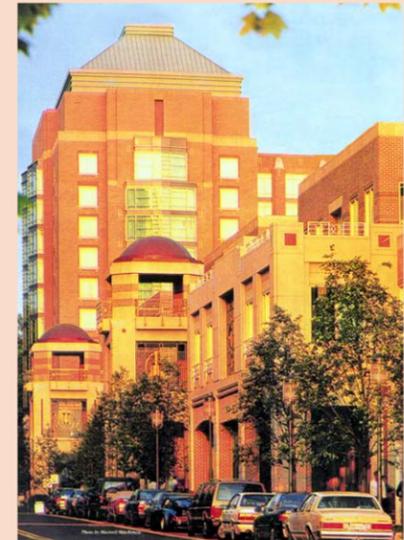
APPROACH

- Olivette image will be developed to solidify community image, pride, and sense of place.
- Design pattern primarily urban village, mixed-use, neighborhood-scale developments.
- Active involvement by the public sector to market Olivette to developers with a focus on community place-making.
- Leverage both public and private resources in a collaborative development process.
- Public sector implements a proactive redevelopment strategy that may include use of redevelopment tools.
- Redevelopment process entails a moderate level of risk, moderate degree of difficulty, and the potential for moderate financial return on investment for the City of Olivette.



EMPLOYMENT CENTER

The prosperity and quality of life in any urban area is focused on high-quality, sustainable job and economic development opportunities. Job centers should be woven into the fabric of the surrounding communities, and region-rather than segregated from other places with little thought to transportation accessibility, circulation, housing opportunities, environmental features, and business expansion.





LIFE-CYCLE HOUSING



There is a wide range of residential development types for senior housing. Their prevalence is increasing due to the growing demand from the nation's aging baby boomer generation. Elderly housing in general is typically one- and two-bedroom apartments or condominiums designed to meet the needs of individuals over 55 years of age. Retirement housing is typically a residential complex that contains multifamily dwellings designed for and principally occupied by senior citizens. Such facilities may include convenience services, social programs to provide social support, but do not generally offer medical or nursing care. Lifecare or continuing care housing and services, provide varied levels of assistance for residents based on their changing needs, including housing, personal care, convenience care, and health and nursing care at different levels of availability.



Highland Village at Providence Point, Issaquah, Washington

(Source: Urban Land Institute Development Case Studies 1996, www.uli.org)

Providence Point is home to 1,200 homeowners 55 years of age and older. There are seven villages within Providence Point, one of which is Highland Village an 86 townhouse and flat condominium village built into an elevated site. The project was designed with amenities and features that make it feel the homes feel as if they are within a single family detached neighborhood. Other village amenities include a town hall with offices, a travel agency, a restaurant, a community garden and walking trails, and a recreational facility. The project's density and other cost-saving measures allowed the developer to meet local demand for quality retirement housing for the middle-income market.

Mountain View Senior Apartments, Ontario, California

(Source: Urban Land Institute Development Case Studies 2004, www.uli.org)

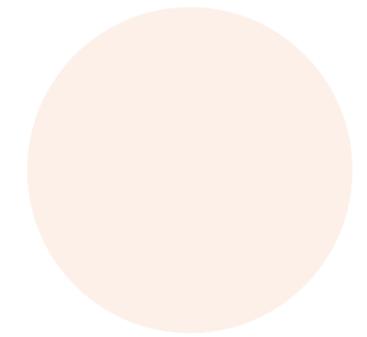
The Mountain View Senior Apartment project consists of 86 one- and two-bedroom apartments arranged around a swimming pool and community center. The affordable housing development for individuals over 55 years of age, was created with the goal to develop affordable housing indistinguishable from market-rate housing.

The apartments are designed with door levers instead of knobs, raised electrical outlets, lower light switches, grab bars in the bathroom, lower cabinet heights, and emergency pull cords. The first-floor units are designed to be accessible for residents with disabilities.



C H O O S E Y O U R V I S I O N

VISION #2 I-170 INTERCHANGE CONCEPT



Regional and community retail with gateway and streetscape improvements

Existing streets with new connections, including improved access to business parks

Gathering spaces and public art

Horizontal and vertical mixed use configurations

VISION #2 CITY CENTER CONCEPT



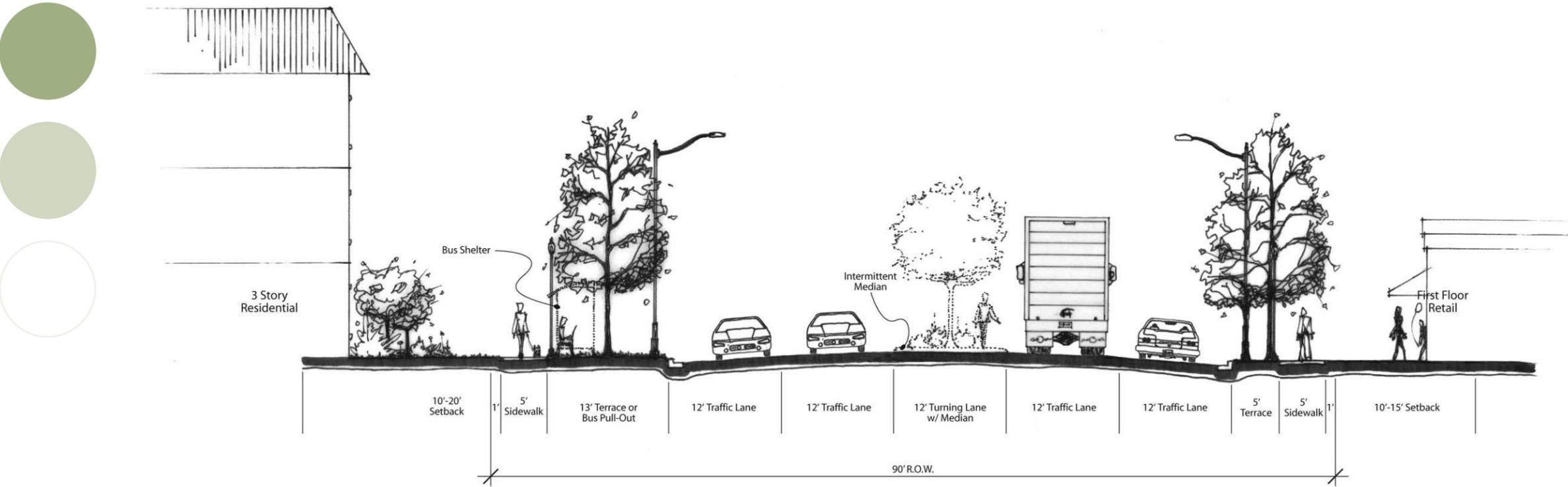
Pedestrian scaled town center

Community businesses blended with gathering spaces

Horizontal mixed use development

Pedestrian & streetscape improvements

VISION #2 OLIVE BOULEVARD STREETScape CONCEPT – AT CITY CENTER



- Terrace separates sidewalk from street
- Maximized terrace in front of residential
- Landscaped terrace with separate street & pedestrian lighting
- Terrace may contain bus pull-out area and shelter
- 10'-20' setback in front of residential
- Landscaping in residential setback buffers building from street

- Left turn lane becomes a median in areas of consolidated access
- Median contains plantings and safe pedestrian areas

- Terrace separates sidewalk from street
- 5' minimum terrace in front of retail
- Urban terrace with hardscape, street trees, street lights & pedestrian lights
- 10'-15' retail setback if terrace and sidewalk are only 10' wide - resulting in an expanded pedestrian zone

CHOOSE YOUR VISION

VISION #3

OLIVETTE: REGIONAL CONNECTION

Olivette is a smart and well-connected city, known for its life-science, business, and technology acumen. Redevelopment in the City is urban in scale with higher density residential and mixed use components, lead by public/ private initiatives. Connection to the regional transportation system provides convenient access for residents and businesses and influences redevelopment function and scale. Despite all that, it's easy to get around here. Quality workers are attracted to all the city has to offer, as well as its quick and easy access to St. Louis and the world...

FOCUS

- 1. I-170 INTERCHANGE IMPROVEMENTS:** Proactive redevelopment of the land north and south of Olive Boulevard adjacent to I-170 will create a significant impact on the image of Olivette and Olive Boulevard. Capitalize on the interchange's role on the St. Louis Region's Inner Belt, and proximity to Lambert International Airport. Create a destination for business travelers, shoppers and diners.
- 2. ST. LOUIS REGION PLANT AND LIFE SCIENCES NODE:** Olivette is located in one of the four regional plant and life sciences industry nodes, the Mid-County Node, which includes the Monsanto campus, the Danforth Plant Science Center, and the Nidus Center. Capitalize on Olivette's proximity to these businesses, which are expected to expand.

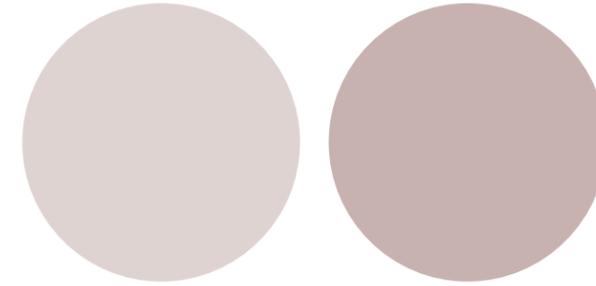
Ancillary businesses should locate in Olivette that will assist these facilities, including restaurant, housing, hotel, conference facilities, recreational facilities, and personal and professional services.

Olivette should make the most of its inclusion in the Mid-County Node through the creation of research and development business facilities within the existing industrial parks in the city. Olivette should be marketed to new plant and life science businesses prepared to leave the Nidus Center incubator, in need of small, post-incubator business space.
- 3. METROLINK CONNECTION:** Long term regional transportation planning indicates a MetroLink station may be built within, or adjacent to, Olivette. The community's central location in the region, and close proximity to all of St. Louis' centers of activity, creates an excellent environment for the long-term development of transit accessible, pedestrian-friendly, urban scale, transit oriented development.
- 4. THE GREAT RIVERS GREENWAY:** Olivette is a critical link in the River Ring Regional Plan. The community is already a leader in the region with a 6.2 mile bike and walking path, which upon completion will be 7.6 miles and connect all of the parks in Olivette. 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 or play. Become an active proponent of the River Ring Plan, specifically through the current planning of the 20-mile Centennial Greenway that will run through Olivette, connecting St. Charles and St. Louis counties and the City of St. Louis. The greenway will connect parks, trails, community resources, as well as commercial and cultural districts.
- 5. WIRED COMMUNITY:** Utilize the existing telecommunications infrastructure in Olivette to focus on becoming a regional leader as a smart, wired community. Develop wireless (Wi-Fi) technology throughout the community; to attract high-tech businesses, employers, and employees.

CHALLENGES

Challenges or obstacles to achieving Vision #3 “Regional Connection” include:

- Gaining the interest and trust of the development community.
- Organizing the level of commitment, political power, and money necessary to elevate Olivette to a regional level player to:
 - Plan and create a regional scale project at the Olive/I-170 interchange.
 - Amass regional, state, and federal resources to create significant redevelopment projects.
 - Play an active role in Centennial Greenway development to ensure Olivette is part of decision-making related the regional bike route, including development of neighborhood connections to the Olive Boulevard corridor’s commercial and civic areas.
- Locate a MetroLink transit station within, or just outside of, Olivette.



- Coordinating economic development efforts in the City in order to:
 - Create attractive regional scale commercial uses that are market feasible, meet the needs of the community, and are attractive as a regional destination.
 - Capitalize on the plant and life sciences node and facilitate the growth of these industries into Olivette’s existing industrial/business parks.
 - Facilitate the development of ancillary businesses to support the needs of these employment centers such as: personal and business services; restaurants and conference facilities; and fitness and recreation facilities.
 - Collaborate with local employers and users of existing technology infrastructure. Determine needs of community and businesses and determine how to bring Olivette to the forefront as a regional player in technology services.

CHOOSE YOUR VISION

APPROACH

- Olivette’s image will be developed to solidify importance in the region—community as destination.
- Design patterns primarily urban scale, mixed use developments.
- Active involvement by the public sector to market Olivette to developers with a focus on becoming a regional destination.
- Leverage both public and private resources in a collaborative development process.
- Public sector implements a proactive redevelopment strategy that would include use of many redevelopment tools.
- Redevelopment process entails the highest amount of risk, the highest degree of difficulty, and the potential for the highest financial return on investment for the City of Olivette.



SMART NEIGHBORHOODS

Cities across the U.S. have begun developing city-wide wireless networks that enable citizens to access the internet from their homes, businesses, shops, public institutions, and parks.

Wi-Fi Networks:

- Provide access to bandwidth and speed that people would otherwise go without;
- Provide a boost to small businesses;
- Help revitalize commercial areas; and
- Foster a new economy based community.



BIG-BOX DEVELOPMENT

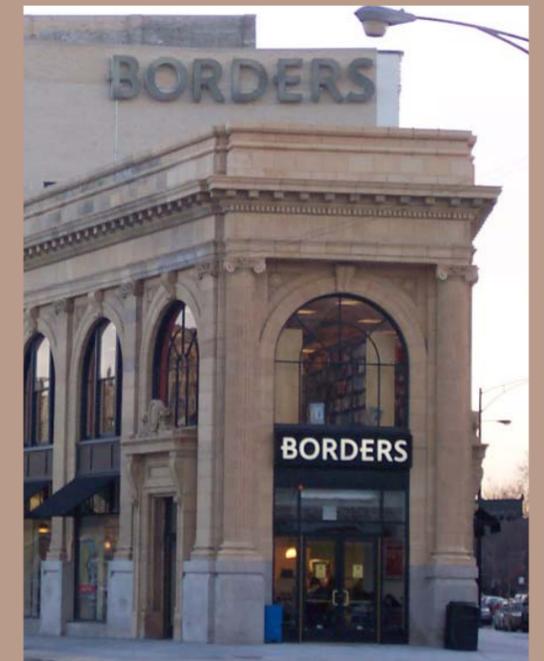
Big-box retail is generally defined as a singular retail or wholesale user who occupies no less than 75,000 square feet of gross floor area, typically requires high parking to building area ratios, and has a regional sales market.

Washingtonian Center, Gaithersburg, Maryland

(Source: Urban Land Institute Development Case Studies 2002, www.uli.org)

The Washingtonian Center is a mixed use center served by its own interchange off of the newly constructed I-370, and is also adjacent to I-270. The project transformed a failed golf course, residential, and office development into a mixed use center for a satellite city in the Washington, D.C. metropolitan area. The planned project includes restaurants, lodging, entertainment, residential, over 450,000 square feet of retail, and one million square feet of office. Retail anchors include Galyan’s, Kohl’s, Target, and Barnes & Noble.

The initial phase of this development is the first ever in the U.S. to integrate big-box retailers and parking structures within a town center concept. The development is designed along a 500-foot-long main street with two-story in-line buildings on both sides, 68 feet apart. The street layout provides access to structured parking. Two pedestrian sky-bridges cross the street, allowing shoppers to enter stores at the street and garage levels. A national department store terminates one end of the street, and the opposite end flows into a public plaza with an 80-foot-long pedestrian bridge over a lake.



TRANSIT ORIENTED DEVELOPMENT

Transit oriented development (TOD) and “Transit Villages” have been around since the early development of cities. Early on, developments typically sprouted up along the most convenient routes of travel, trade and commerce. In recent years people have rediscovered the benefits of city living, as young professionals and empty-nesters have gravitated toward housing developed near transportation stops and local retailers.

Today, TOD is a land-use and infill urban redevelopment strategy that promotes the concentration of housing and commercial development close to existing transit infrastructure. TOD projects typically require a blend of financing sources, including municipal funds, private investment, grant funds and other federal transportation grants.

How community's benefit from TODs:

- Increased value and income for property and business owners;
- Expanded market with the influx in critical mass of nearby residents and commuters to shop at nearby retailers;
- Mixed-use in design, there are generally varied land uses in a TOD project. Such uses often include housing, offices, retail, public gathering places, and a community facility such as a library;
- Variety in housing stock, provides housing for those not in the single family detached housing market, and allows them to stay in the community; and
- Enhanced tax revenues for local governments due to rising land values, expanded development and an upsurge in business transactions.

Market Common in Clarendon, Arlington, Virginia

(Sources: Arlington County Virginia website www.commuterpage.com and www.mccafferyinterests.com)

Market Common is a ten acre master-planned infill redevelopment project in the Clarendon neighborhood of Arlington, Virginia, just outside of Washington, D.C. To emphasize the pedestrian and transit friendly nature of the city, Arlington has branded its urban villages with the tag line: Arlington's urban villages – live, work, shop, play...no car required™. Clarendon is home to one of the 11 Metrorail stations in Arlington.

The Market Common includes more than 240,000 square feet of upscale national and local retail, and at completion will include 300 Class A apartments, 87 town homes, 100,000 square feet of office space and nearly 1,200 parking spaces—but is considered a “small retail enclave” locally. The Market Common project, led the way for additional projects in the area.



LIFESTYLE CENTER

The term “lifestyle center” was coined by Poag & McEwen, of Memphis, TN in the late 1980s, with the idea of turning the traditional suburban mall inside out. The first lifestyle center developed was the Shops of Saddle Creek project which opened in 1987 in Germantown, Tennessee. Today, after additional phases of development, there are approximately 143,000 square feet of retail and restaurant establishments in the retail center.

Typical design elements of the Poag & McEwen lifestyle center projects include an outdoor mall of upscale shops to attract destination shoppers in targeted demographics. The typical size of their lifestyle centers is 250,000 to 300,000 square feet, with large parking lots fronting the individual stores.

Greenway Center, Middleton, Wisconsin (Source: V&A)

Greenway Center is a 285-acre planned unit development that incorporates a commercial expansion of Middleton's downtown historic business district. Greenway Center was designed to fit the needs of the location and the nature of its specific landscape. The project transformed the area into a new mixed use commercial district with auto and pedestrian access, high density employment, recreation and environmental amenities.

A licensed Trade Center was located in the business park to take advantage of a nearby highway interchange and the nearby State Capital and University campus. Other components of the Center include a Class A hotel with 40,000 square feet of convention and exposition facilities, a seven-story office and finance building, and low-rise and commercial residents. Within the “Center” Greenway Station, built in 2003, is a 51-acre lifestyle retail development. The rail themed retail center includes covered walkways and a courtyard featuring seasonal activities and events.



VISION #3 I-170 INTERCHANGE CONCEPT



Transit station as development focus, surrounded by higher density development

Regional destination with blend of retail types

Street configuration unifies overall development pattern, improved street connections with connection to Overland Park

Business park redevelopment with improved access and identity

CHOOSE YOUR VISION

VISION #3 CITY CENTER CONCEPT

Land Uses

- Mixed Use
- Residential
- Office
- Civic

Created: 1.27.05
Revised: 4.15.05

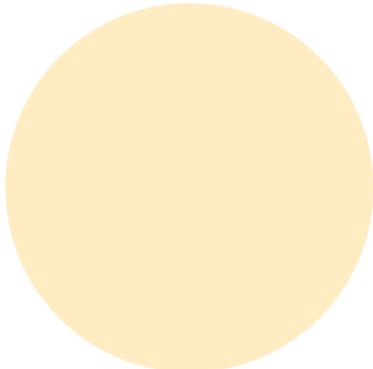
Vandewalle & Associates
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Regional employment destination,
complementing the local life science base

New developments with higher density &
presence at Olive Blvd and Dielman

New continuous street grid

Walkable Community Center



CHOOSE YOUR VISION

VISION #3 WEST END CONCEPT

Land Uses

- Retail
- Mixed Use
- Residential

Senior village

Mixed use center

Mixed use development

OLIVE

Created: 1.27.05
Revised: 4.15.05

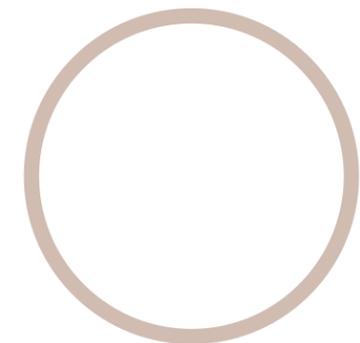
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Build mix of uses to support life science cluster to west

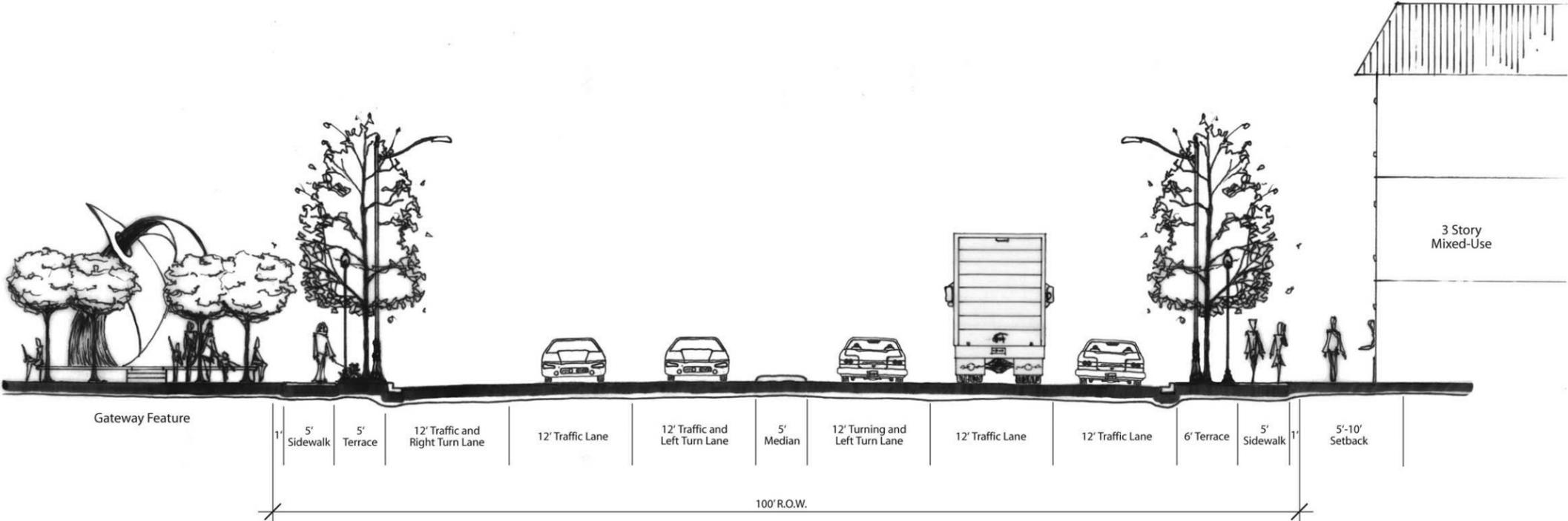
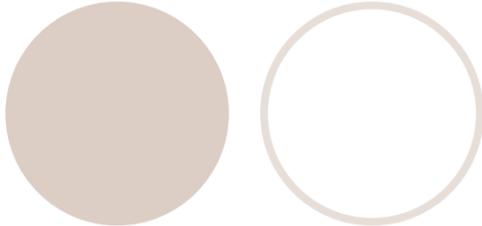
Mixed use developments with higher density on Olive Blvd

Retail, personal & business service uses for local employers & employees

Life-cycle housing and services



VISION #3 OLIVE BOULEVARD STREETScape CONCEPT – AT EAST END GATEWAY



- Terrace separates sidewalk from street
- Minimized terrace in low pedestrian traffic areas
- Landscaped terrace with separate street and pedestrian lighting

- Terrace separates sidewalk from street
- Urban terrace with hardscape, street trees, street lights and pedestrian lights
- 5'-10' mixed-use setback expands pedestrian zone in front of building

IMPLEMENTATION REQUIREMENTS

IMPLEMENTATION REQUIREMENTS*	1 OLIVETTE: QUALITY NEIGHBORHOODS, QUALITY LIVING	2 OLIVETTE: DYNAMIC SENSE OF PLACE	3 OLIVETTE: REGIONAL CONNECTION
Design, Scale, & Mass	<p>Design pattern established by zoning and design guideline standards, and market preferences.</p> <p>Suburban Neighborhood scale development likely, mixed use encouraged.</p> <p>1 to 2 story buildings, low density likely.</p> <p>Development will occur on smaller sites (less than an acre) within existing "footprint" of commercial area.</p>	<p>Design guided by City and community preferences and objectives.</p> <p>Urban Village Scale, mixed use, and neighborhood scale encouraged.</p> <p>2 to 6 story buildings. Multiple development types, both horizontal and vertical mixed use possible, generally medium and higher density development.</p> <p>Development will occur on aggregated sites that may include parcels from adjoining subdivisions.</p>	<p>Design guided by City and community objectives to attract regional interest.</p> <p>Urban Scale, mixed use development required.</p> <p>2 to 6 story buildings. Vertical mixed use predominant, horizontal mixed use possible, medium to higher density, with larger footprint buildings and structured or internalized parking in some commercial areas.</p> <p>Development will occur on larger aggregated sites that will require parcels from adjoining subdivisions.</p>
Use & Function	<p>1 to 2 uses on average per development. Function determined by developers, driven by market forces. Projects primarily function independently of one another and existing neighborhoods.</p> <p>Localized target market "Private Market Driven"</p>	<p>2 to 4 uses on average within each development. Uses targeted to establish connections between projects and existing development. City targets niche uses based on community needs and seeks complementary uses within and between projects.</p> <p>Community and Regional target market "Community as Place"</p>	<p>2 to 4 uses on average within each development within larger format uses to tie into regional economy and activities (including plant and life sciences industry, proximity to the airport, and location along the I-170 corridor)</p> <p>Regional target market "Destination Olivette"</p>
City Participation	<p>Facilitative. City adopts a facilitative development strategy as redevelopment is led by the private market. City assists developers through project approval and design guidelines process, and may use the RFP process and/or conceptual planning to facilitate private development. Limited use of other redevelopment development tools.</p> <p>City implements a streamlined development process to improve developer relations with City. City adopts and practices an "open and friendly" approach to prospective developers.</p>	<p>Active. City is a full partner in bringing about redevelopment--seeking and engaging private development interest with a focus on mutually developed goals to benefit both the City, the community, and the private sector.</p> <p>City utilizes a variety of available redevelopment tools where appropriate to foster redevelopment which results in substantial public benefits (i.e. improved streetscape, sewer, public streets, underground utilities, open spaces).</p>	<p>Proactive. City is a full partner in bringing about redevelopment, leverages both public and private resources in a collaborative development process, and is fully engaged at the regional level with intergovernmental and economic focus. City actively seeks projects to maximize its position in the regional market. City active with regional initiatives including The River Ring Plan, MetroLink, Plant and Life Science Nodes in order to capitalize on Olivette's central location in the region.</p> <p>City utilizes all or most of the redevelopment tools available as appropriate for substantial public benefit.</p>
Cost & Financing	<p>Minimal. Most cost is borne by private developers with few associated public improvements for the community.</p> <p>Public improvements funded by developer dedications and new tax dollars.</p>	<p>Moderate. Costs managed through a variety of financing mechanisms which may include public and private grants, statutory redevelopment financing mechanisms in addition to developer dedications and general tax dollars to enhance the entire community.</p> <p>Funding concerns take into account the importance of improvements in quality and function of the public realm which are just as important as improvements to private property in this Vision. Public improvements might include public streets, parks, community and recreational facilities, and plazas.</p>	<p>Significant. Significant, but largely self-supporting, costs managed through a variety of financing mechanisms which may include public and private grants, statutory redevelopment financing mechanisms along with developer dedications and general tax dollars. Higher level of real estate improvements will generate higher tax revenues.</p> <p>The City will leverage regional agency and program funding, from a mix of public and private sources to fund Olivette focused initiatives.</p>
Time & Pace	<p>Incremental. Projects will occur over an indeterminate period of time, parcel by parcel, dependent upon private developer ability to assemble properties and private market interest in Olivette.</p> <p>Without proactive participation by the City in redevelopment control of pace and length of time for redevelopment is mostly relinquished to the private market.</p> <p>City can increase pace through marketing of the community with promotion/branding campaign to attract development.</p>	<p>Catalytic. Initial project led by the City to stimulate interest in further redevelopment. Following the initial catalyst project it will generally be less difficult to get additional projects to occur.</p> <p>City can increase pace through the pursuit of catalytic projects and actively seeking developers.</p>	<p>Multi-Year Sustained Effort. Involves a multi-year/long-term effort to strengthen the position of Olivette regionally and includes ongoing programs to campaign for regional and state investments through a sustained effort to promote the City's agenda.</p> <p>City can increase pace through the development of partnerships with federal, state, and regional funders, and developer recruitment.</p>

*Implementation Requirements for Visions 1, 2, and 3 are not mutually exclusive. In many cases requirements for 2 will include most of 1 and requirements for 3 will include most of 2.

GENERAL IMPLEMENTATION STRATEGIES

DEVELOPER RELATIONS. Execution of the chosen vision will rely on Olivette's ability to attract developers who are willing to invest in Olivette. Implementation of a vision, even one that is facilitative, will require the City of Olivette and its leaders to adopt a collaborative approach when working with developers. This approach will require the invitation of developers to the community, and a process that treats all parties in a fair and consistent manner.

I-170 INTERCHANGE IMPROVEMENT PROJECT. The upcoming Olive Boulevard/I-170 interchange improvement project will be the biggest change to the Olivette landscape for perhaps the next 100 years and therefore presents the greatest opportunity to drive redevelopment in the community at this time. This significant improvement to the community's front door to the St. Louis region is important to the strategic plan process because regardless of the chosen community vision, the east end of the Olive Boulevard corridor is where catalytic change will first occur. At the same time, the restructuring of Olivette's east gateway requires careful consideration when determining the community vision 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.

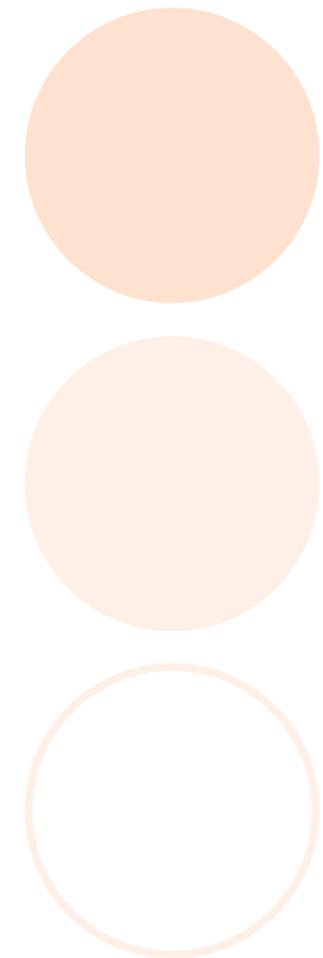
Following this project approximately 1.5 acres of additional land will become available for development as excess right of way. The City of Olivette should actively negotiate with the Missouri Department of Transportation (MoDOT) to secure the right of first refusal for purchase of the 1.5 acres following interchange improvement project completion. This will give the City a literal foothold in the assembly of a significant redevelopment site, thus providing a greater level of control to ensure that redevelopment is consistent with the chosen vision. In addition, the City should prepare for developer interest and determine, based on outcomes of the strategic plan process, the type of development projects that most fit the needs of the community. The City should make every effort to coordinate significant redevelopment efforts at the east gateway of the City with transportation improvements and pave the way for future development. Specific elements to consider:

- Gateway features to set the tone for entry into the community;
- Size of area to redevelop; and
- Range of opportunities for development projects.

INDUSTRIAL PARKS. The industrial parks in Olivette are important to the local economy. Real estate professionals from the St. Louis area believe 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. The presence of realtor 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 terms of long term utility of the industrial parks, it is important for the City, regardless of the community vision chosen, to take an active role in maintaining an adequate mix of land uses in the community. An adequate mix includes maintaining healthy employment centers. Employment center infrastructure already exists within Olivette's business and industrial park areas. To proactively ensure the success of these employment centers over time, the City should explore the appropriate niche for its industrial park space and actively market this property accordingly. Proactive marketing should include an increased emphasis on collaboration with existing businesses and property owners, local realtors, and the County economic development agency.

SAINTS OLIVETTE (1168 N WARSON ROAD). Reuse of the former roller rink, Saints, currently owned by the City, should be coordinated with the results of the strategic planning process. Following the determination of the community's vision and corresponding implementation strategies, the City should strategically leverage the ownership of this property in order to accomplish redevelopment initiatives along the Olive Boulevard corridor. For example, the City could leverage ownership of the property for a land swap in order to develop a centrally located public square or gathering space in Olivette.



CHOOSE YOUR VISION

DEVELOP STRATEGIES GUIDED BY YOUR VISION

STRATEGIC PLAN. The goal is to plan for long term enhancement of Olivette and the improvement of the Olive Boulevard corridor. The community needs to be very selective about the approach taken and clearly understand the direction it wants to take. Olivette should not foreclose on a potential vision simply because the level of time, political will and monetary commitment appears to be particularly challenging at the present time – the vision should be decided upon based on its match with the community’s desired long term “image”.

I. Set GOALS and OBJECTIVES

Who do you want to be?
 Create **IMAGE**, built on your community strengths, goals, and opportunities
 Develop **CRITERIA** to judge all further actions

ACCOMPLISHED IN PHASE ONE OF THE STRATEGIC PLAN

It is essential in this process to complete one phase before moving on to the next. Discussion of the community’s desired “image” and the continuum of the three visions identified in Phase One will start the visioning process of Phase Two.

II. Choose Your VISION

Which **VISION** realizes your **GOALS** and **IMAGE**?

THE GOAL OF PHASE TWO OF THE STRATEGIC PLAN

It is important to **set** the standards high, right from the beginning. Setting the standards too low at the outset will limit the City’s ability to attain a higher level of change if desired long term in the community. In order to accomplish the community’s chosen vision, even if it initially appears too cumbersome, future results for the community should be decided in accordance with the community’s vision, not strictly on levels of current difficulty.

III. Formulate Redevelopment STRATEGIES

Do they fulfill your **GOALS**?
 Do they support your **IMAGE**?
 Do they meet your **CRITERIA**?

THE FOCUS OF PHASE THREE OF THE STRATEGIC PLAN

Phase Three will focus on the structure of plan implementation. In order to achieve the community’s vision a work plan should be developed and implementation leaders, or key players, should be identified. Specific implementation strategies will be determined as the work plan is identified. These implementation strategies can be designed with a degree of aggressiveness that matches the community’s ability to execute change both now and in the long term.