



LOOP SPECIAL BUSINESS DISTRICT STRATEGIC PLAN

OCTOBER 2021



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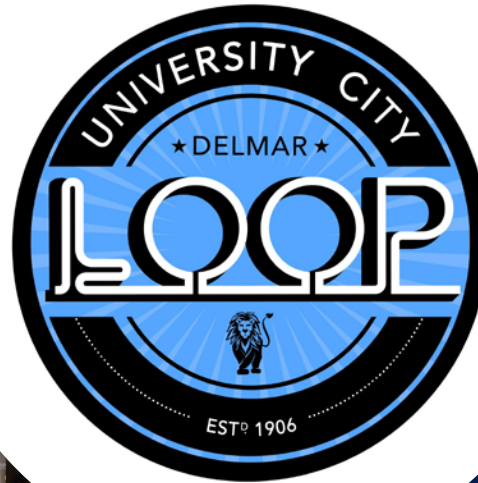


INTRODUCTION

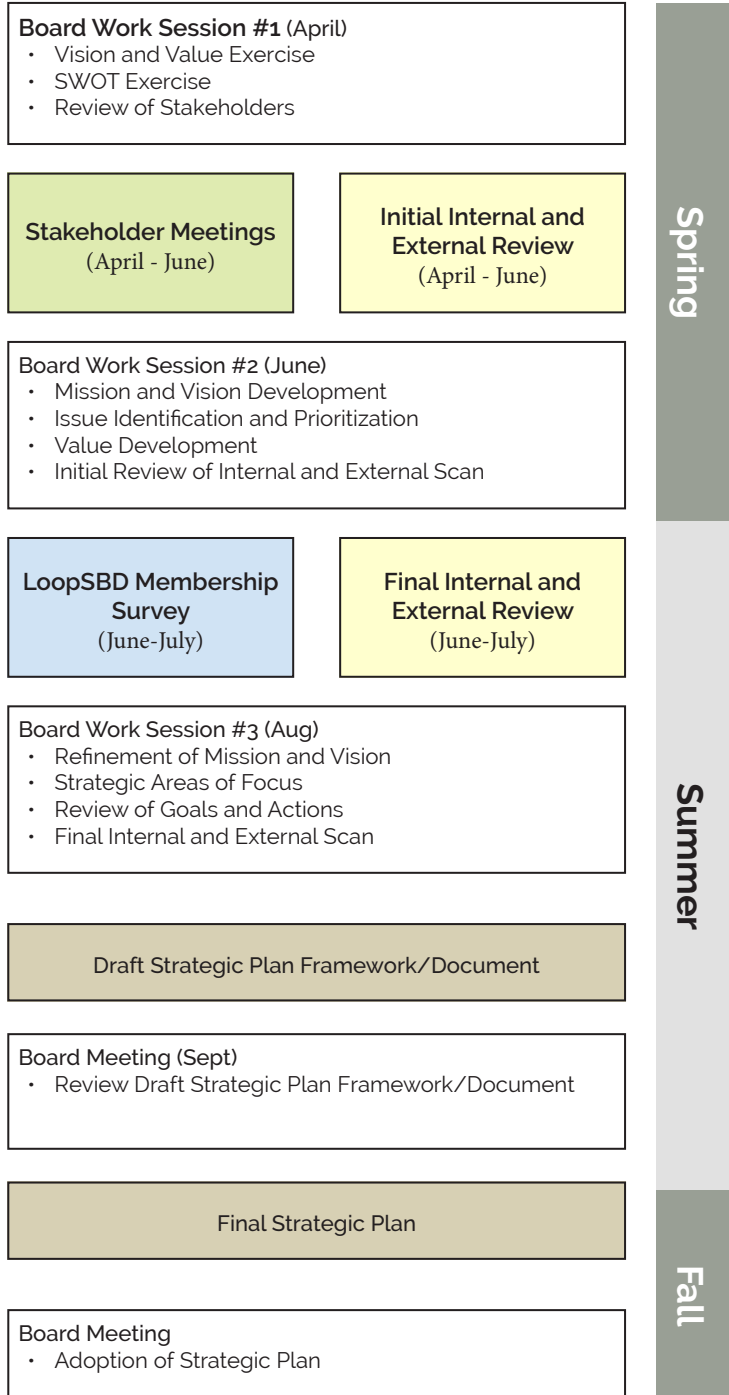
The Loop is an iconic and special place within the St. Louis region and the nation. It is known for its unique shops, eclectic restaurants, architecture, public realm experience, history, and events. As The Loop has continued to grow and change, this strategic plan is meant to be a guide for future opportunities and changes regarding physical design, tourism, marketing, organizational governance, events, economic development, and collaboration among groups.

This strategic plan will assist the Loop Special Business District (LSBD) with future decision-making in governance and utilization of funding for Loop related projects. The strategic plan's goals and specific action items for the LSBD to implement, involving various collaboration opportunities.

The Loop Special Business District Strategic Plan provides a unified and cohesive road map for The Loop's future.



PROCESS



STAKEHOLDER MEETINGS

We appreciate all the stakeholders who took the time to meet with the planning team. Stakeholder meetings are an important part of a strategic plan. The meetings provide an opportunity to gain insights from internal and external stakeholders regarding the Loop and the Loop Special Business District. The LSBD Strategic Plan is an adopted organizational document by the LSBD Board. The listing of stakeholders does not imply endorsement by individual stakeholders.

Michael Alter; Chair, LSBD Board

Kevin Barbeau; Executive Director, Loop Trolley Company

Jessica Buehler; LSBD Contract Staff

Stacy Clay; Councilmember, University City

Terry Crow; Mayor, University City

Tim Cusick; Councilmember, University City

Derek Deaver; Treasurer, LSBD Board

Joe Edwards; Business and Property Owner

Mary Gorman; Member, LSBD Board

Jeff Hales; Councilmember, University City

Wendy Harris; Member, LSBD Board

Aleta Klein; Councilmember, University City

Rachelle L'Ecuyer; Executive Director, East Loop CID

Dave Mastin; Board President, East Loop CID

Steve McMahan; Member, LSBD Board

Mohammed Qadadeh; Vice-Chair, LSBD Board

Gregory Rose; City Manager, University City

Kumar Satish; Member, LSBD Board

John Simanowitz; CEO, Integrity

Steve Stone; Member, LSBD Board

Dan Wald; Member, LSBD Board

Washington University: Mary Campbell, Steve Condryn, JoAnna Schooler, Rose Windmiller



MISSION STATEMENT

As the voice of businesses and property owners, the mission of the Loop Special Business District is to coordinate marketing, events, economic development, and infrastructure improvements to have the Loop be the number one destination in the St. Louis region and one of the top ten streets in America that welcomes the creative, diverse, and forward thinking to eat, shop, live, work, and play.

VALUES

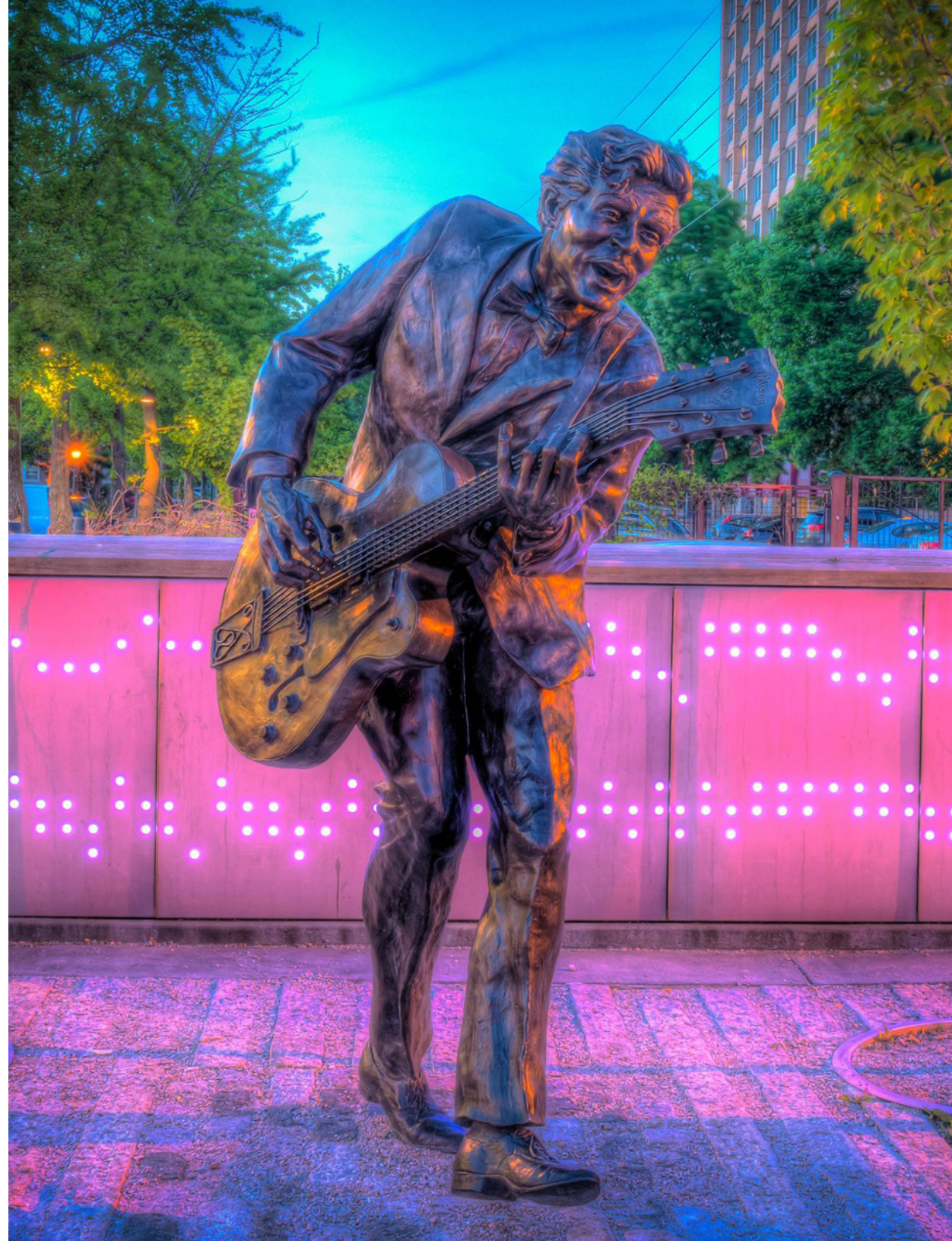
Values are the building blocks of the strategic plan. They are the core beliefs that provide the foundation for the LSBD's mission, goals, and actions.

FOR THE LOOP, WE VALUE:

- Its diversity of visitors and businesses.
- A welcoming, safe, and inclusive environment.
- The uniqueness of Loop establishments.
- The creative vibe of the street.
- The authentic urban character and walkability.
- The UCity Loop's history and identity.

FOR THE LSBD AS AN ORGANIZATION, WE VALUE:

- Openness to new ideas.
- Accountability and transparency.
- Inclusivity.
- Collaboration.
- Growing the next generation of LSBD leaders.



STRATEGIC DIRECTIVES

1 PUBLIC REALM AND VISITOR EXPERIENCE

The Loop has an authentic urban character and walkability that is unparalleled in the St. Louis region. The scale of the buildings and the street and the architecture, art, and sense of place have long made the Loop an attractive urban setting.

However, to maintain a positive and welcoming visitor experience, investments need to be made. Like any street, continued maintenance and capital projects are required. Visitors need to feel safe and welcomed. Transportation and parking need to be a seamless experience.

Goals

- Refresh and beautify the public realm with minimal construction disruptions to University City Loop businesses.
- Enhance the pedestrian experience of the Loop.
- A sense of security for visitors to the Loop.
- Parking that is visitor and business friendly.

2 MARKETING AND BRANDING

The "Loop" is already an iconic brand to out-of-town and local visitors within the St. Louis region. The success of the Loop has been widely recognized in the past. For example, the American Planning Association named the Loop as one of the Top Ten Streets in America.

However, there is a danger in trying to rely on past accomplishments as a current marketing strategy.

The LSBSD has already invested in identity (University City Loop) and sophisticated marketing tools including the University City Loop website, social media channels, and Loop TV. The goals for marketing and branding will position the LSBSD to best utilize its marketing tools.

Goals

- Develop an updated brand message for the Loop.
- Strengthen both the 'University City Loop' and 'Delmar Loop' brands.

3 ORGANIZATION GOVERNANCE

As the voice for businesses and property owners in the University City Loop, the LSBSD is the organization that will lead the implementation of the strategic directives. Successful implementation will require the LSBSD to be an organization that is accountable, transparent, inclusive, and collaborative. Good governance will build trust for the LSBSD with members, the City, prospective businesses, and partnering organizations.

Goals

- Effective and transparent LSBSD communications.
- Organizational capacity to accomplish long-term actions.
- Long-term, sustainable LSBSD funding.
- Grow the next generation of LSBSD leadership.

STRATEGIC DIRECTIVES

4 ACTIVATE THE UNIVERSITY CITY LOOP (EVENTS)

Events are an essential tool to help attract visitors to the University City Loop. While many existing shops, restaurants, and venues are already destinations, events activate the entire street. Events help promote repeat visitation or entice visitors to come for the first time (or those who haven't been in a while).

Events are also a way to strengthen the University City Loop's image of a welcoming, creative, and authentically urban destination.

Goals

- A year long calendar of events with a mix of large and small events.
- Feature events with activities and partners that align with the University City Loop's values of a diverse, inclusive, creative, and welcoming place.
- Establish metrics for gauging the success of events.

5 ECONOMIC DEVELOPMENT

A vibrant University City Loop is a mix of shopping, dining, and entertainment with opportunities to live and work. A street full of businesses with limited vacancies creates its own synergy. Success attracts success.

While market forces are a key driver of economic development, the LSBDD (in coordination with the City) can be proactive in economic development strategies.

Goals

- A mix of uses along the University City Loop including retail, restaurants, residential, entertainment, and office.
- Cultivate unique establishments (whether independent or regional/national brands) that add value to the Loop.
- A consistent University City point-of-contact for economic development in the University City Loop.
- Reduce vacancies.
- Continue growth of the University City Loop as a tech hub.

6 COLLABORATION

Collaboration is critical for any successful organization, especially for an organization that is the voice for multiple businesses and property owners.

The City ordinance creating the LSBDD outlines that the City Council will have sole discretion as to how the revenues of the district shall be used. A collaborative relationship between the LSBDD and the City is essential for moving forward University City Loop's priorities.

Collaboration will also allow the LSBDD to leverage the resources and strengths of neighboring organizations.

Goals:

- Continue to strengthen partnership with University City.
- Partner with the East Loop on key initiatives, including marketing and events.
- Better leverage the strengths of Washington University.

1. PUBLIC REALM AND VISITOR EXPERIENCE

GOAL: Refresh and beautify the public realm with minimal construction disruptions to University City Loop businesses.

Action: Develop a streetscape master plan to guide infrastructure investments for the next 15 years. The scope should include:

- Architectural guidelines for parklets for dining or pedestrian areas (include evaluation of permanent versus seasonal installations)
- Underground infrastructure coordination, including utilities, light conduits, irrigation, tree soil volumes, etc.
- Future parking infrastructure
- Redesign of the Plaza/Farmer's Market area
- Place-making opportunities near the AT&T building and City parking lot at 6320 Delmar
- Lighting

Action: In the short-term, install lighting, replace street trees, and maintain planters. Group capital projects together that may require new pavement, conduits, boring, or trenching to reduce construction disruptions.

Action: Develop a building facade mural project to be the prototype for a long-term art/mural strategy that is unique to St. Louis and strengthens the Loop's image of a creative, vibrant destination. Use the Eugene, Oregon and Wynwood, Miami mural programs as inspiration.

GOAL: Enhance the pedestrian experience of the Loop.

Action: Temporary close Delmar Boulevard for special events. Evaluate closure after three to four special events of the impacts of the street closure (see also Strategic Directive 'Events').

Action: Balance the amount of on-street parking with the conversion of some parking spaces for dining or pedestrian areas ("parklets"). Evaluate the permanent or seasonal use of parklets.

Action: Proactively monitor the future plans for the Loop Trolley to anticipate and mitigate any negative impact on the Loop.

1. PUBLIC REALM AND VISITOR EXPERIENCE

GOAL: Parking that is visitor and business friendly.

Action: In conjunction with the City, finalize parking requirements for the Loop. Evaluate parking requirements yearly and update as needed. Key parking principles include:

- For visitors, keep a period of parking free, but ensure parking turnover. (For example, restrict free parking to a period of time. One option could be one-hour free time limit on Delmar, two hours in the parking garage, etc.)
- For businesses and employees, designate underutilized parking areas for employee parking. Understand that areas of underutilized parking will vary depending on day and time (for example, parking garage during the weekday versus at night or weekend).
- Parking regulations/strategies should be supportive of businesses and visitors.

Action: Clearly communicate parking availability and regulations. This includes recommendations from the 2020 parking study, including wayfinding from Delmar Boulevard to parking lots and a map of parking areas on the website. Evaluate the feasibility of real-time web and app parking information.

Action: Modernize parking fee collection and regulation.

Action: Seek opportunities to expand parking capacity (where it doesn't negatively impact the public realm). Preserve and expand the north parking lot.

Action: Ensure parking lots are accessible during temporary street closures. Clearly communicate directions to parking lots during street closures on the website, communication materials, and event wayfinding.

GOAL: A sense of security for visitors to the Loop.

Action: Assemble Loop crime data and develop and disseminate strategic communication materials to place data in context and better manage concerns and perceptions.

Action: Continue to work collaboratively with the Police Department to identify areas of concern with input from businesses and visitors.

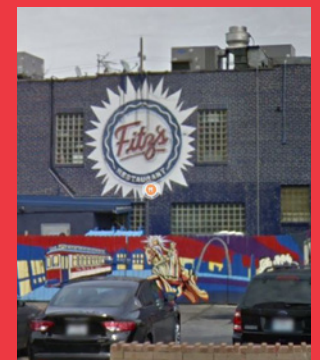
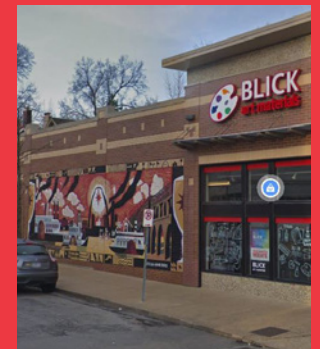
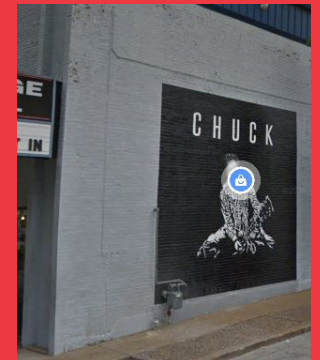
Action: Continue to identify best practices from other business and entertainment districts for improving security.

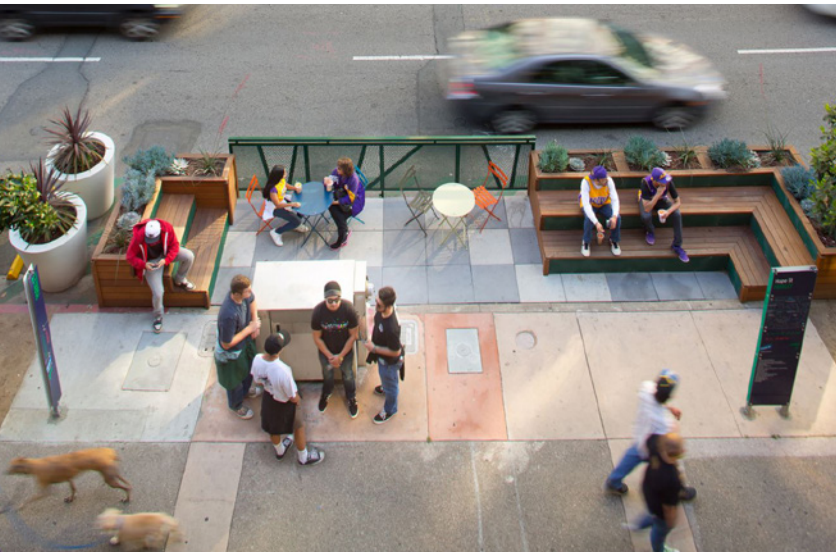
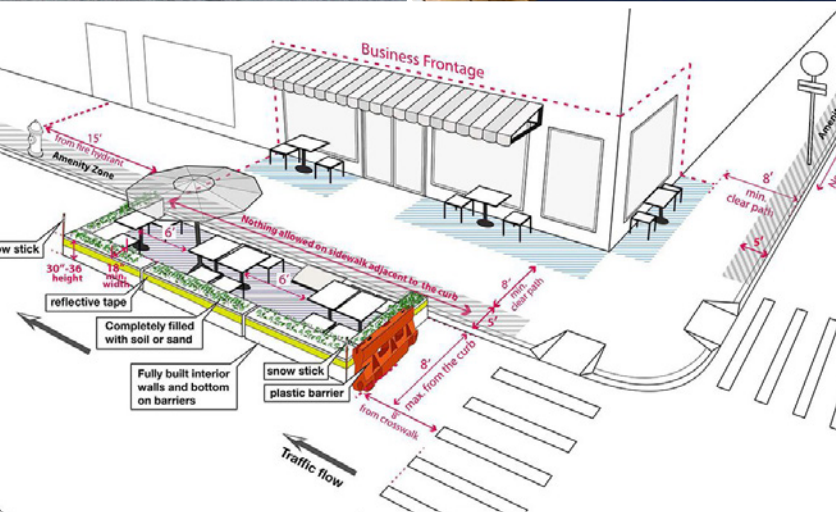


CASE STUDY: MURALS

ART AS A PLACE-MAKING AND ECONOMIC DEVELOPMENT TOOL

- Mural programs have been used successfully in other cities to create a sense-of-place and drive economic development. Murals can have huge aesthetic impacts with minimal construction disruptions to adjacent businesses.
- Since the early 2000s, street art has been a key strategy for redevelopment in the Wynwood district in Miami, Florida.
- The 20x21 Mural Project is an initiative in Eugene, Oregon, to have 20 or more world class outdoor murals by 2022.
- Although Wynwood and Eugene have different settings than the Loop (blank, industrial facades vs brick with architectural articulation), there is an existing precedent for murals in the Loop. The photos on the right are examples of existing murals in the University City Loop.

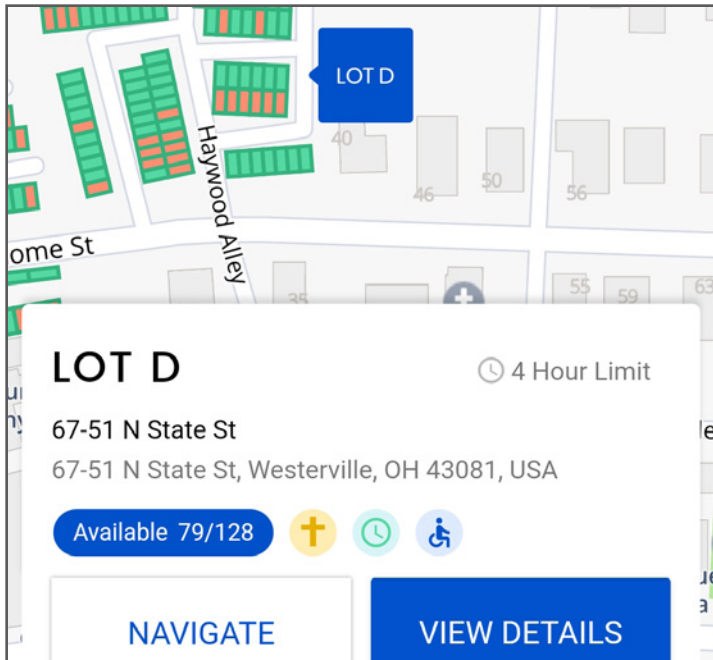




CASE STUDY: PARKLETS

REFRESHING THE STREETScape

- Parklets are a way to convert parking spaces to usable space such as dining or areas for pedestrians. The use of parking spaces for dining has been popular for businesses in the University City Loop during the pandemic.
- Post pandemic, there is support of continued use of parking spaces for dining or parklets. However, there needs to be a balance of retaining on-street parking.
- The use of parklets long-term in the University City Loop will need to consider temporary and seasonal installations versus a permanent solution with aesthetics, safety, and costs.
- National best practices for parklets are evolving. Recently, the Alfresco Awards recognized the best outdoor dining in New York City.



CASE STUDY: MODERN PARKING

Above left: The City of Westerville, Ohio is conducting a pilot study of real-time parking availability. Small sensors for each parking space provide real-time data for the City and visitors. Visitors can download an app to see available parking space in the downtown area. The City benefits from being able to remotely monitor parking regulations to be able to enforce parking time limits.

Below left: Downtown Naperville, Illinois, takes visitor parking seriously. Since 1976, the City has strongly committed to free parking for downtown visitors and patrons. The City follows a "Continuous Improvement Model," which continuously seeks to improve parking (including a yearly parking summit). Highlights of their parking strategy include:

- Although free parking, not unlimited. Parking regulations are enforced. Typical free parking:
 - 2-hour on-street
 - 3-hour surface lots
 - All day in garages
- Permit program for employees with designated spaces.
- Visitor Amenities
 - Real-time parking availability for three downtown garages (via website or app).
 - Parking map

2. MARKETING AND BRANDING

GOAL: Develop an updated brand message for the Loop.

Action: Hire a marketing and branding firm to assist the LSBSD in developing an updated brand message and tagline for the Loop.

Action: Develop a comprehensive communications plan with target messages and marketing strategies for unique audiences. Like a good value proposition, the message should convey why visitors should visit the Loop. In addition to visitors, the LSBSD should collaborate with the City and Washington University on business attraction. Key audiences should include:

- Visitors (Why should visitors come to the Loop?)
 - Out-of-town tourists
 - Regional visitors
 - University City residents
 - Washington University students, faculty, and alumni
- Business Attraction (Why should businesses locate to the Loop?)
 - Retail/Restaurants
 - Tech Firms

Goal: Strengthen both the 'University City Loop' and 'Delmar Loop' brands.

University City was the birthplace of the Loop. While most tourists and visitors do not know a distinction between the sections of the Loop between University City and the City of St. Louis, recognizing the distinct history and character of the University City Loop is important. However, the "Loop" is a regional and national brand. It is essential to build upon the success of past marketing and branding of "the Loop." Both brands can co-exist.

Action: Continue the University City Loop marketing and branding, including the University City Loop logo and www.UniversityCityLoop.com website.

Action: Coordinate with the East Loop on joint marketing of the Delmar Loop, especially related to regional tourism, including the St. Louis Official Visitors Guide, the Explore St. Louis website, and regional marketing campaigns.

Action: Regularly update the University City Loop and Delmar Loop information on regional tourist publications and websites.

Action: Update and modernize the www.VisittheLoop.com website with a link to the www.UniversityCityLoop.com website.

Action: Develop a list of metrics (such as monthly website visitors, social media followers, etc.) to include in the yearly LSBSD Annual Report.

CASE STUDY: UPTOWN CINCINNATI MARKETING AND BRANDING

Uptown Cincinnati is an example of multiple organizations working at different scales with different areas of focus. Each organization has its own marketing and branding targeting different audiences. While some efforts are coordinated (and share funding and leadership), the organizations also work independently. Overall, the multiple efforts create positive momentum and progress for Uptown Cincinnati.



3. ORGANIZATION GOVERNANCE

GOAL: Effective and transparent LSBDD communications.

Action: Ensure that the yearly annual report is clearly communicated to LSBDD members, City Council, and in a form that can be utilized as an economic development tool. Many business districts will have their annual report, in a well designed format, featured on their website. While the annual report may not be of great interest to visitors, the report can be a marketing tool for prospective businesses. The annual report should also briefly highlight actions for the upcoming year.

Action: Update yearly the LSBDD action plan.

Action: Develop a direct communication tool with LSBDD members for quick communications and emergencies.

GOAL: Organizational capacity to accomplish long-term actions.

Action: Plan for long-term staffing capacity (or contractor) for an Executive Director (with an emphasis on economic development and administration), Manager of Events, and Manager of Marketing. In the short term, utilize City positions to fill responsibilities.

GOAL: Long-term, sustainable LSBDD funding.

Action: Encourage the implementation of a Community Improvement District (CID). As part of a future CID, an organizational structure will need to be finalized to manage funds of the CID and LSBDD.

3. ORGANIZATION GOVERNANCE

GOAL: Grow the next generation of LSBD leadership.

Action: In addition to the current Executive Committee and Finance Committee, create LSBD committees for:

- Events and Marketing (This is a renaming of the current Activities committee)
- Economic Development
- Safety and Security

The committees are an opportunity for non-board members to be active with the LSBD by serving as an advisory role (non-voting) on the committees. Ideally, committees will make monthly board meetings more productive as details will be worked out at the committee level.

Action: Encourage a mix of representation at LSBD Board meetings. Currently, individuals who own property or operate a municipally-licensed business are eligible for LSBD membership and thus eligible for election to the LSBD Board. Ideally, the Board should include representatives of property owners, retail, restaurants, and office. However, if the elected Board doesn't include a representative mix, the Board should consider a standing invite to individuals that represent an under representative sector. These non-voting "sector representatives" would allow additional voices and invest in future LSBD leaders.

4. ACTIVATE THE UNIVERSITY CITY LOOP (EVENTS)

GOAL: A year-long calendar of events with a mix of large and small events.

Action: Events and Marketing Committee to develop a calendar of events as part of the LSBDD annual action plan.

GOAL: Feature events with activities and partners that align with the University City Loop's values of a diverse, inclusive, creative, and welcoming place.

Action: Utilize the LSBDD values statement as part of the evaluation in developing a calendar of events.

GOAL: Establish metrics for gauging the success of events.

Action: Identify existing resources from the St. Louis Convention and Visitors Commission for tracking visitation to the Loop.

Action: In coordination with the City, develop a list of metrics to gauge the success of events. Possible metrics (and sources of data) may include:

- Increase in sales tax revenue
- Positive feedback from business owners
- Increase volume of visitors (via mobile phone data)
- Increase traffic or parking volumes (via traffic or parking counts)

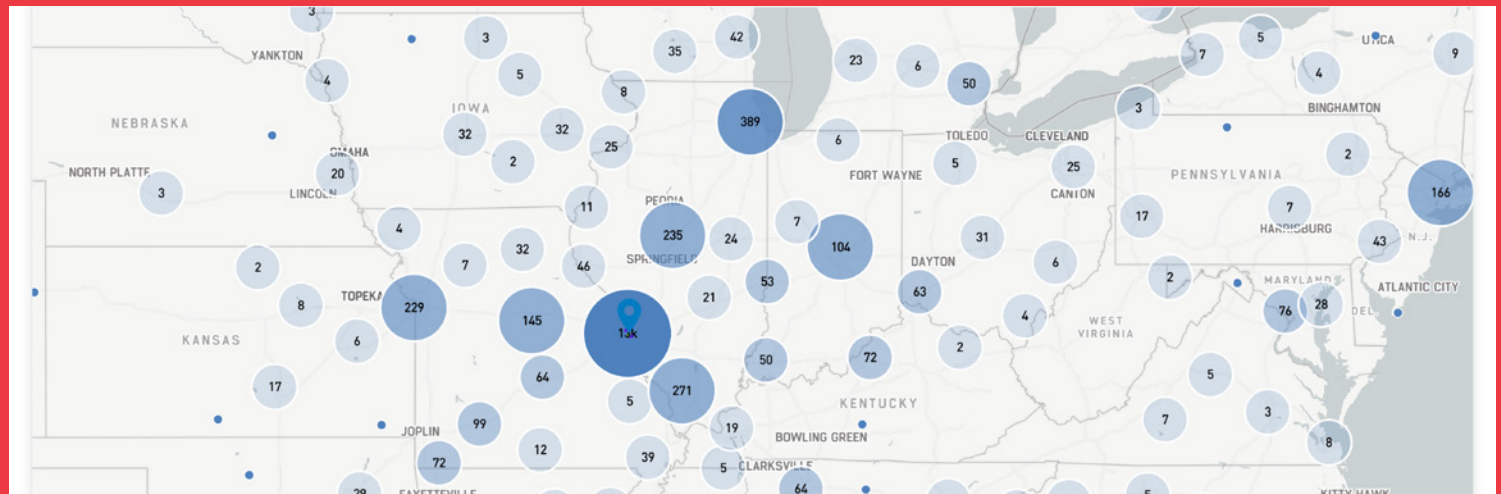
A challenge will be quantifying the positive impact of events over a baseline scenario of "no event." Weather, other local or regional events, and other factors can impact visitation patterns. In addition, increased visitation may not always translate into increased sales for University Loop businesses. Multiple metrics (and data) should be used to help provide a well-rounded evaluation of events.

INTERNAL SCAN: UNIVERSITY CITY LOOP VISITOR PATTERNS

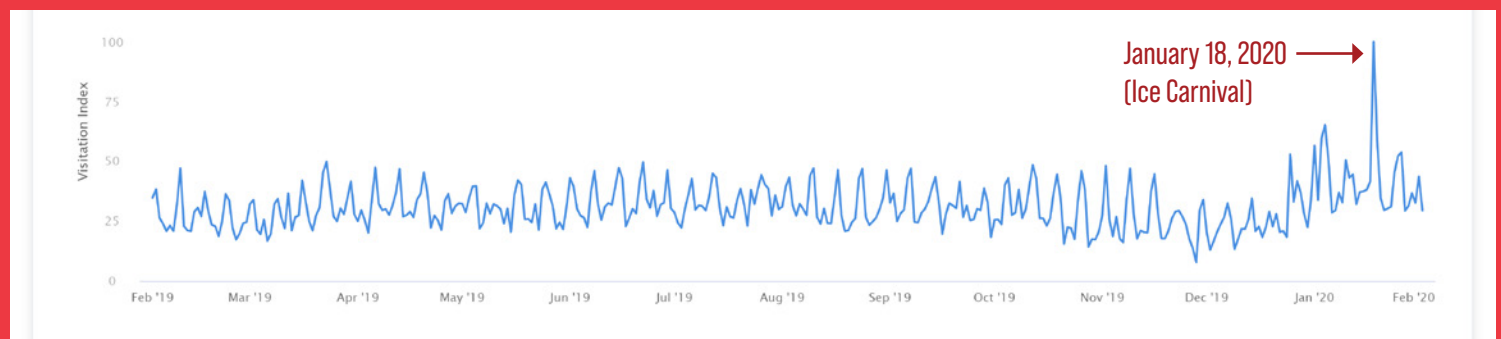
One tool for measuring visitor patterns is analyzing mobile phone data. Multiple sources exist that aggregate mobile phone data to provide helpful analysis of visitor patterns. Below are two data sets from Vista Property Reports that include visitor information for Loop visitors for a year long time period from February 2019 to February 2020 (pre-pandemic). The top map shows the typical evening (home) location of visitors. The bottom map shows visitation trends on a day-to-day basis over the course of the year on a scale of 100, with 100 being the busiest day.

While the data below doesn't include the number of visitors, some trends do appear. The Ice Carnival (weekend of January 18, 2020) was a huge draw of visitors to the Loop compared to other weekends. The Appendix includes additional examples of Loop visitation data. The data on this page reflects a three block segment on the south side of Delmar Boulevard.

Right: Visitor origin locations based on evening locations (home) for visitors to the Loop from February 2019 to February 2020. *Source: Vista Property Reports*



Right: Visitation over time (visitation trends on a day-to-day basis over the course of the year on a scale of 100) *Source: Vista Property Reports*



5. ECONOMIC DEVELOPMENT

Goal: A mix of uses along the University City Loop, including retail, restaurants, residential, entertainment, and office.

Action: Ensure that the first floor of residential or office space is dedicated to retail, restaurants, or entertainment uses.

Action: Encourage the City to align zoning and incentive programs with development goals.

Action: Utilize the new LSBD committee for economic development to work with the City to express the City and LSBD's development desires for the Commerce Bank and Craft Alliance sites.

Action: Utilize the new LSBD committee for economic development to work with the City to create a development strategy for the AT&T building.

Goal: Cultivate unique establishments (whether independent or regional/national brands) that add value to the Loop.

Action: Utilize the new LSBD committee for economic development to work with University City staff on business attraction strategies.

Goal: A consistent University City point of contact for economic development in the University City Loop.

Action: In the short term, designate University City staff as a point of contact. Long-term, an LSBD "Executive Director" should fulfill the role.

Responsibilities shall include: marketing and point of contact for vacancies; pro-active marketing to prospective businesses; and business retention programs including visitation and surveys.

Action: As part of the updated marketing strategy for the University City Loop, include business attraction marketing (include point of contact information).

5. ECONOMIC DEVELOPMENT

Goal: Reduce vacancies.

Action: Reduce the visual impact of vacant properties through window displays or short-term pop-up retail.

Action: Utilize the new LSBD committee for economic development to work with the City to proactively market vacancies with commercial brokers and on the City website.

Action: Consider a 'Locate Your Business in the Loop' tab on the www.UniversityCityLoop.com website. The tab shouldn't list vacancies, but instead include a positive pitch of Loop strengths for businesses and contact information for economic development.

Goal: Continue growth of the University City Loop as a tech hub.

Action: Regular discussion with existing tech firms on ways to attract more tech firms.

Action: As part of the updated marketing strategy for the University City Loop, include business attraction marketing for the tech sector.

6. COLLABORATION

Goal: Continue to strengthen partnership with University City.

A consistent framework of decision making between the City and the LSBD is important for existing and prospective businesses in the University City Loop. However, sudden changes in city leadership (elections, staff changes, etc.) can create uncertain impacts for the LSBD. The LSBD and City should continue strengthening their partnership and create a long-term framework for consistent decision making.

Action: LSBD to provide a yearly action plan and budget.

Action: As part of the yearly budget, provide a future three to five-year budget baseline. Similar to a Capital Improvement Program (CIP), a three to five-year budget projection for the LSBD will help create shared expectations between the LSBD and the City for funding.

Action: Update the strategic plan every five years.

Goal: Partner with the East Loop on key initiatives, including marketing and events.

Action: LSBD staff, University City staff, and East Loop staff to meet monthly.

Action: Continue joint collaboration on select marketing initiatives such as Delmar Loop tourist brochures, maps, and the www.VisittheLoop.com website.

Action: Continue to focus on University City Loop's yearly schedule of events. However, seek opportunities to partner with the East Loop on select events.

Goal: Better leverage the strengths of Washington University.

The adjacency of Washington University was frequently mentioned during stakeholder interviews as a strength for the Loop. Conversely, the Loop is a significant strength for Washington University as the Loop's authentic urban character, restaurants, shops, and entertainment are an attraction for students.

Action: Have a Washington University update be a standing agenda item for LSBD board meetings similar to current standing updates from the Mayor and University City Police Department.

Action: Develop targeted marketing toward Washington University students, faculty, staff, alumni, and visitors.

Action: Through the new LSBD committee for economic development, work with Washington University to obtain market data about potential gaps in services and retail offerings.

APPENDIX

SWOT Analysis

Strengths - Loop as a Place

- Diversity (both business and visitors) / Accepting
- City political support
- Location
- Walkability
- Tourist attraction (both regionally and nationally)
- Free parking
- Scale / Character / Authentic urban
- History
- Wash U being adjacent
- Unique Stores
- Vibrant

Strengths - LSBDD organization

- Dedicated and multi-talented membership
- Professional staff
- Openness to new ideas
- Cohesive board

Weaknesses (Areas of Improvements) - Loop as a Place

- Safety / Perception of safety
 - Families are concerned to come
 - Badgering of visitors
- Parking (continuing free parking, modern parking, ADA)
- Visitor amenities
- Vacancies
- Cleanliness
- Panhandling / aggressive begging (diners, at Skinker, etc)
- Lack of retail
- Streetscape needs refreshing
- High rents
- Lost its "cool"
- Trolley uncertainty
- Lack of consistent "Point-of-Contact"

Weaknesses (Areas of Improvements) - LSBDD organization

- Faster and better decision making
- Involvement by more businesses

SWOT Analysis

Threats (Challenges) - Loop as a Place

- Perception of safety / "Civic" events
- Negative press/media (trolley, safety)
- Continued vacancies (bring more office, retail, anchor stores)
- Regional competitions (CWE, Grove, Chesterfield, etc)
- Being labeled (as a "college street", "too edgy", etc).
Also a threat of no identity.
- Living in the past ("Top Ten Street")

Threats (Challenges) - LSBOD organization

- Political support
- Funding
- Organizational capacity (volunteers, staffing)
- CID vs LSBOD decision making

Opportunities - Loop as a Place

- Major regional destination.
 - Music and food
 - Diversity
 - Targeted audiences (ie families day time weekend, office during the day "Web Technology Hub" etc)
- Events
- More local residents as shoppers
- Attract businesses, whether independent or national brands, that bring value to the Loop.
- Market vacancies
- Differentiators from competitors
 - Wash U
 - Urban character
- Refresh the streetscape / Increase focus on pedestrians and public places.
- Strategic Marketing
- Partnerships
 - Wash U
- New Generation of Property Owners

Opportunities - LSBOD Organization

- Build more trust amongst members.
- Create new generation of leaders.
- Be a voice of businesses.
- Accountability for Ucity funds
- Economic development
- Collaboration
 - Wash U
 - East Loop
- Staff capacity
 - CEO with additional staff (marketing, events)
 - Economic Development point-of-contact
- Representation of office, especially tech.

Issues / Topics

Strong Consensus

Moderate Consensus

Moderate to Strong Differences



Each issue / Topic is categorized based on perceived level of consensus.

An intermediate step in developing the strategic plan directives, goals, and actions was to look at the issues and topics from a perspective of "strong consensus", "moderate consensus", and "moderate to strong differences".

Even with issues that overall had strong or moderate consensus, there were aspects that included differences. Highlights of consensus and differences are included for each issue and topic.

This was a focus of Board Working Session #2.

Issue / Topic Title	
• Highlights of consensus	• Highlights of differences.
• Key questions or additional data/research.	

Highlights are included. Even on topics with strong consensus, there may be some differences of opinion. These differences are highlighted in the red box.

Key questions or additional data/research that may be needed are included.

Issues / Topics

Strong Consensus

Streetscape “Refreshing”	
<ul style="list-style-type: none"> • Beautify • Lighting • Planters / Street Trees • Plazas • Prioritize pedestrians and gathering areas. 	<ul style="list-style-type: none"> • Utilizing parking spaces for dining/parklets.
<ul style="list-style-type: none"> • How to beautify the street w/o construction disruptions? • Long term strategy for dining/parklets (permanent vs temporary, aesthetics) 	

Moderate Consensus

Parking and Traffic	
<ul style="list-style-type: none"> • Keep and expand north parking lot. • Availability of parking is differentiator. • Temporary street closures (at least experiment) 	<ul style="list-style-type: none"> • Keep free parking (prioritize over revenue). • Parking vs public space.
<ul style="list-style-type: none"> • How to ensure parking turnover with free parking? • Understanding parking demand (employee, visitor, etc) • Access during temp street closures? • What modern parking tools/strategies are applicable? 	

Moderate to Strong Differences

Events	
<ul style="list-style-type: none"> • 3-4 major events a years. • Additional minor events. • Don't be afraid to try new ideas and give time to grow, but also evaluate effectiveness. 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Metrics for evaluation (in addition to number of visitors, increased sales), i.e. media coverage, branding, new visitors, etc). 	

Identity	
<ul style="list-style-type: none"> • Having a separate “UCity Loop” identity. • Stewardship and accountability of UCity tax dollars. • Awareness that tourists and visitors think of “one” Loop. 	<ul style="list-style-type: none"> • Role of collaboration with East Loop: Some joint events and marketing vs no collaboration.
<ul style="list-style-type: none"> • If there is no collaboration on marketing (specifically tourists), what does UCity Loop market to tourists? 	

Issues / Topics

Strong Consensus

Safety and Security	
<ul style="list-style-type: none"> • Safety is more a perception issue. • One event can have long-term consequences. • Aggressive panhandling and political speech problematic. 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Are there best practices to learn from? 	

Organization	
<ul style="list-style-type: none"> • Great to have new board members and fresh ideas. • Great to have outstanding staff. • The need to cultivate the next generation of board leaders. 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • What are future capacity (staffing) needs? • What standing committees are needed? • What additional organizational communication is still needed? 	

Moderate Consensus

Marketing	
<ul style="list-style-type: none"> • Utilize a mix of marketing media (digital, social media, brochures, regional publications, etc). • 	<ul style="list-style-type: none"> • (Not really discussed) - Outside of highlighting businesses and events, what is the marketing message
<ul style="list-style-type: none"> • What is the marketing message? • What audiences should be targeted - ie local, regional, out-of-town / families, students / tech firms <ul style="list-style-type: none"> • Multiple targets? • How to evaluate the success of marketing efforts? 	

Wash U	
<ul style="list-style-type: none"> • Key strength with proximity to Wash U (students as customers, investment by University, etc). • Loop is also an asset for Wash U. 	<ul style="list-style-type: none"> • Level of support and influence.
<ul style="list-style-type: none"> • What is the role of Wash U? 	

Moderate to Strong Differences

Issues / Topics

Strong Consensus

Economic Development	
<ul style="list-style-type: none"> • Unique stores, restaurants, and venues that add value to the Loop (unique could include regional or national brands) • Fill vacancies • Continue a mix of uses (restaurants, retail, office, residential) 	<ul style="list-style-type: none"> • Strategies to fill vacancies. • The proportion of the mix of uses.
<ul style="list-style-type: none"> • What is the role of the LSBD vs City? 	

Moderate Consensus

Organizational Funding	
<ul style="list-style-type: none"> • Need to increase funding for events, marketing, staffing, infrastructure, etc. • A lot of support for a CID (depending of the final details). 	<ul style="list-style-type: none"> • Concerns about additional tax.
<ul style="list-style-type: none"> • What will be the organizational structure and decision making if there is both a CID and LSBD? • If its just a CID, how to ensure broad support of decisions (if CID board is just property owners). 	

Moderate to Strong Differences

Trolley	
<ul style="list-style-type: none"> • Can't continue negative press coverage and regional perceptions. • Can't have any more business disruptions. 	<ul style="list-style-type: none"> • Opportunity as a tourist amenity (with right changes) vs ditching the trolley as not viable.
<ul style="list-style-type: none"> • What changes are needed? (ie, long-term operational consistency, free fare, GPS real-time arrival/departure information for riders, promotional tie-ins) 	

Survey: After reviewing the four options for the mission statement, which one is your preferred option?

Option 1: The mission of the LSBSD is to position the Loop as one of the top ten streets in America by coordinating marketing, events, economic development, infrastructure improvements, and being a voice for businesses and property owners.

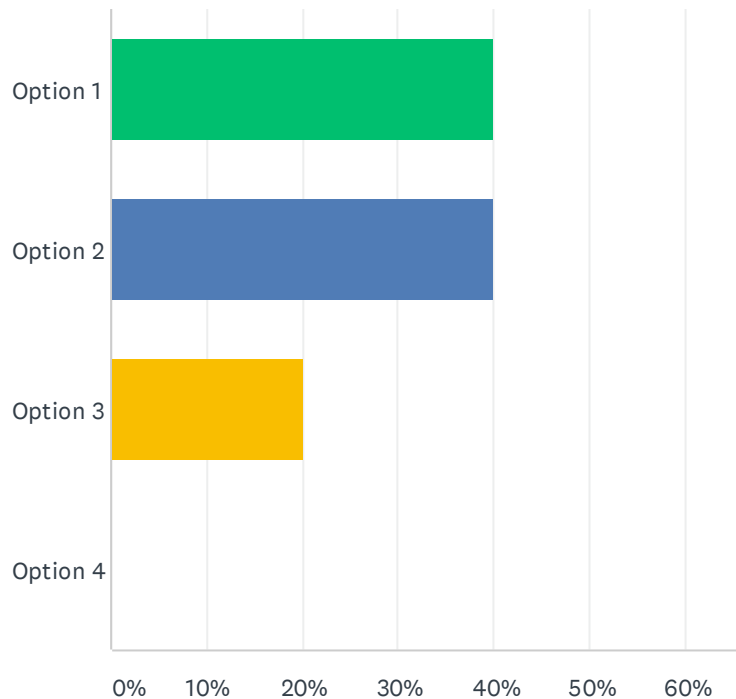
Option 2: The mission of the LSBSD is to market, coordinate events, and promote economic development to have the Loop be the number one destination in the St. Louis region for unique dining, shopping, entertainment, and fun.

Option 3: The mission of the LSBSD is to position the UCity Loop to be the region's most inclusive and creative destination for dining, entertainment, shopping, and work.

Option 4: The mission of the LSBSD is to be the catalyst to sustain the UCity Loop as the St. Louis region's premier street that welcomes the creative, diverse, and forward thinking to eat, shop, work, live, and play.

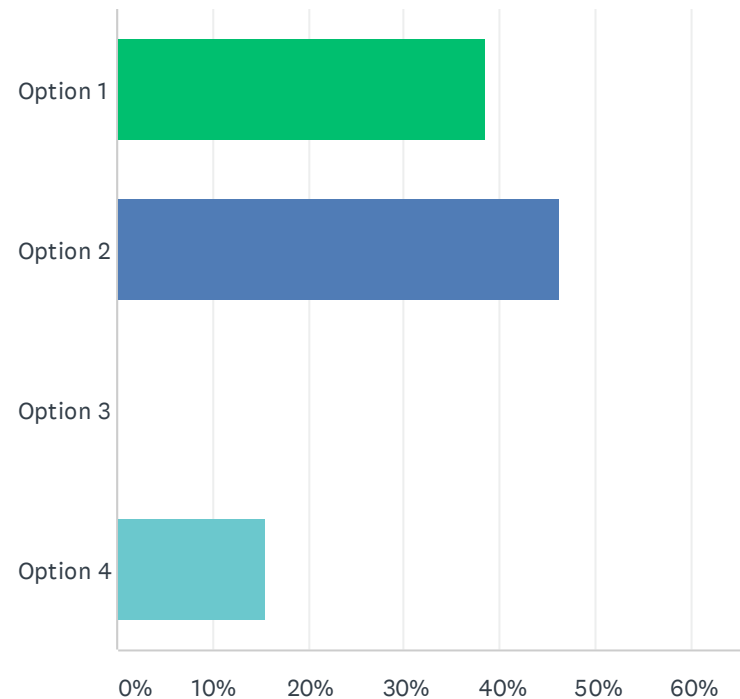
Board Responses

Answered: 5 Skipped: 1



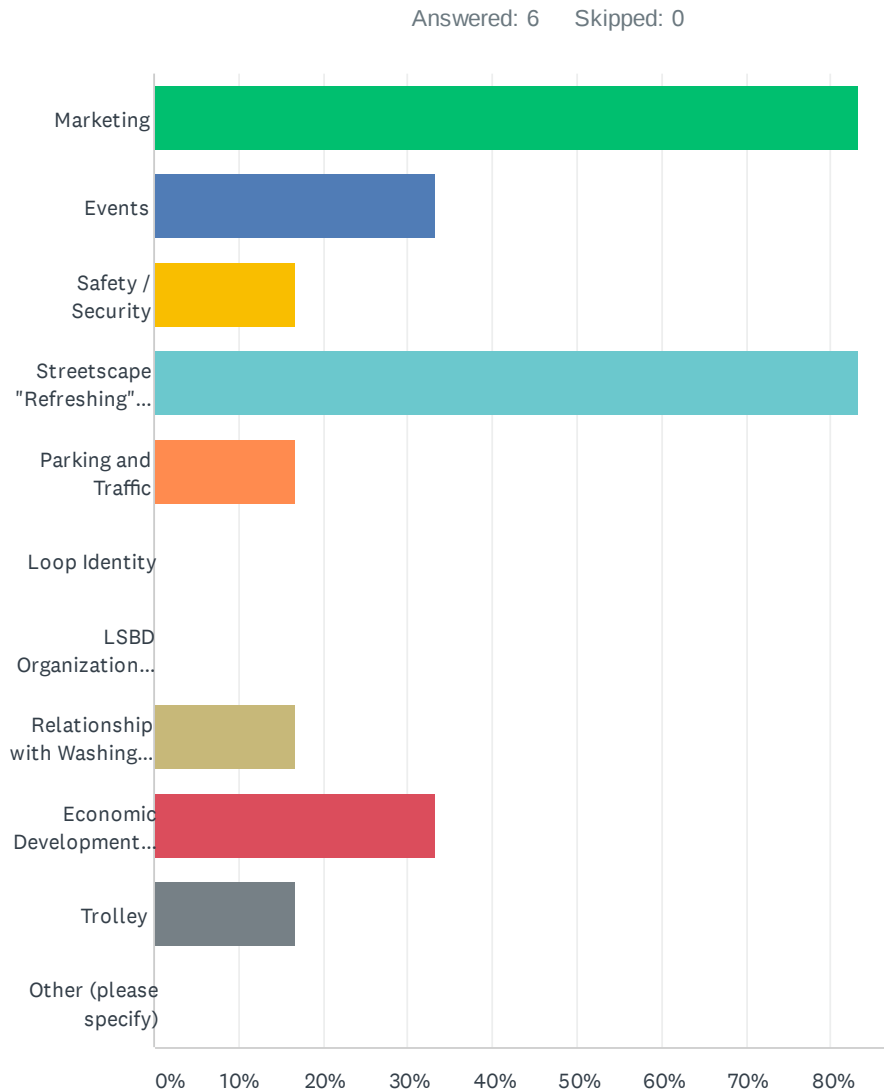
Membership Responses

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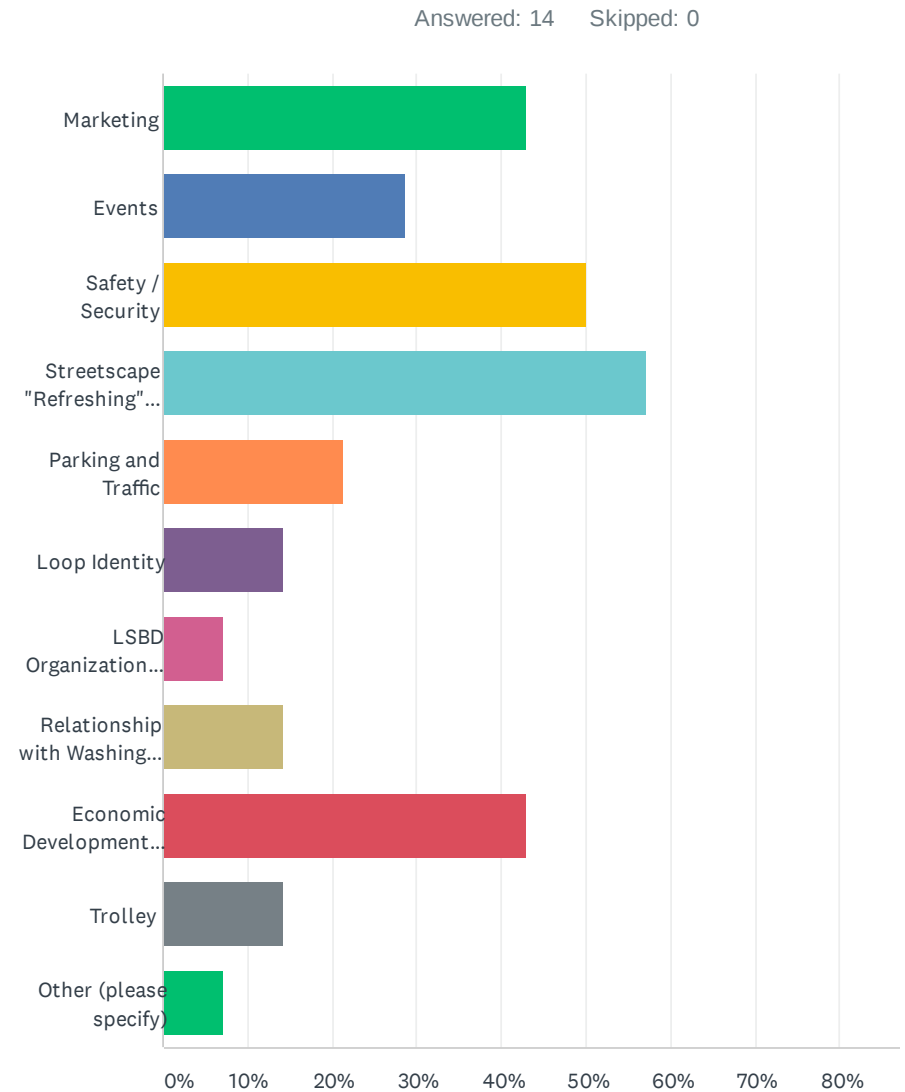


Survey: Below are potential issues/topics for the strategic plan. What are your top three priority issues/topics? (Choose up to three)

Board Responses



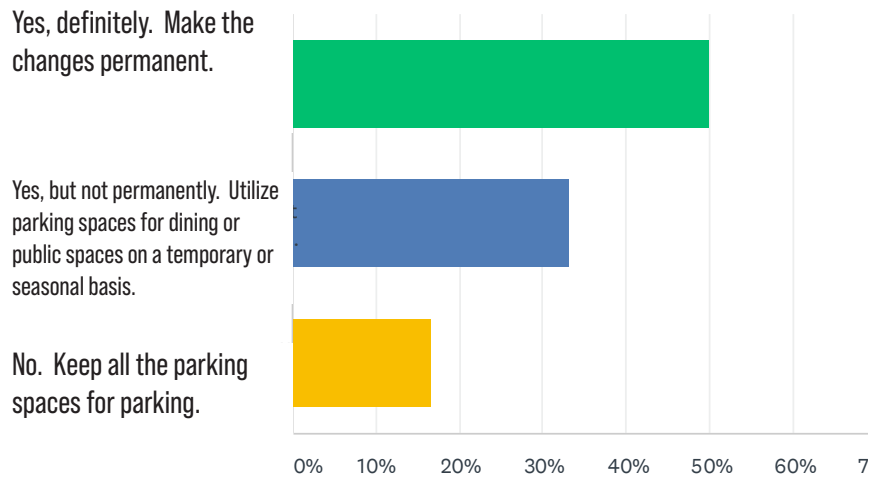
Membership Responses



Survey: During the pandemic, parking spaces have been utilized for dining. Long-term, do you think some parking spaces should continue to be used for dining or public spaces?

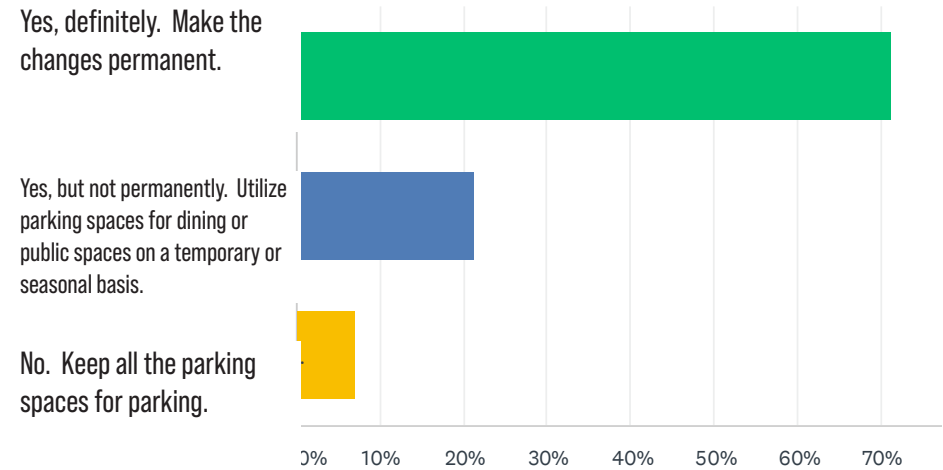
Board Responses

Answered: 6 Skipped: 0



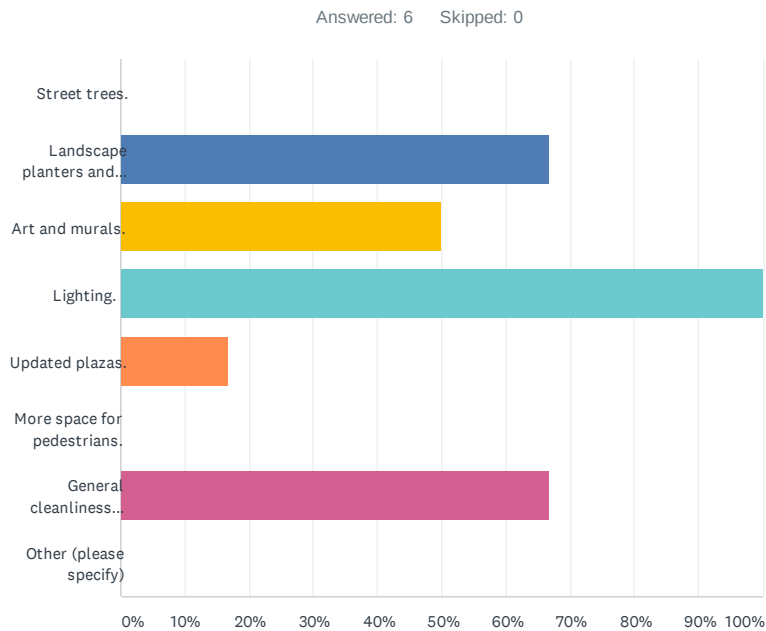
Membership Responses

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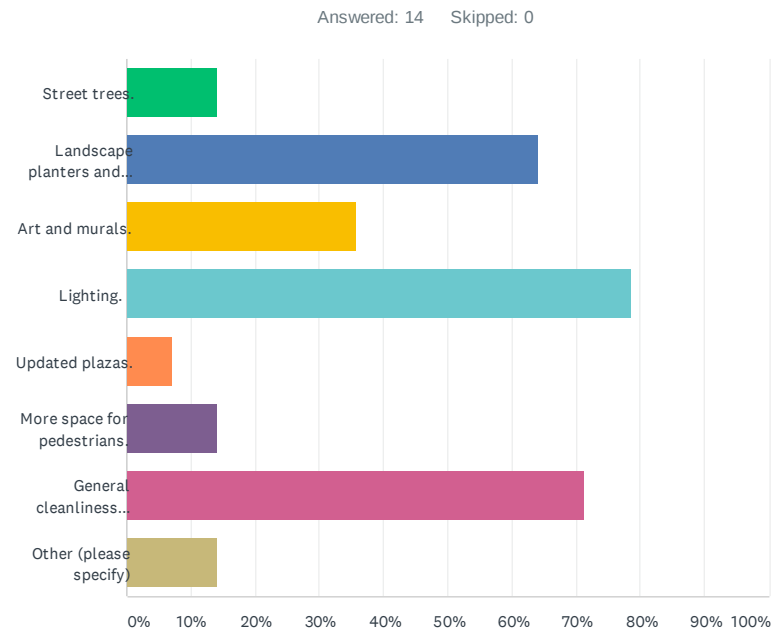


Survey: What are your top three priorities for street beautification? (Choose up to three)

Board Responses



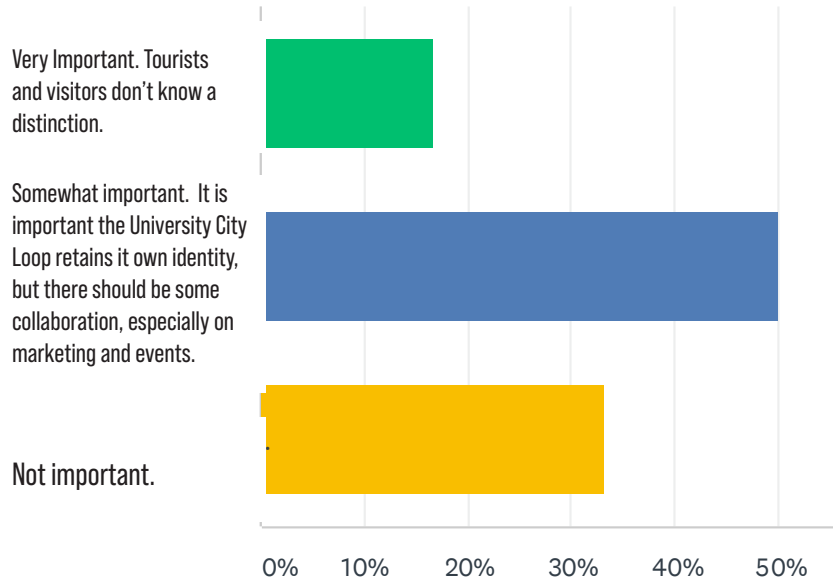
Membership Responses



Board Survey: How important is collaboration between the University City Loop and the East Loop?

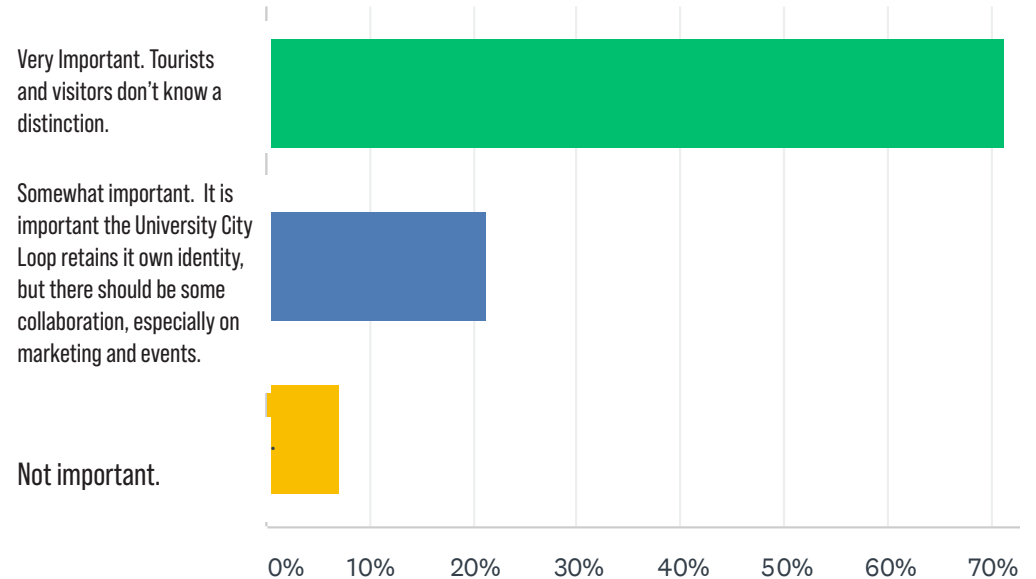
Board Responses

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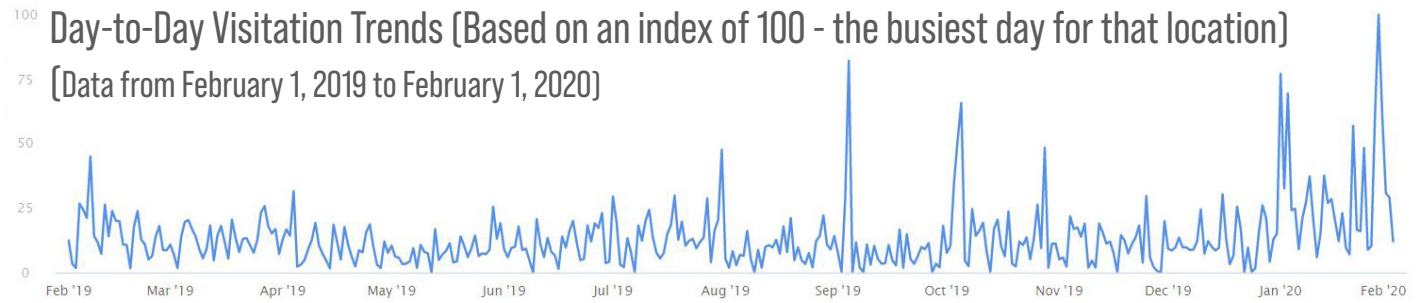
Membership Responses

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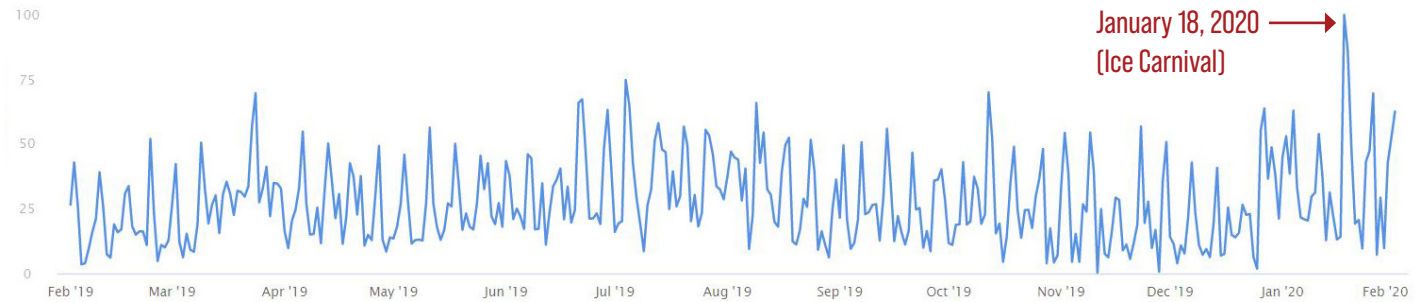


For future actions related to topics such as parking, marketing, events, etc, the LSBDD (or the City) should consider additional research into visitors. The following is information from Vista Property Reports. We use this information to get a high level understanding of visitor trends. It uses cell phone data to track visitors. It's use here is to give a flavor of data available.

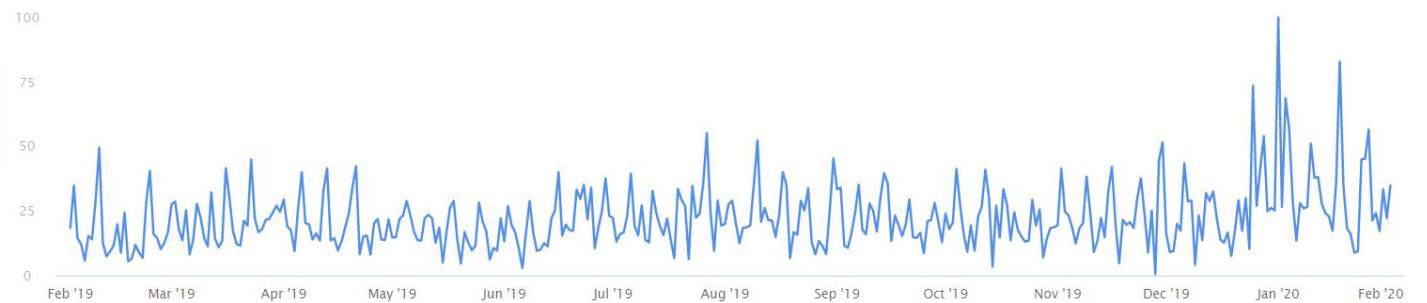
UCity Library



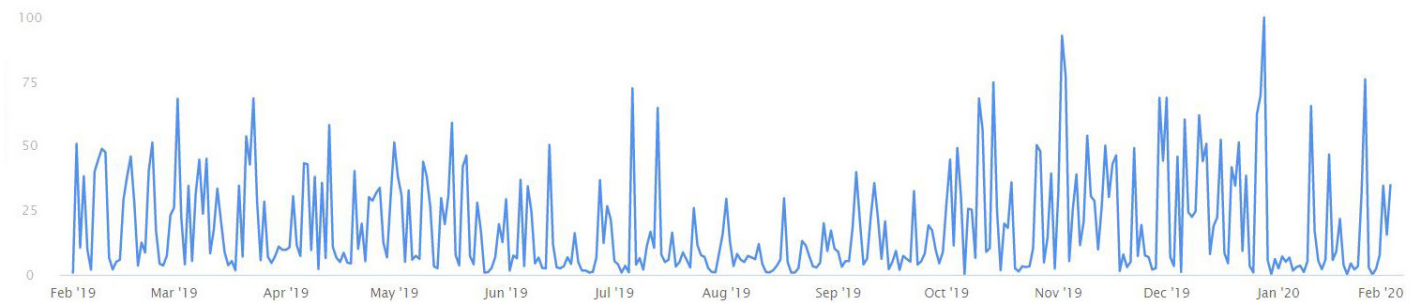
Fitz's



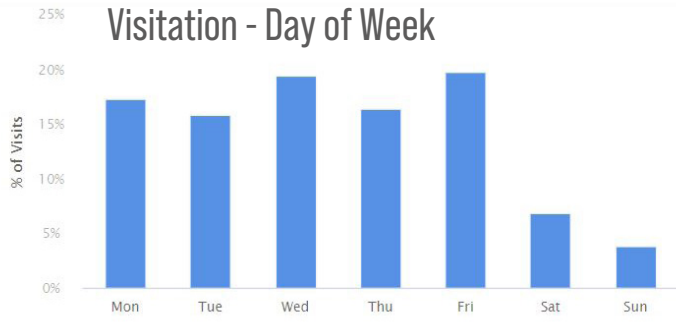
Blueberry Hill



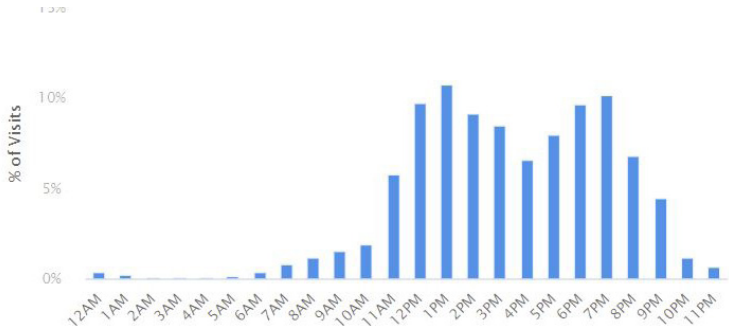
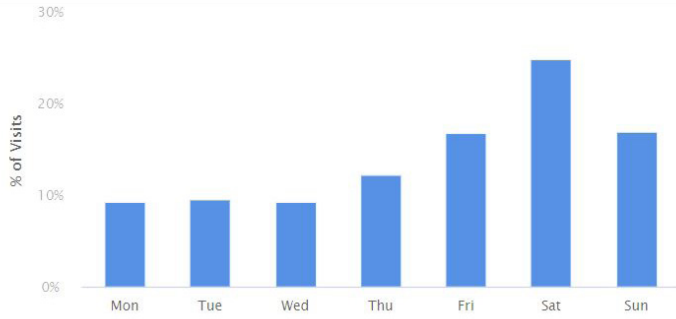
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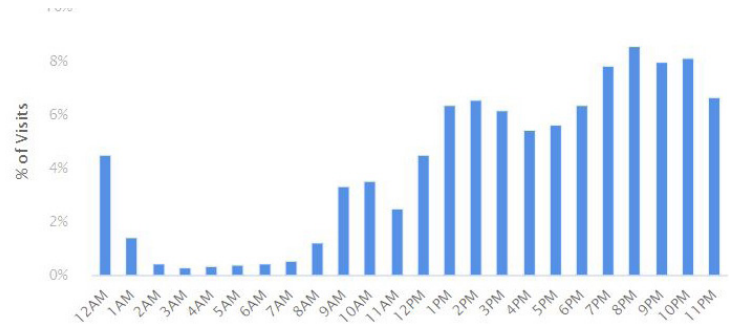
UCity Library



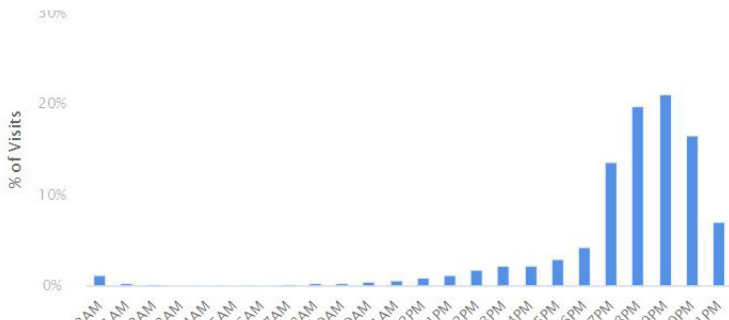
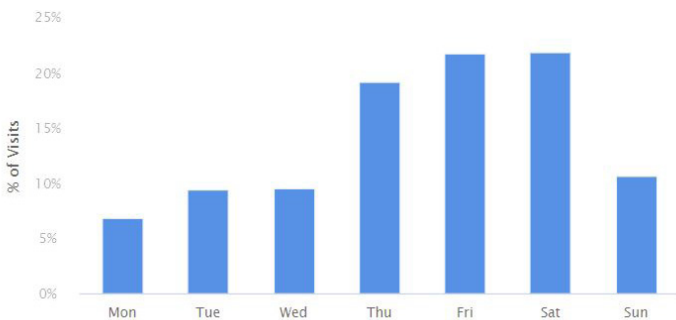
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Blueberry Hill



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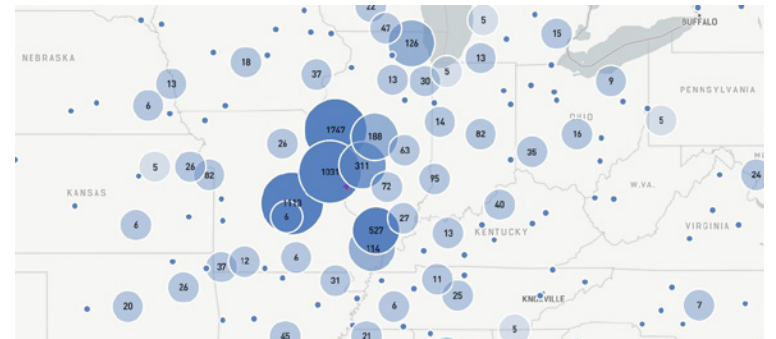
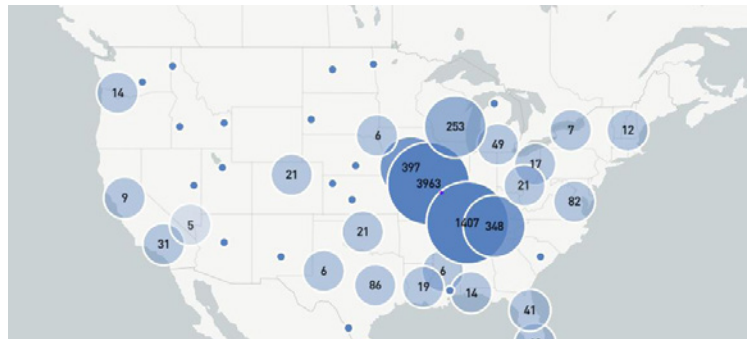


Visitor Origins

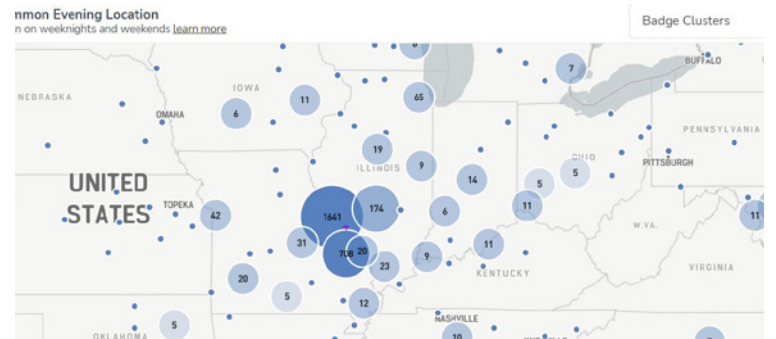
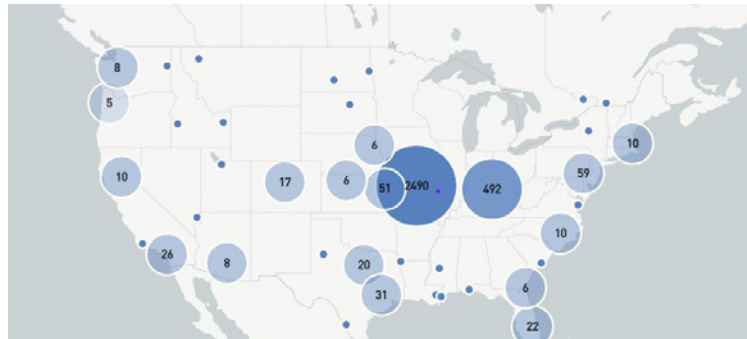
UCity Library



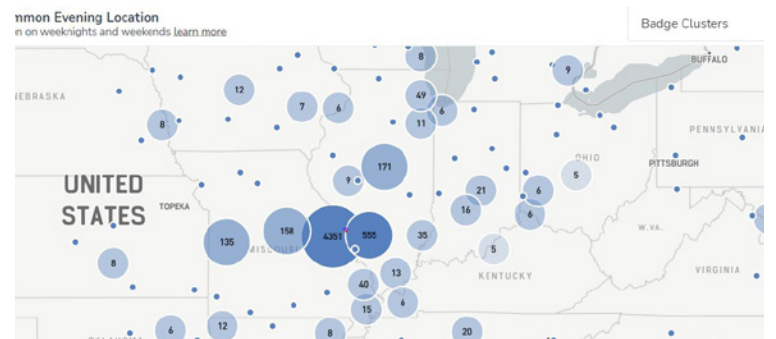
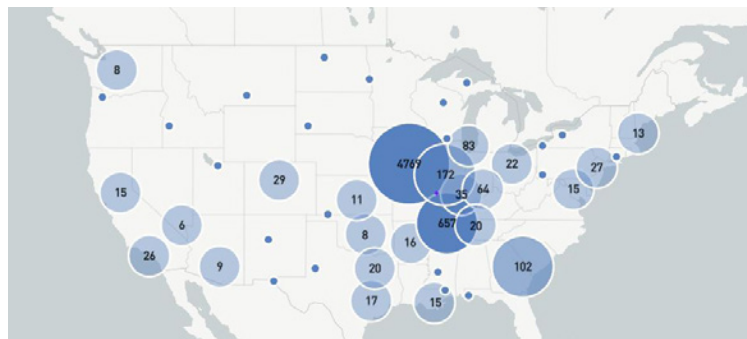
Fitz's



Blueberry Hill

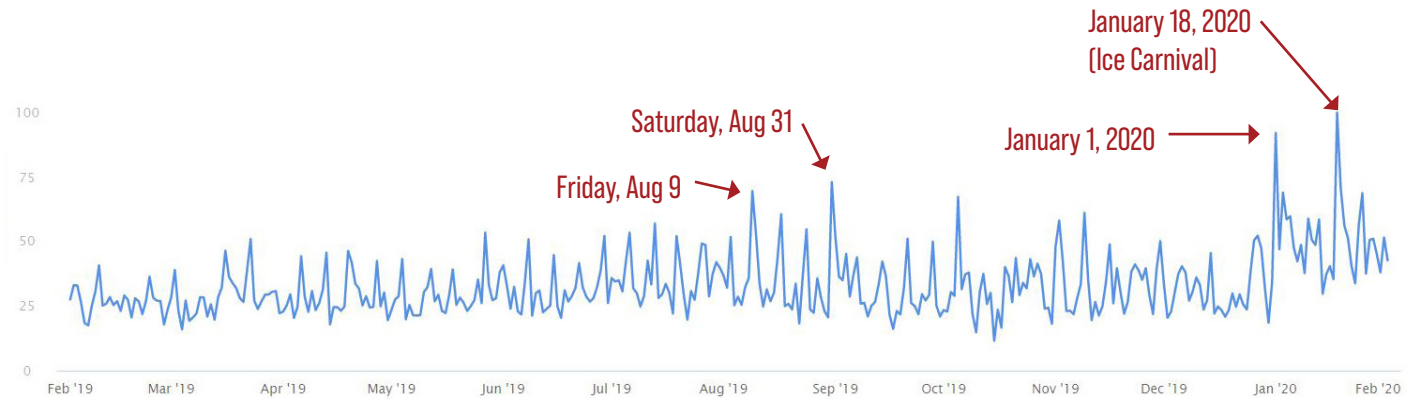


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Day-to-Day Visitation Trends (Based on an index of 100 - the busiest day for that location)
 [Data from February 1, 2019 to February 1, 2020]

North Parking Lot



Parking Garage

