



WILDWOOD

MEMORANDUM

To: Economic Development Committee Members

From: Julian M.D. Jacquin, Economic Development Manager

Date: April 23, 2019

Re: Review of 2018/2019 Goals

At its meeting on November 27, 2018, the Committee was presented with a draft set of 2018 Accomplishments and Economic Development Goals for 2019. This document is attached to this memo and is now being provided to the Committee for the benefit of the newly elected City Council Members. I have also attached the City's 5-Year Strategic Goals and Objectives (2015-2019) document for use in the discussion.

I will be available for any comments or questions at the April 23, 2019 Meeting of the Economic Development Committee.

JMDJ

2018 Accomplishments (dated November 27, 2018)

1. Conducted over 85 visitation meetings with existing local business owners.
2. Managed City's efforts for New Resident Welcome Packets, mailed to estimated 120 new households in Wildwood each month.
3. Oversaw implementation of City's new Business Appreciation Award, presented to Zick's Great Outdoors (Spring 2018) and Milk & Honey (Fall 2018).
4. Attracted 17 new retail and office businesses to Wildwood, resulting in an additional 80+ new full-time jobs and 20 new part-time jobs.
5. Lowered the City's retail vacancy rate from 20% (2016) to 10% (2018) and lowered the City's office vacancy rate from 32% (2016) to 22% (2018).
6. Hosted the ICSC Missouri/Kansas P3 Luncheon at the Wildwood Hotel in April 2018, with over 75 retailers, developers, property managers and municipalities in attendance.
7. Expanded City website to include more Economic Development content, as part of overall website redesign. Also assisted in the overall website redesign with City Team Members.
8. Updated City website to include 17 new businesses in City's online Business Directory.
9. Expanded City Trails Map and combined with new Town Center Shopping Map as new "Visitor's Guide" for the City of Wildwood.
10. Hosted the City of Wildwood's first ever "Wildwood Snowman Search" event, in partnership with the local businesses in Wildwood, the Wildwood Business Association and West Newsmagazine.
11. Hosted City of Wildwood exhibit booth at 2018 Mississippi Valley Bike & Outdoor Expo.
12. Served as staff support for six (6) meetings of the Manchester Road Improvement Committee. Completed assigned responsibilities and presented Recommendation Report to the City Council, as directed by Mayor Bowlin in his Wildwood 2020 Plan.
13. Supported the Board of Directors of the Crossings Community Improvement District.
14. Economic Development Manager served as Vice Chair of Economic Development on the Executive Board for the West St. Louis County Chamber of Commerce, was appointed to District 5 Co-Chair leadership role for Missouri Economic Development Council (MEDC) and continued to serve as Missouri/Kansas Public Sector Chair for the International Council of Shopping Centers (ICSC) P3 Retail program.

Economic Development Goals for 2019 (dated November 27, 2018)

1. Continue to implement the City's Economic Development Guide, Master Plan – Economic Development Element, and City Council Strategic Goals and Objectives.
2. Continue to implement the City's new Business Retention and Expansion program.
3. Conduct another 75+ visitation meetings with existing local business owners in 2019.
4. Continue to attract new retail and office users and lower the City's vacancy rates.
5. Continue efforts to host special event series in collaboration with Wildwood business community, such as *Wildwood Snowman Search 2018*.
6. Continue to host exhibit booth for the City of Wildwood at regional trade shows and conventions.
7. Continue to work collaboratively with other City Departments to improve public infrastructure in the City's Town Center area, including street, sidewalk, utility and public space additions.
8. Continue to assist with management of Crossings Community Improvement District.
9. Separate General Ledger accounts created for Division of Economic Development.
10. Continue to represent the City of Wildwood in the Wildwood Business Association and the West St. Louis County Chamber of Commerce. Economic Development Manager has been appointed to serve as Chairman of the Executive Board for the West County Chamber in 2019.

5-YEAR STRATEGIC GOALS AND OBJECTIVES (2015-2019)

The Strategic Goals and Objectives are intended to serve as the priority focus of City organization time, attention and resources for the next five (5) year period (2015 – 2019). They address future challenges, opportunities and desires, typically require multiple years' effort to accomplish, and require priority allocation of organization resources.

Goal #1: Promote and Facilitate Development of the Town Center

- Objective #1: Encourage Development of the Town Center**
- Objective #2: Provide For Passive Green Space and Functional Public Space**
- Objective #3: Identify Public Funding Sources for Development**
- Objective #4: Develop Maintenance Plan for Public Infrastructure**
- Objective #5: Engage the Services of an Economic Development Consultant**

Goal #2: Develop a Long-term Financial Plan

- Objective #1: Identify Potential Loss of Revenue from Proposed Sales Tax Legislation**
- Objective #2: Identify Other Potential Increases and Decreases in Revenue**
- Objective #3: Identify Long-term Operational Expenses**
- Objective #4: Develop a Contingency Plan for Operating Expenses**
- Objective #5: Continue Fiscally Responsible Financial Management Practices**

Goal #3: Implement the Parks and Recreation Action Plan

- Objective #1: Complete the Development of the Community Park**
- Objective #2: Plan for Development of Future Parks and Trails**
- Objective #3: Determine Means for Funding Future Parks and Trails**

Goal #4 Develop Marketing Strategies for the City as a Regional Destination

- Objective #1: Conduct Research to Determine What Attracts People to Wildwood**
- Objective #2: Identify Strategies for Promoting and Marketing Wildwood**
- Objective #3: Establish Partnerships and Sponsorships with Organizations Holding Unique Community Assets**

Goal #5: Enhance Citizen Communications and Input

- Objective #1: Expand Communication Channels**
- Objective #2: Increase Citizen Involvement**
- Objective #3: Enhance Positive Community Image**
- Objective #4: Maintain Continuity in Communications**

Specific Action Steps for each Objective are shown on the pages that follow. For more information, please contact Ryan S. Thomas, City Administrator at ryan@cityofwildwood.com.

5-YEAR STRATEGIC GOALS AND OBJECTIVES (2015-2019)

Goal #1: Promote and Facilitate Development of the Town Center

Objective #1: Encourage Development of the Town Center

Action Steps:

- Survey citizens to determine desired businesses
- Attract desired businesses
 - “Minor anchors”
 - Institutional (ie. library, children’s museum)
 - Recreation-based businesses
 - Other business types as identified through the citizen survey
- Support additional residential development, including senior housing
- Expand Town Center infrastructure
 - Manchester Road Streetscape Improvements
 - Complete Main Street extension
 - Identify and complete other key transportation links
- Prepare promotional materials for attracting potential developers to the Town Center
- Host a charrette with developers, lenders and other key stakeholders necessary for the successful development of the Town Center

Objective #2: Provide For Passive Green Space and Functional Public Space

Action Steps:

- Identify a location and acquire properties for functional public space
- Provide for pockets of green space and functional public space within both business and residential areas

Objective #3: Identify Public Funding Sources for Development

Action Steps:

- Identify when public financing (CID, TDD, NID) is appropriate and desired
- Identify when public funding of certain infrastructure costs is appropriate and desired
- Pursue opportunities for grant funding
- Investigate other innovative financing methods

Objective #4: Develop Maintenance Plan for Public Infrastructure

Action Steps:

- Analyze long-term maintenance costs for public infrastructure at full build-out of the Town Center
- Determine sources of funding for identified maintenance cost increases

Objective #5: Engage the Services of an Economic Development Consultant

Action Steps:

- Consider the recommendations of an Economic Development Consultant, and implement the recommendations if deemed appropriate
- Transition the City’s economic development responsibilities from the consultant to the City Administrator, Director of Planning and/or their designees

5-YEAR STRATEGIC GOALS AND OBJECTIVES (2015-2019)

Goal #2: Develop a Long-term Financial Plan

Objective #1: Identify Potential Loss of Revenue from Proposed Sales Tax Legislation

Action Steps:

- Review past and present proposed legislation to identify different sales tax revenue scenarios
- Consider potential financial impact of local business development

Objective #2: Identify Other Potential Increases and Decreases in Revenue

Action Steps:

- Utility tax growth/decline
- Growth/decline in other existing taxes, licenses and fees
- Consideration of Local Option Tax ballot measure
- Consideration of Parks Sales Tax ballot measure
- Continue aggressive pursuit of grant funding

Objective #3: Identify Long-term Operational Expenses

Action Steps:

- Future Town Center infrastructure maintenance
- Future parks and trails maintenance
- City Hall and other future public facility maintenance

Objective #4: Develop a Contingency Plan for Operating Expenses

Action Steps:

- Explore expense reduction initiatives
- Identify statutory uses of capital funds for operating expenses
- Develop detailed 5-Year Operating Budget, including a year by year cash flow analysis

Objective #5: Continue Fiscally Responsible Financial Management Practices

Action Steps:

- Monitor budget closely and make adjustments as economic circumstances warrant.
- Continue to follow the City Charter principle of outsourcing public services versus expansion of the City Organization
- Utilize Five-Year Capital Improvement Plan as a guide for future infrastructure and facility expenditures
- Maintain prudent fiscal reserves in all funds, and review fund reserve policies

5-YEAR STRATEGIC GOALS AND OBJECTIVES (2015-2019)

Goal #3: Implement the Parks and Recreation Action Plan

Objective #1: Complete the Development of the Community Park

Action Steps:

- Complete construction of Phase 1
- Complete design and construction of future phases

Objective #2: Plan for Development of Future Parks and Trails

Action Steps:

- Complete development of Al Foster Trailhead
- Complete development of Monarch Levee Trailhead / Kohn Park
- Complete development of Woodcliff Heights Park
- Identify a potential location for a Town Center Village Green, and if acquired, pursue its development
- Identify locations for pocket parks in high-density, residential areas and pursue their development
- Identify locations for critical trail extensions/connections and pursue their development

Objective #3: Determine Means for Funding Future Parks and Trails

Action Steps:

- Pursue grant funding and private donors
- Pursue community partnerships for recreation opportunities and services
- Consider Parks Sales Tax ballot measure
- Develop long-term maintenance plan for parks and trails.

5-YEAR STRATEGIC GOALS AND OBJECTIVES (2015-2019)

Goal #4 **Develop Marketing Strategies for the City as a Regional Destination**

Objective #1: Conduct Research to Determine What Attracts People to Wildwood

Action Steps:

- Identify the places currently serving as destinations within Wildwood
 - Recreational
 - Other
- Identify the types of retail/restaurant destinations desired
- Identify the types of community service destinations desired
- Identify the best opportunities for job creation within Wildwood
- Identify the types of housing and other amenities that attract people to choose Wildwood as their home
- Measure the success of current special events
- Identify future special event opportunities

Objective #2: Identify Strategies for Promoting and Marketing Wildwood

Action Steps:

- Optimize the utilization of the City website, e-newsletter, and social media
- Investigate smartphone applications
- Establish affiliate website opportunities and policies
 - Wildwood businesses
 - Professional organizations
 - Non-profits and other government agencies
- Identify cross-marketing opportunities at planned special events (with businesses, associations and other events)
- Gain regional/national recognition through City rankings, awards, designations, featured events, and unique amenities
- Create and distribute marketing materials (locally and regionally)
- Participate at trade shows and advertise in trade magazines

Objective #3: Establish Partnerships and Sponsorships with Organizations Holding Unique Community Assets

Action Steps:

- Identify additional opportunities with existing partnerships/sponsorships
- Identify opportunities for new partnerships/sponsorships

5-YEAR STRATEGIC GOALS AND OBJECTIVES (2015-2019)

Goal #5: Enhance Citizen Communications and Input

Objective #1: Expand Communication Channels

Action Steps:

- Optimize the utilization of the City website, e-newsletter, and social media
- Investigate smartphone applications
- Consider other alternative means of public communications
- Complete Rural Internet Access Project

Objective #2: Increase Citizen Involvement

Action Steps:

- Conduct Ward Meetings
- Conduct citizen surveys
 - Utilize online surveys (ie. SurveyMonkey)
 - Solicit feedback at City events
- Compile citizen contact information (ie. e-mail addresses, phone numbers)
- Participate in HOA Meetings and coordinate communications through trustees

Objective #3: Enhance Positive Community Image

Action Steps:

- Prepare and disseminate press releases and proactively communicate with the media on a regular basis
- Utilize City website and social media to convey information other than standard meeting and event notifications
 - Report successful events, accomplishments and recognitions to citizens
 - Recognize contributions made by community volunteers
 - Recognize accomplishments of community citizens, businesses or organizations, and other “feel good” stories
- Consider engaging an outside public relations / marketing firm

Objective #4: Maintain Continuity in Communications

Action Steps:

- Provide training to City Employees responsible for communications
- Maintain channels of communications during turnover of elected and appointed officials
- Develop standard communications policies