

Implementation Matrix

Wildwood, MO

	Time Frame	Internal/External	Responsibility	Partners & Resources
*Year One priority action items noted in Bold (detailed on reverse side)	For Time Frame: Year One - 2016 ; Near-Term - 2017-2018 ; Mid-Term - 2019-2020 ; Long-Term - 2020-2023			
Action Item #1: Establish & Institutionalize a formal Business Recruitment, Retention & Expansion Program				
a) Actively participate in the International Economic Development Council (IEDC) and at least one member of municipal staff should be a Certified Economic Developer (CEcD); additionally private partner organizations should be encouraged to pursue training, education, and certification as well.	Near-Term	Internal	Staff Function	Internal City Function and Chamber Groups
b) Identify quarterly business recruitment objectives based on IEDC best practices and local community planning and pursue such investment through strategic partnerships with the development community.	Year One	Partnership	Elected & Appointed Officials, Staff	Internal City Function
c) Establish a formal business retention and expansion program.	Year One	Internal	Elected & Appointed Officials, Staff	Elected & Appointed Officials and Business Leaders through the Economic Development Committee
d) The City’s business retention and expansion program should develop a routinely structured series of business visitation meetings that utilize a standardized survey tool.	Year One	Internal	Staff Function	Community Representatives, Elected & Appointed Officials, and Chamber Groups
e) The City should work with the business community to create a dedicated business and development website.	Mid-Term	Partnership	Chamber Groups, Staff, Others	West Co, WBA, Listing Agencies
Action Item #2: Begin to Build a Community of Entrepreneurs and New Business Startups				
a) Establish a standing economic development sub-committee that focuses on developing a local entrepreneurship community and coordinating those efforts with Wildwood’s larger economic development activities.	Year One	Internal	Elected & Appointed Officials, Staff	Elected & Appointed Officials
b) Partner with the Wildwood Business Association and the West St. Louis County Chamber of Commerce to develop a local Young Entrepreneurs Organization.	Mid-Term	Partnership	Chamber Groups	Wildwood Business Association and West St. Louis County Chamber of Commerce
c) Work to organize “entrepreneur office hours” where experienced business and startup mentors host open-forum events and one-on-one advising opportunities.	Mid-Term	External	Staff to Initiate	University and Business Partners
d) Work with the local colleges, universities, and even high schools, as well as the business community, to develop a Wildwood New Venture Challenge program.	Long-Term	External	Staff to Initiate	Local Colleges, Universities, High schools, and Business Community
e) Facilitate the creation of a local chapter of the StartUp America model, tailored to local interests, strengths, and resources.	Mid-Term	External	Chamber Groups	StartUp America Model, St. Louis Economic Development Partnership (STEDP)
f) Organize a strategic planning meeting with the St. Louis Economic Development Partnership to identify shared goals and areas where Wildwood’s local entrepreneurship and economic development goals coincide with existing regional efforts.	Near-Term	Partnership	Elected & Appointed Officials and Staff to Initiate	STEDP
g) The City should evaluate opportunities to develop an IGNITE! Wildwood or partner with other communities to create an IGNITE! West County initiative, similar to other successful efforts nationally.	Long-Term	External	Chamber Groups	STEDP
h) The City should work with local entrepreneurs and businesses to participate in regional entrepreneurship events, and when reasonable and appropriate, the Wildwood community should launch local versions of such regional events in partnership with St. Louis entities.	Mid-Term	External	Staff to Initiate	Local Entrepreneurs and Businesses
i) Partner with local colleges, universities, land owners, and developers to evaluate the potential for the construction of an incubator and/or accelerator space in Wildwood (although a long-term outcome, early discussions and relationships can be considered in the near-term).	Long-Term	Partnership	Elected & Appointed Officials and Staff to Initiate	Local Colleges, Universities, Land owners, and Developers
Action Item #3: Strengthen Wildwood’s Town Center as a restaurant destination				
a) Form a local restaurant association to facilitate coordinated research, discussion, and policy decisions as a part of the community’s restaurant development strategy.	Mid-Term	External	Elected & Appointed Officials, Staff, Restaurant Owners	Chamber of Commerce, the Economic Development Committee and/or Restaurant Owners
b) Work with existing restaurants as well as restaurant association groups to identify approaches that would place a restaurateur in the best position to succeed in Wildwood, and to actively promote Wildwood as a St. Louis area dining destination.	Near-Term	Partnership	Staff Function	Existing Restaurants, Saint Louis Independent Restaurant Association, the Greater St. Louis Restaurant Association, and the Missouri Restaurant Association
c) Evaluate a formal recruitment and marketing campaign working with educational partners to network with emerging chefs and potential restaurateurs.	Mid-Term	Internal	Staff Function	St. Louis Community College, the Culinary Institute of St. Louis at Hickey College, and L’École Culinare
d) Consider developing a “kitchen incubator” space in one of the buildings in the Town Center.	Long-Term	Partnership	Elected & Appointed Officials and Staff to Initiate	Developers, Colleges, and City Partnership
e) Consider partnering with the St. Louis Food Truck Association (STLFTA) to organize food truck related events, regular food truck locations, and outdoor food events as a near-term strategy to develop Wildwood as a restaurant market.	Near-Term	Partnership	Staff Function	St. Louis Food Truck Association (STFTA)
f) Identify existing commercial property owners interested in restaurant tenants as well as outline its potential approach to using public investment and/or development incentives to recruit a preferred restaurant concept to Wildwood.	Near-Term	External	Elected & Appointed Officials, Staff	Existing Commercial Property Owners
Action Item #4: Begin to Evaluate Partnerships for Long-Term Retail Development				
a) Approach the owners of the parcels in the area and evaluate their long-term plans and interests in their property.	Near-Term	Internal	Elected & Appointed Officials, Staff	Parcel Owners and the Development Community
b) Develop a one-page “tear-sheet” to market the site directly to potential developers, which could proactively include the community’s position on infrastructure investment and the use of public financing tools.	Year One	Internal	Elected & Appointed Officials and Staff with Consultant	Internal City Function
c) Approach St. Louis area retail developers individually and as host a “sales pitch” presentation at City Hall and invite a diverse range of potential developers to garner industry perspective analysis about the site, the regional retail economy, and potential project concepts.	Year One	Internal	Staff (Potentially with Consultant)	St. Louis Area Retail Developers, including The Desco Group, Kimco, Pace Properties, and Sansone Group
d) Conduct public meetings, surveys, and other community engagement activities to garner residents’ interest in recruiting such retailers to the community, including visual preference, urban design, and architectural character charrettes (which can be online) to determine site design approaches that the community would support and see as a benefit to Wildwood.	Near-Term	Internal	Staff (Potentially with Consultant)	Wildwood Community
Action Item #5: Invest in and Leverage the “Historic Manchester Road” District as a Catalyst				
a) Partner with business and property owners in the district to create a business association to help organize regular communication and collaboration between thpublic and private stakeholders in the area.	Near-Term	Partnership	Elected & Appointed Officials and Staff to Initiate	Business and Property Owners
b) Conduct a needs assessment, develop, and implement a 5 year strategic plan to elevate, enhance, and improve the district as one of the premiere destinations in West County, with the assistance and support of the City.	Near-Term	Internal	Elected & Appointed Officials and Staff (Potentially with Consultant)	Municipal Staff and Leadership
c) Participate in business-led planning and evaluate potential strategic public investments to achieve community and business goals in the district, including a dedicated City park or public plaza, special events space, gateways and additional streetscaping, public art, infill redevelopment projects, and be financed through a variety of development district tools.	Mid-Term	Internal	Elected & Appointed Officials and Staff (Potentially with Consultant)	Newly-formed Business Association
d) Partner with local businesses to develop and program new special events, promotional days, and community festivals that occur within the district and reinforce its identity and brand.	Near-Term	Partnership	Staff Function	Wildwood Business Community
e) Conduct public meetings, surveys, and other community engagement activities with the other businesses located through Wildwood to draft a 24-month action agenda to identify strategies to better leverage the foot traffic generated by this district as a benefit to the City more broadly.	Near-Term	Internal	Staff (Potentially with Consultant)	Wildwood Business Community
f) Further evaluate the zoning code and other regulatory tools to determine if overlay districts or other approaches should be applied to recognize the different built-form, character, and economic conditions of this district in comparison to other parts of the Town Center.	Mid-Term	Internal	Staff Potentially with Consultant	Internal City Function

IDENTIFY QUARTERLY BUSINESS RECRUITMENT OBJECTIVES

Internal/External: Partnership

Responsibility: Elected & Appointed Officials, Staff

Partners: Internal City Function

Based on IEDC best practices and local community planning, the City should identify quarterly business recruitment objectives. This should include strategic partnerships with the development community to pursue investment and business growth.

Next Steps

- The Task Force or new economic development committee needs to convene on retention objectives
- Establish business retention and expansion program objectives
- Identify a target number of meetings per quarter
- Identify a list of questionnaire topics
- Engage the chamber groups as a partnership

ESTABLISH A FORMAL BUSINESS RETENTION AND EXPANSION PROGRAM

Internal/External: Internal

Responsibility: Elected & Appointed Officials, Staff

Partners: Elected & Appointed Officials and Business Leaders through the Economic Development Committee

The City should establish a formal program for business retention and expansion supported by adequate municipal resources. The program should be staffed by City personnel in partnership with elected and appointed officials and business leaders through the Economic Development Committee.

Next Steps

- Establish a business retention and expansion program role for the Task Force or new economic development committee
- Identify a list of businesses ranked by priority

DEVELOP A STRUCTURED SERIES OF BUSINESS VISITATION MEETINGS

Internal/External: Internal

Responsibility: Staff Function

Partners: Community Representatives, Elected & Appointed Officials, and Chamber Groups

Through the business retention and expansion program, the City should develop a structured and routinely scheduled series of business visitation meetings. These meetings should utilize a standardized survey tool to help the City better understand and communicate with the business community.

Next Steps

- Identify a "retention team" of at least 2 to 3 individuals
- Finalize a questionnaire and data collection template
- Schedule and conduct meetings
- Identify a retention coordinator role

ESTABLISH A STANDING ECONOMIC DEVELOPMENT SUB-COMMITTEE

Internal/External: Internal

Responsibility: Elected & Appointed Officials, Staff

Partners: Elected & Appointed Officials

The City should establish a standing subcommittee with a focus on economic development and business growth in Wildwood. This subcommittee should be charged with developing a local entrepreneurship community through focused programming coordinated with the efforts of Wildwood's larger economic development activities.

Next Steps

- City Council, PEP, and the economic development task force need to coordinate with staff to establish a permanent standing body to guide and advise on economic development policy

DEVELOP A ONE-PAGE "TEAR-SHEET" TO MARKET THE SITE

Internal/External: Internal

Responsibility: Elected & Appointed Officials and Staff with Consultant

Partners: Internal City Function

The City should develop a one-page "tear-sheet" to provide a concise and easy-to-use promotional material for marketing the site directly to potential developers. This could include proactive efforts to attract developers like detailing the community's position on infrastructure investment and the use of public financing tools.

Next Steps

- Consider development marketing materials in the next 3 months
- Identify available budget funds
- Evaluate consultant proposals
- Work on "tear-sheet" through a committee and develop a draft for review

APPROACH ST. LOUIS AREA RETAIL DEVELOPERS

Internal/External: Internal

Responsibility: Staff (Potentially with Consultant)

Partners: St. Louis Area Retail Developers

The City should directly approach St. Louis area retail developers and host a "sales pitch" presentation and invite a diverse range of potential developers, such as The Desco Group, Kimco, Pace Properties, and Sansone Group. These efforts should help garner industry perspective analysis about the site, the regional retail economy, and potential project concepts to better inform an interactive process about any potential opportunities for the site.

Next Steps

- Develop "tear-sheet" marketing materials
- Through the Task Force or economic development committee, identify developers to meet with matched with timelines
- Identify a "sales pitch" team of 2 to 3 individuals