



WILDWOOD

MEMORANDUM

To: Economic Development Committee Members

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

Date: April 27, 2021

Re: 2021-2025 City Council Strategic Plan Sub-Goals

As part of the work to develop the 2021-2025 City Council Strategic Plan, each standing Committee of the City Council was asked at the March 22 City Council Meeting to review and discuss the sub-goals identified for their respective programs. The Economic Development Committee recognized this task at its March Meeting and acknowledged that the Committee would bring this item back for discussion at its next meeting on April 27, 2021. For use in that discussion, I have included the list of sub-goals for Goal #6 (“Economic Development”) below and attached the latest copy of the City Council’s Sub-Goal Prioritization Matrix to this report for the Committee’s review and discussion.

Economic Development	
2	Attract and retain new retail and office businesses
3	Continue to implement the City’s new Business Retention and Expansion program
7	Continue to work with other City Departments to improve public infrastructure in the City’s Town Center area.
10	Develop new veterans programming with the Wildwood business community
12	Economic business development - more tax dollars (sales and/or parks tax)
14	Continue to assist with management of Crossings Community Improvement District (CID)
15	Continue to represent the City of Wildwood with local, regional, state and national agencies
Public Outreach	
8	- Develop a new “Visit Wildwood” tourism campaign
9	- Continue to update the Economic Development (“Business”) page of the City website
11	- Continue to host exhibit booth for the City of Wildwood at regional trade shows and conventions
13	- Public education about doing business/shopping in Wildwood
Economic Development Events	
6	- Continue efforts to host new special event programming in collaboration with the Wildwood business community
16	- Develop a Wildwood Food and Wine festival
17	- Develop the first-ever Wildwood independent film festival
Internet Access	
1	- Promote the extension of high-speed internet to the City’s rural areas

I will be available for any comments or questions at the April 27, 2021 Meeting of the Economic Development Committee.

JMDJ

Rank	Strategic Plan Sub-Goal	Is Project In 2021 Budget?	\$ Amount in 2021 Budget	Is City Contractually Committed to Project?	2021-2025 Cost to City	Expected Funding Amount	Funding Expires	Spent to Date	Ward(s)	Responsible Party/Committee	Target Date For Implementation	Follow Up Date
Internet Access												
								\$ 589,514				
1	Improve connectivity for residents who do not have internet access	Yes	\$ 280,000						All	Director of Planning / RIAC	Underway	Monthly CC meetings
1	Reduce cost for residents who currently have internet access	Yes	See above						All	Director of Planning / RIAC	Third quarter 2021	September 2022 and 2023
Financial Resource Development												
1	Revenue threats/opportunities								All	City Administrator	End of May 2021	End of year 2021
2	Five year financial plan for the City								All	City Administrator / City Council	End of April 2021	End of year 2021
3	Monitor Wayfair legislation								All	City Administrator	Ongoing	Ongoing
3	Identify new revenue sources								All	City Administrator	Third quarter 2021	End of year 2021
Erosion Control												
1	Improvement of watersheds	Yes	\$ 125,000	Consultants.					All	Director of Planning / WETF	Second quarter 2021	Monthly
9	Evaluate the ditches and erosion issues on Valley and Strecker Roads								All	Director of Public Works	Evaluate by third quarter 2021	Third quarter 2022
2	Flood mitigation											
12	- Flooding issues on Woods Road and in the area of Strecker and Valley Roads	Yes (Woods Road)	\$ 85,000	City/Consultant agreement is active. Design has started.	\$ 885,000			\$ 58,926	All	Director of Public Works	Underway. Second quarter 2022	Fourth quarter 2021
13	- Overflow of water/ice on Orville Road								All	Director of Public Works	Evaluate by third quarter 2021	Third quarter 2022
	- Alt Road flood mitigation			City/Consultant agreement is active. Design has started.				\$ 71,666	6	Director of Public Works	Underway. 2023 Design and ROW; 2024 Const	Second quarter 2022
Public Works/Public Safety												
1	Complete sidewalk on Strecker Road	Yes	\$ 235,000	City/Consultant agreement is completed.	\$ 10,000			\$ 99,050	4	Director of Public Works	Underway. 2021 Phase 1, 2024 Phase 2	Third quarter 2021
11	Deer management							\$ 18,941	All	Board of Public Safety	Fourth quarter 2021	First quarter 2022
26	Sound mitigation along Highway 100	Yes	\$ 12,500	Consultant - Dr. Thunder					1, 4, 5, 8	Director of Planning	Second quarter 2021	First quarter 2022
	Bouquet Road culverts							\$ 21,960	6	Director of Public Works	Underway. 2022 Design, 2023 ROW, 2024 Const	Fourth quarter 2021
5	Safety issues											
2	- Highway 100 issues								1, 6	Director of Public Works	2023 Design, 2025 Const	Fourth quarter 2022
3	- Route 109 and BA South roundabout	Yes	\$ 185,000	No. A federal funding agreement to be presented to Council soon.	\$ 1,700,000	\$ 1,360,000	2022-2024		1, 3	Director of Public Works	2022 Design, 2023 ROW, 2024 Const	Fourth quarter 2021
6	- Pedestrian safety improvements								All	Director of Public Works	Third quarter 2021 Design	Fourth quarter 2022
7, 14	- Install a left turn sign at West Glen Farms Drive and Truman Drive								4	Director of Public Works	Fourth quarter 2021	First quarter 2022
15	- Install a right-hand turn lane at Oak Ridge and Garden Valley Drives								3	Director of Public Works	Third quarter 2021 Design	Fourth quarter 2022
18	- Install a stoplight on Route 109 at Babler Elementary School								1, 5	Director of Public Works	2022 Design	Fourth quarter 2022
23	- Install a stop sign on Fullerton Meadows Drive								5	Director of Public Works	Fourth quarter 2021	First quarter 2022
25	- Median improvements for both Pond-Grover Parkway and Fullerton Meadows								1, 5, 8	Director of Public Works	2024-2025 Const	Second quarter 2023
8	- Enhance pedestrian safety (lighting on trails)								All	Director of Public Works	2022 Design	Fourth quarter 2021
Road and Bridge Improvements												
4	- Extension of Main Street/Crestview Drive to Route 109				\$ 75,000				8	Director of Public Works	2022 Design	Fourth quarter 2021
8	- Old State/Ridge Road roundabout and traffic improvement				\$ 200,000				7, 8	Director of Public Works	2023 Design, 2024 ROW, 2025 Const	Fourth quarter 2022
10	- Bridge #386 and #387 (Wild Horse Creek Road)	Yes	\$ 100,000	Federal Funding agreement and City/Consultant agreement in place.	\$ 1,980,000	\$ 1,360,000	2023	\$ 138,253	1	Director of Public Works	Underway. 2021 Design, 2022 ROW, 2023 Const	Fourth quarter 2021
16	- Manchester and Taylor Road resurfacing and signal upgrades	Yes	\$ 50,000	City/Consultant agreement in place. Federal funding agreement to be presented to Council soon.	\$ 1,915,000	\$ 1,440,000	2023	\$ 84,732	7, 8	Director of Public Works	Underway. 2021 Design, 2023 Const	Fourth quarter 2021
17, 21	- Center Avenue Issues - drainage, erosion and reconstruction								8	Director of Planning	Second quarter 2021	Second quarter 2022
19	- Roundabout at Clayton Road and Route 109								1, 5	Director of Public Works	2022 Design	Fourth quarter 2022
20	- Road improvements in Ward 8 (Eatherton Road streetscape)			City/Consultant agreement in place. Design has started.	\$ 2,900,000			\$ 88,965	8	Director of Public Works	2022 Design, 2023 ROW, 2024 Const	Fourth quarter 2021
Trail and Park Improvement												
22	- Manchester Road shared use path (SR109 to Pond Road)	Yes	\$ 1,350,000	Federal Funding agreement and City/Consultant agreement in place.	\$ 1,392,000	\$ 519,500	2021	\$ 168,451	1	Director of Public Works	Underway. 2021 Const	Third quarter 2021
24	- Bluffview Park improvements	Yes	\$ 75,000	Yes	\$ 200,000	\$ 525,000	2021, with ext to 2022		6	Director of Planning	Underway. End of 2022	First quarter 2022
9	- New pedestrian trail along Green Pines Park into the Villages of Bright Leaf								5	Director of Planning	End of 2023	Fourth quarter 2021
Administration												
1	Workforce Planning								All	City Administrator	Third quarter 2021	End of year 2021
2	Develop Emergency Contingency/Operations Plan (EOP)								All	Admin/PW Committee	Second quarter 2022	Third quarter 2022
4	Develop a qualitative/quantitative Resident Complaint Audit (to record all complaints called into City Hall, to Council Members, etc.)								All	Admin/PW Committee	Third quarter 2022	Fourth quarter 2021
10	Conduct City Council training on Department SOP's (such as protocol for adding positions/employees)								All	Admin/PW Committee	Fourth quarter 2022	First quarter 2023
Portfolio Management												
3	- Adopt a quantitative method for priority identification of tasks and projects								All	Admin/PW Committee / City Administrator	First quarter 2022	Second quarter 2022
5	- Develop a standardized and cross-committee master matrix format for reporting								All	Admin/PW Committee / City Administrator	Third quarter 2022	Fourth quarter 2022
7	- Develop dashboard/scorecard reporting tools								All	Admin/PW Committee / City Administrator	Fourth quarter 2022	First quarter 2023
9	- Identify a kinematic and dynamic control plan strategy for avoiding cost overruns and scope creep								All	Admin/PW Committee / City Administrator	Fourth quarter 2022	First quarter 2023
Intergovernmental Relations												
6	- Develop ongoing "touch base" networking meetings for regional, state, and federal officials and City leadership								All	Admin/PW Committee	Second quarter 2022	Fourth quarter 2022
8	- Work with other West County municipalities regarding common issues (West County drug task force)								All	Admin/PW Committee	Third quarter 2022	Fourth quarter 2022
Enhanced Accessibility												
11	- Add Braille to all information signs in City parks and trails								All	Director of Planning	First quarter 2022	Second quarter 2022
12	- Include an ASL interpreter as a normal budget item (i.e. ramps for wheelchairs) for all City presentations and entertainment								All	City Administrator	Third quarter 2021	Ongoing
Economic Development												
2	Attract and retain new retail and office businesses	Yes	\$14,000 total						All	Economic Development Manager	Ongoing	Ongoing
3	Continue to implement the City's new Business Retention and Expansion program	Yes	in business						All	Economic Development Manager	Ongoing	Ongoing
7	Continue to work with other City Departments to improve public infrastructure in the City's Town Center area.	Yes	retention and						All	Economic Development Committee	Ongoing	Ongoing
10	Develop new veterans programming with the Wildwood business community	Yes	attraction						All	Economic Development Committee	Second quarter 2021	November 2023
12	Economic business development - more tax dollars (sales and/or parks tax)	Yes							All	Economic Development Committee	Fourth quarter 2021	June 2021
14	Continue to assist with management of Crossings Community Improvement District (CID)	Yes							8	Economic Development Manager	Second quarter 2026	June 2024
15	Continue to represent the City of Wildwood with local, regional, state and national agencies	Yes							All	Economic Development Manager	Ongoing	Ongoing
Public Outreach												
8	- Develop a new "Visit Wildwood" tourism campaign	Yes	See						All	Economic Development Committee	Second quarter 2021	November 2023
9	- Continue to update the Economic Development ("Business") page of the City website	Yes	above						All	Economic Development Manager	Ongoing	Ongoing
11	- Continue to host exhibit booth for the City of Wildwood at regional trade shows and conventions	Yes							All	Economic Development Manager	Ongoing	Ongoing
13	- Public education about doing business/shopping in Wildwood	Yes							All	Economic Development Committee	Ongoing	Ongoing
Economic Development Events												
6	- Continue efforts to host new special event programming in collaboration with the Wildwood business community	Yes	See above						All	Economic Development Committee	Ongoing	Ongoing
16	- Develop a Wildwood Food and Wine festival								All	Economic Development Committee	Third quarter 2023	June 2023
17	- Develop the first-ever Wildwood independent film festival								All	Economic Development Committee	Third quarter 2023	June 2023
Internet Access												
1	- Promote the extension of high-speed internet to the City's rural areas	Yes	See Goal #1	See Goal #1 (Internet Access) above					All	Economic Development Committee	Underway	Ongoing

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Lake Chesterfield												
1	Lake Chesterfield							\$ 34,000	7	Admin/PW Committee	Third quarter 2021	Fourth quarter 2021
2	Copper Lakes retention basin								7	Admin/PW Committee	First quarter 2022	Third quarter 2022
Enhanced Green Space												
Develop long-term strategic plan for parks												
4	- Maintain/enhance existing parks in the near term	Yes	\$ 250,000						All	Planning and Parks Committee/Department of P&P	Underway	Monthly P&P Committee Meeting
10	- Reevaluate the need for new parks	Yes	Contractual						All	Planning and Parks Committee/Department of P&P	Underway	Monthly P&P Committee Meeting
	- Belleview Farms (Partnership with MDC and Friends of Belleview)	Yes	\$ 25,000	Yes	\$ 25,000	\$ 25,000	2021		All	Planning and Parks Committee/Department of P&P	First and Second quarters 2022	Fourth quarter 2022
1	Completion of Village Green	Yes	\$ 80,000	Yes				\$ 60,000	8	Planning and Parks Committee/Department of P&P	Underway - through 2025	Monthly Committee Meeting
2,3	Develop an overall plan regarding the addition, replacement and preservation of trees	Yes	Contractual						All	Planning and Parks Committee/Department of P&P	Underway - Second quarter 2022	April 2021 P&Z Public Hearing
5	Maintain greenspace overall, and preserve greenspace in development	Yes	Contractual	Required by Codes					All	Planning and Parks Committee/Department of P&P	Underway	Monthly P&Z Committee Meeting
6	Old State Road shared use path			Federal funding agreement will be submitted to Council soon.	\$ 1,500,000	\$ 1,200,000	2024-2025		7, 8	Director of Public Works	2024 Design, 2025 ROW, 2025 Const	Fourth quarter 2023
7	Increase resident participation								All	City Council / All Committees	Ongoing	Ongoing