WILDWOOD

MEETING OF THE
CITY COUNCIL'S ECONOMIC DEVELOPMENT TASK FORCE

Monday, March 14, 2016, at 4:45 p.m.
WILDWOOD CITY HALL
First Floor Community Room
16860 Main Street
Wildwood, Missouri 63040

MINUTES

I. Call to Order and Roll Call of Members – meeting began at 4:45 p.m.

The meeting was convened by Chair Bertolino at 4:45 p.m. and a roll call of members was taken. Members in attendance included the following: Council Members Bertolino, Levitt, McGowen, and Goodson. Other City officials in attendance included Mayor Woerther, Council Members Cullinane and Baugus, City Administrator Ryan Thomas, Director of Public Works Rick Brown, Director of Planning and Parks Joe Vujnich, and Assistant Director of Planning and Parks Kathy Arnett.

II. Opening Remarks by Chair Bertolino

Chair Bertolino welcomed everyone to the meeting.

III. Approval of the Meeting Minutes from January 11, 2016

A motion was made by Council Member McGowen, seconded by Council Member Goodson, to approve the minutes. A voice vote was taken, with no objections, and Chair Bertolino declared the motion approved.

IV. Public Comment(s)

None

V. Discussion Item(s)

Ready for Action – Three (3) Items

a. City of Wildwood Economic Development Plan – Review of Final Draft with Houseal Lavigne

City Administrator Thomas noted Drew Awsumb, with Houseal Lavigne, was in attendance to present their final draft of the Economic Development Plan. Mr. Awsumb noted the plan process is 90% complete and his goal for today was to hear feedback from the Task Force and make decisions on any final changes needed to the plan. The consultant's final step will be to establish one (1) year implementation goals, with quarterly check points. He then reviewed the following:

- An overview of the outreach efforts used in the process;
- The proposed Town Center Districts map; and
- The five (5) Action Items.

Discussion was held on each Action Item, and is outlined as follows:

Action Item #1 – Establish & Institutionalize a formal Business Recruitment, Retention, & Expansion Program

It was noted that this Action Item was encompassing; Drew noted this is a difficult task to pull off without a person dedicated to its success, however the composition of that person, or persons, has many varieties; staff person could be full time, part time, new employee, existing employee(s), consultant, etc.; Task Force members noted current staff work loads are high and an additional person to fill this role should be considered, and that person should be trained in economic development; and members also requested a list of priorities and proposed steps for accomplishing this action item.

Action Item #2 – Begin to Build a Community of Entrepreneurs and New Business Startups

It was noted this is a long term item.

Action Item #3 – Continue to develop the Main Street & Taylor Road node in Town Center as a restaurant hub

Discussion was held regarding the need for additional daytime population to support the area restaurants. It was also noted this action item was modified from the previous draft to emphasize the need for restaurants and not office space.

Action Item #4 – Begin to Evaluate Partnerships for Long-Term Retail Development

These types of projects can take five (5) to seven (7) years to accomplish. These are the types of projects that make sense for a dedicated staff person, especially since Council members phase in and out over long periods of time.

Action Item #5 – Invest in and Leverage the "Historic Manchester Road" District as a Catalyst

It was noted the existing businesses in this area already have established its character and they should be supported. The City needs to determine what it can do to foster growth in this area. The City should attempt to use the existing momentum and add things over the next three (3) to five (5) years. Discussion was held regarding the importance of meeting with the existing business owners to determine how their business is and what trends they are excited or nervous about in this area.

Drew then outlined the new Section 6 of the plan which highlighted how to achieve the plan's implementation and set appropriate priorities. He again noted the final version of the plan would include one-year goals and specific check points for each quarter.

b. Master Plan Update – Draft Economic Development Element

Director of Planning Vujnich reviewed the year long process the Master Plan Advisory Committee undertook to draft their proposed revisions to the City's Master Plan. This proposed draft includes a new element relative to economic development. He outlined the two (2) items in this element that were discussed the most by the Committee. These were the recommendations of establishing a business retention coordinator and making the Economic Development Task Force a standing committee.

Discussion was held regarding the following: the business retention coordinator would not be a directive to force the City Council to hire someone; it was also noted that over eighty-five percent (85%) of job growth comes from existing businesses and attention should be given to these businesses by the person, or persons, who fill this role. This person, or persons, could be existing staff, a consultant, a full-time or part-time staff member, etc. The composition of this position is not outlined in the draft Master Plan and would be determined by the City Administrator and City Council; the City's desire to leverage relationships and contacts that Houseal Lavigne may have with other developers; the desire for a representative from the Wildwood Business Association to attend the Task Force meetings; the desire to take seriously the negative

perception expressed during the outreach efforts; the desire for the one-year action plan to identify whom should complete each item, whether it be staff, Task Force members, or a consultant; and the request to Houseal Lavigne to provide a collaboration chart showing the fourteen (14) recommendations identified in the plan and how they may work.

The next steps for this process were then outlined, and included the following:

- Council members should provide their input to City Administrator Thomas no later than March 28, 2016;
- Final plan, with one-year implementation goals, will be provided back to the City; and
- Final draft plan will then be reviewed by first the Economic Development Task Force, then the Planning/Economic Development/Parks Committee, and then the City Council for final approval.

Council Member McGowen provided written comments on the latest draft of the Economic Development Plan and they are attached to these minutes.

Not Ready for Action

a. Sewer Extension Planning for Historic Pond Area
b. Additional "Great Streets" Wayfinding Signage
c. Village Green Development in Town Center
d. Strategic Planning Goals – Main Street and Other Infrastructure and Utilities
e. Public Financing Options as Economic Incentives
f. Networking Opportunities with Outdoor Industry Association

VI. Other Business News and Updates

None

VII. Additional Public Comment(s)

Larry Feuerstein, member of the Master Plan Advisory Committee, noted the public perception is things take too long, including the Economic Development Plan, which is well behind schedule.

VIII. Next Meeting Date – Monday, March 28, 2016 – 4:45 pm

IX. Adjournment

A motion was made by Council Member Levitt, seconded by Council Member McGowen, to adjourn the meeting. All members voted in favor and the motion was approved. The meeting closed at 5:52 p.m.

OBSERVATION FROM REVIEW OF

DRAFT ECONOMIC DEVELOPMENT PLAN

NOTES AS PREPARED BY LARRY MCGOWEN

3/14/16

Copy of the draft plan is in Notability App material for the 3/14/16 EDTF meeting.

1. Page 2 right hand column has reference to there being a satellite campus of Lindenwood University. Is that still correct?

2. Page 3 has comment saying population is increasing yet in the paragraph detail it says forecasted to remain relatively unchanged.

3. Chapter 2 on Community Outreach has many comments. While I don't like the negative tone of some comments, we must not dismiss it as coming from uninformed residents. We need to take it to heart as we try to change the course of direction to becoming more pro-active in our approach to economic development.

4. Negative comments noted were:
    a. After two decades vision is not materializing
    b. Missing opportunities due to holding onto unrealistic expectations
    c. Concern about recent business closings (relate to later recommendations concerning retention efforts)
    d. Concern expressed about high turnover and chronic vacancy
    e. Relax regulations (sign codes mentioned) and shorten review periods. Also described as inconsistent and slow yet give positive reviews of current city personnel. Does this point toward systemic problems rather than personnel related issues?
    f. Lack of daytime lunch crowd adversely affects restaurants and foot traffic support of retail businesses
    g. Poor internet service particularly west of 109
    h. Overemphasis of park and trail planning has slowed commercial growth – how do we achieve desired balance?
    i. Too many elected officials and committees

5. Positive outreach comments noted included:
    a. Need to emphasize housing development to add rooftops to drive business growth
    b. Need to diversify available housing particularly for younger families
    c. City needs to become proactive in ED efforts
    d. Best community assets include YMCA and Community College. Both need to be made more easily accessible by foot and bicycle to core of town center.
    e. More office jobs are needed
    f. Community events are good and more are needed to create sense of community
    g. Include business owners and commercial and industrial property owners in future ED efforts
    h. Public officials should attend WBA, Chamber, and regional ED events
    i. Page 12 includes list of desired types of businesses we could recruit

6. Few people both live and work in Wildwood

7. Page 29 comment in right side column the 300 – 500 new homes being considered for development will add millions in disposable income to help grow the local market

8. Page 44 extension of Main Street envisioned to cross 109 and curve south to Manchester

9. Page 45 Willingness to shift to pro-active ED stance evidenced by inclusion of an entirely new element in the draft Master Plan revision and the fact we are currently looking at how to staff the ED effort.

10. Page 46 contains a few spelling and format issues that should be corrected.

11. Page 47 IMPORTANT – do not simply approve any new housing development, but consider what positive impact approving each development may have on ED.

12. Page 47 city is a regional destination for outdoor and equestrian activity. Need to promote Wildwood as a weekend recreation destination.

13. Item not mentioned are the number of dog owners who use the hotel for a weekend destination when attending shows such as at Purina Farms. With our dog park, trails, etc. is there a way to capture more of that market.

14. Develop series of community festivals to promote tourism and cross promote events. Can our new recreation specialist assist?

15. Page 47 proactively attract niche retailers like bicycle shops, tack shops (there is one on Long Rd in Chesterfield), outdoor stores like Alpine Shop, canoes / kayaks, sporting goods, etc.

16. Page 48 Include business leaders in efforts to recruit, retain and expand businesses. Should they be added to EDTF also?

17. Page 51 Action Item #1 Establish a formal business recruitment, retention & expansion program and document site visits to gage success or changes needed. This should start in the short term.

18. Page 52 step d. says EDTF should be responsible for coordinating with staff on tracking, monitoring, and evaluating data collected. Utilize a standardized survey tool – get copy of one from Houseal Lavigne.

19. Page 53 Action Item #2 Begin to Build community of Entrepreneurs and New Business Startups. Long Term horizon. This page has some wording problems in center column.

20. Page 55 Action Item #3 Continue to develop Main Street & Taylor Road node as a Restaurant. Very clumsy wording.

21. Page 57 Action Item #4 Begin to evaluate Partnerships for Long-term Retail Development. Focus attention on Hwy 100 & 109 interchange. Seek development of a "village" or "retail campus".

22. Page 59 Action Item #5 Invest in and Leverage the Historic Manchester Road District as a Catalyst. Help organize and promote a business association for this area. Dedicated city park or public plaza, public art.

23. Page 62 Create and adopt an Economic Development Strategic Plan presumably under direction of the EDTF??