

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

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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

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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.

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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

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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