



GROW IN THE O:
A STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT

CITY OF O'FALLON, MISSOURI

AUGUST 2013

ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF O'FALLON, MISSOURI

CITY OF **O'F**FALLON



ELECTED OFFICIALS

MAYOR BILL HENNESSY

CITY COUNCIL:

BILL GARDNER, WARD 1

RICK LUCAS, WARD 1

ROSE MACK, WARD 2

JIM PEPPER, WARD 2

JOHN HAMAN, WARD 3

RICK BATTELLE, WARD 3

BOB HOWELL, WARD 4

JEFF SCHWENTKER, WARD 4

MIKE PHENEY, WARD 5

MIKE SNOWDEN, WARD 5

ECONOMIC ADVISORY GROUP

MAYOR BILL HENNESSY

COUNCILMEMBER ROSE MACK

DAN FITTER, SOUTHTOWNE MACHINING

DON KALICAK, MERCY

GREG PRESTEMON, RESIDENT & EDC

NANCY RENZ, LINDELL BANK

KEITH SCHNEIDER, CASSIDY TURLEY

SHARON VERMILYE, ANGELS ON DUTY

ERIN WILLIAMS, CHAMBER OF COMMERCE

DEPARTMENT OF ECONOMIC DEVELOPMENT

MICHAEL HURLBERT, DIRECTOR

PATTY BROWN, SPECIALIST

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ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF O'FALLON, MISSOURI

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Strategic Plan

Executive Summary

ECONOMIC DEVELOPMENT STRATEGIC PLAN

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WELCOME FROM THE DIRECTOR

Greetings!

The O'Fallon Department of Economic Development is proud to present this Strategic Plan, a document to guide our efforts at effectively ensuring the City's economic vitality and continued prosperity for the next five to ten years. Its development has involved the hard work of all members of this Department, as well as a highly committed group of community citizens, elected officials and City Staff, and I am proud of the contributions each of them has made.

Several points about this Plan are noteworthy. First, it will guide our actions, programs, and budget requests for the next several years.



Second, in order to be most effective, it must be viewed as a living, breathing document. Changes in citizen and business expectations, city demographics, and most of all, economic conditions may require that it be fine-tuned as we move into the future. As a result, we will be reviewing it annually to ensure that it addresses the needs and expectations of the citizens and businesses of O'Fallon and the professional responsibilities of this Department.

Third, we recognize that it is an ambitious document. We have identified 38 specific objectives that we plan to work on in the next five to ten years. However, having these objectives in place allows City Staff to be proactive in their vital economic pursuits.

Finally, the success of this Plan will rest on the commitment of the Economic Development Department with support from the Mayor and City Council, the City Administration and other Departments, our citizens, and our businesses.

The O'Fallon Economic Development Department looks forward to the challenges this Plan offers and wholeheartedly pledges its continued commitment to the following Mission:

To enhance the quality of life and lifestyle options for residents and businesses in the City of O'Fallon by strengthening our economic foundation and ensuring the City's financial stability.

Sincerely,

A handwritten signature in blue ink that reads "Michael E. Hurlbert".

Michael E. Hurlbert, AICP
Director of Economic Development



Welcome

ECONOMIC DEVELOPMENT STRATEGIC PLAN

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EXECUTIVE SUMMARY

The Strategic Plan is a resource guide for the community and provides a 5-10 year vision promoting creative, positive **and reasonable objectives to continue O'Fallon's economic growth**. The many participants of the planning process, including City Staff, numerous citizens and civic leaders, expect the Strategic Plan to be the blueprint for **strengthening O'Fallon as a dynamic center in which to live, work, and play**.

The objective of this planning effort is to develop and create **a strategic vision for the City of O'Fallon that will lead to additional investment and growth**. That growth is loosely defined as:

- keeping our existing businesses
- filling our vacancies
- constructing new development
- revitalizing areas in need

This will be achieved through strengthening existing efforts in business retention and expansion (BRE), business attraction, as well as marketing and regulatory improvements.

The Strategic Plan describes a series of goals and the strategy to achieve those goals, including specific projects and action items. The goals and the action items are described in more detail throughout this report. A summary of the priority goals and their objectives is as follows:

Goal One: Business Retention

OBJECTIVES:

1. Improve BRE program coverage
2. Establish regular business outreach meetings
3. Develop regular Citywide business survey
4. Establish business recognition program
5. Determine BRE goals for multiple City departments
6. **Build on the "Open In The O" program**
7. Improve all existing website tools
8. Strive to meet the full range of business infrastructure needs
9. Form an Economic Advisory Committee
10. Assist with development of a Business Recovery Plan for City

Goal Two: Business Attraction

OBJECTIVES:

11. Determine industry needs
12. Develop targeted industries list
13. Strengthen relationships with real estate sector
14. Fill vacancies with diverse mix of uses
15. Build on City presence at conferences
16. **Highlight opportunities of "High Tech Corridor"**
17. Create strategy for attracting research and development (R&D) projects
18. **Assist with development of "Certified Sites"**
19. Attract more revenue through emerging markets
20. **Determine "Special Project Areas" for targeted business attraction**



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Goal Three: Marketing

OBJECTIVES:

21. Maximize effectiveness of advertising
22. **Expand "Keep It In The O" show to outside audiences**
23. Build on cooperative marketing opportunities
24. Determine prospects for more events, draws, and destinations
25. Utilize opportunities of existing City parks, athletic fields and events
26. Create visitor booklet and discovery map
27. Use regional events to draw participants into **O'Fallon**
28. Continue and strengthen Community Landscaping and Identity Program (CLIP) and concepts
29. Develop wayfinding signage and district color coding

Goal Four: Regulations

OBJECTIVES:

30. Streamline and improve development process
31. Explore creation of Business Assistance Center or **"ombudsman" to assist applicants**
32. Use follow up surveys to gauge effectiveness of development process
33. Continuously review and compare City fees
34. Continue review of signage regulations
35. Improve business license process
36. Develop standard program for use of City incentives
37. **Explore creation of "Overlay" or "Incentive Districts"**
38. Establish customer service goals for all City departments

A full Implementation section presenting all the goals, strategies, projects, programs, and activities recommended by this Strategic Plan is included as the conclusion of this document.



ECONOMIC DEVELOPMENT STRATEGIC PLAN

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TOP PRIORITY OBJECTIVES

Once all of the goals and objectives were identified, the Strategic Plan process allowed for an opportunity to further delineate a list of top priorities. Engagement of the elected officials, City Staff, Economic Advisory Group, and general public was conducted through meetings and use of surveys to help determine those priorities. Staff will utilize this information for a more effective approach to the Plan's implementation. The list of identified Top Priority objectives is as follows:

<u>RANK</u>	<u>OBJECTIVES (#)</u>
1.	Improve BRE program coverage (#1)
2.	Build on the "Open In The O" program (#6)
3.	Create strategy for attracting research and development projects (#17)
4.	Form an Economic Advisory Committee (#9)
5.	Determine BRE goals for multiple City departments (#5)
6.	Maximize effectiveness of advertising (#21)
7.	Expand "Keep It In The O" show to outside audiences (#22)
8.	Create visitor booklet and discovery map (#26)
9.	Develop regular Citywide business survey (#3)
10.	Strive to meet the full range of business infrastructure needs (#8)
11.	Highlight opportunities of "High Tech Corridor" (#16)
12.	Establish customer service goals for all City departments (#38)



Strategic Plan Process



ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF O'FALLON, MISSOURI

INTRODUCTION

In general, the primary purpose of an economic development strategic plan is to provide information and outline specific actions to guide economic development efforts. The ultimate goal of these actions is to generate **additional revenue sources for the City. The O'Fallon Economic Development Strategic Plan follows this rule and was developed to help the City capitalize on its many existing businesses and enhance the overall economic stability and vitality.**

The City's overarching goal is to retain and attract businesses that provide high quality jobs, plus provide amenities and services for the City's residents and workforce. Through the implementation of this strategic plan, O'Fallon will excel in its status as a leading residential and business community in the St. Louis region.

The focus on economic development efforts as a means of generating City revenue has become increasingly important as the City and the nation continue to face uncertain economic times. Staff initiated the preparation of this strategic plan with the goal of identifying specific and **realistic actions for strengthening and expanding O'Fallon's economic base.**

One of the lessons learned from the recent national economic turbulence is that due to shifting spending patterns cities must not only increase economic development efforts to compete for sales tax dollars, but seek new sources of revenue as well. Among the strengths **O'Fallon can draw from to achieve this economic development goal is its strong industrial, technology and healthcare base. O'Fallon is well positioned to capitalize on these strengths. However, in order to strengthen and expand its share of an increasingly competitive knowledge-based economy and the higher wage jobs and educated workforce it brings, the City must direct economic development efforts toward retaining and attracting a high**

quality and diverse mix of retail, services and amenities to support it. A clear economic vision and goals are needed to provide the framework for assessing and coordinating these efforts. An early step in the Strategic Plan process was to identify a general mission statement from which economic goals and specific actions would be developed.

ECONOMIC MISSION STATEMENT

To enhance the quality of life and lifestyle options for **residents and businesses in the City of O'Fallon by strengthening our economic foundation and ensuring the City's financial stability.**

GOALS FOR ECONOMIC DEVELOPMENT

The following four goals guide the Economic Development Strategic Plan:

1. Business Retention:

Review and strengthen existing outreach efforts to retain established businesses in our community.

2. Business Attraction:

Utilize O'Fallon's location and other strengths to attract businesses and workforce that grow the City's economic base.

3. Marketing:

Promote O'Fallon through existing efforts as well as new avenues and materials that will help to support and grow businesses.

4. Regulations:

Improve government/regulatory climate to foster growth and expansion as well as positive interactions with businesses and residents.



ECONOMIC DEVELOPMENT STRATEGIC PLAN

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PLANNING PROCESS

The following outline provides an overview of the Strategic Planning process:

- I. Preparation and Presentation of Planning Scope
- II. Strategic Plan Public Kick Off Meeting
 - a. Community Competitive Assessment
 - b. Analytical Findings Review
 - c. Issue Summary
 - d. Project Identification
- III. Formation of Strategic Plan Advisory Group
 - a. Preparation of Rough Draft / Goals and Strategies
 - i. Review of other plans and organizations – Comprehensive Plan, Retail Plan, St. Louis Regional Chamber, Economic Development Center of St. Charles County, etc.
 - ii. **Review City's existing Retention, Assistance, Attraction and Marketing efforts**
 - iii. **Review City's existing Financial Assistance policy**
 - iv. **Review City's regulations and development process**
 - v. Review special project opportunities
 - b. Five meetings held over five month period
- IV. Preparation of Draft Strategic Plan
- V. Draft Presentation (Council Workshop)
- VI. Public Presentation / Open House
- VII. Finalize Draft of Strategic Plan
- VII. City Council final review and approval



ECONOMIC DEVELOPMENT STRATEGIC PLAN

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COMMUNITY OVERVIEW

The City of O'Fallon is located in the central portion of eastern Missouri, within the heart of the fast growing St. Charles County, just thirty minutes west of the City of St. Louis. O'Fallon is an established and affluent suburban community of 81,979, and the second largest city in the St. Louis metropolitan region. It encompasses 29.69 square miles, with ideal access to Interstate 70 in the north and Interstate 64 in the south.

Not only is the City of O'Fallon at the center of one of Missouri's fastest growing counties, it is also near the population center of the United States. O'Fallon is about fifteen minutes from one of the nation's major airports, with interstates and other federal and state highways serving the community.

O'Fallon's economy is as strong as the people who comprise its community. With nearly 1,500 businesses and more than 70 retail centers, many major types of industry make their home in the City. From world renowned companies such as Citi, MasterCard International, MEMC (SunEdison), Schneider Electric/APC and True Manufacturing, to family-owned businesses such as McGurk's Public House, Kitaro Bistro of Japan, Mozingo Music and O'Fallon Brewery, the City welcomes businesses of all kinds to lay their roots in O'Fallon.

O'Fallon is characterized by a high quality of life and family-friendly atmosphere. The City has been nationally recognized as one of America's Best Places to Live (Money Magazine, 2006-2012) and safest cities in America (CQ Press: 75,000+ category, 2008-2013). With its housing quality and variety, beautiful neighborhoods, ample parkland and walking trails, superior community services and premier educational institutions, the quality of life in O'Fallon is one of the highest in the region.

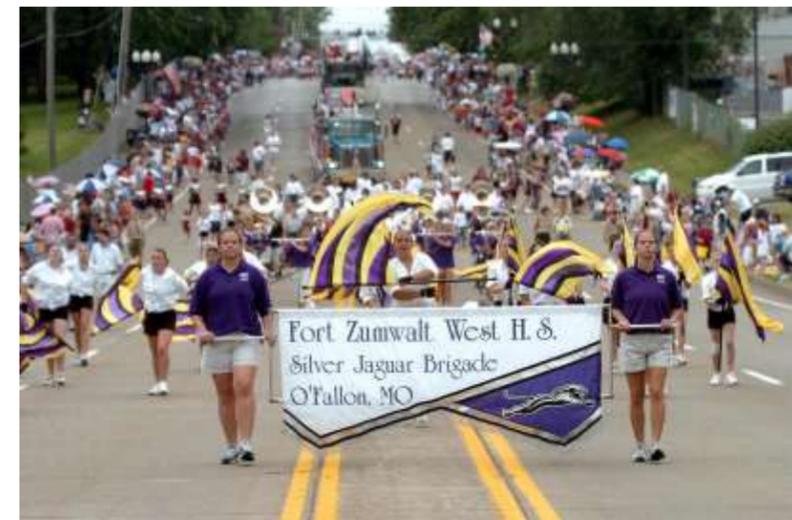
O'Fallon Demographic Statistics

Last 10 Fiscal Years

Fiscal Year	Population ¹	Housing Units	Unemployment Rate ²
2012	81,979	30,819	5.1%
2011	80,519	30,211	6.3%
2010	79,329	26,930	7.4%
2009	79,158	26,563	7.5%
2008	78,058	26,194	6.3%
2007	76,884	25,800	4.0%
2006	74,482	24,994	3.8%
2005	72,116	24,200	3.9%
2004	69,136	23,200	4.2%
2003	65,834	22,092	4.6%

¹ Population statistics are estimates derived from the US Census and City of O'Fallon housing data. The 2000 US Census showed O'Fallon's population as 46,169, and the 2010 US Census showed 79,329.

² US Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics Data for O'Fallon, MO, extracted annual rate March 2012.



ECONOMIC DEVELOPMENT STRATEGIC PLAN

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Population Trends

The City of O'Fallon has been one of the fastest growing cities in the St. Louis metropolitan area and St. Charles County has been one of the fastest growing counties in the State of Missouri for the last three decades. It is also one of the fastest growing areas in the nation.

According to statistics from the Census Bureau, from 2000 – 2010, O'Fallon's population increased by 71.8%. In the same timeframe, St. Charles County's population increased by 26.9%, the State of Missouri by 7.0% and the United States by 9.7%.

O'Fallon Population Trend

Year	Population
2010	79,329
2000	46,169
1990	18,698
1980	8,677
1970	7,018

St. Charles County Population Trend

Year	Population
2010	360,485
2000	283,883
1990	212,907
1980	144,107
1970	92,954

Missouri Population Trend

Year	Population
2010	5,988,927
2000	5,595,211
1990	5,117,073
1980	4,917,000
1970	4,677,000

United States Population Trend

Year	Population
2010	308,745,538
2000	281,421,906
1990	248,709,873
1980	226,545,805
1970	203,392,031



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Households by Income (H.I.)

With a median household income of \$66,886, the City of **O'Fallon has one of the highest spending potential index** ratings in the Metropolitan St. Louis area in many categories.

	2000 Census	2012 Estimate	2017 Projection
Average H.I.	\$64,429	\$80,921	\$88,720
Median H.I.	\$60,143	\$66,886	\$74,503
Per Capita	\$21,774	\$30,248	\$33,511

Population by Age

With 48.5% of the population between the ages of 20 - 54, **O'Fallon provides a great opportunity for retailers and** restaurants to be profitable.

	2010 Census	2012 Estimate	2017 Projection
Median Age	34.3	35.0	35.3

Data compiled by the St. Charles City-County Library District Business/Public Management Department. Data is sourced from ESRI and presented by Business Decision.

Residential and Commercial Building Permits

The number of building permits has started to rebound from low marks associated with the national recession, led by the residential market.

Single Family and Villa Permits (Last Five Years)

Year	Total Permits	Estimated Value
2012	310	\$ 35,788,912
2011	272	\$ 30,811,948
2010	367	\$ 40,987,248
2009	369	\$ 40,434,498
2008	394	\$ 45,058,016

Commercial Permits, Commercial Alterations/Additions, and Multi-Family Permits (Last Five Years)

Year	Total Permits	Estimated Value
2012	143	\$ 53,600,048
2011	159	\$ 25,615,088
2010	227	\$ 63,519,617
2009	147	\$ 77,719,608
2008	198	\$ 68,587,708

Source: City of O'Fallon Building Division



PUBLIC OUTREACH

Good planning always engages the public in meaningful discussion and review of ideas. Formation of the Strategic Plan required a commitment to engaging key stakeholders — city and civic leaders, residents, and property and business owners — to identify issues, desires, and objectives.

The intent of the public outreach was to learn of issues and **perceptions of O'Fallon. The planning process included** communications with the public to learn of the opportunities and constraints throughout the City. Public meetings were scheduled at critical milestones in the development of the Strategic Plan. The public comments **and stakeholders' discussions were gathered through a** variety of methods, including:

- Public Meetings

Two public meetings were held, including a kick-off meeting in the Fall of 2012 to begin the process and get preliminary feedback for expectations and goals. Numerous property and business owners, as well as interested citizens attended and gave input at the meeting, which was held in the Council Chambers at City Hall. The second meeting was an open house/public presentation of the refined draft plan. Members of the City Council, Planning and Zoning Commission, Public Works Commission, Parks and Recreation Advisory Board, Convention and Visitors Bureau, and other appointed boards were invited to provide additional input on the analysis, identify key issues, and confirm the goals and objectives already developed. Meetings were publicized via local media coverage, City and Chamber newsletters, promotion on the City and Chamber web sites and email lists.

- Advisory Group Meetings

Originally scheduled for four meetings, the Economic Advisory Group ended up meeting a total of five times to discuss the various topics and provide valuable feedback and direction to staff in tailoring this Strategic Plan. The group was comprised of nine individuals of various professional backgrounds, including elected officials, city residents, and business owners, all with a stake in the economic **vitality of the City of O'Fallon. The group discussions** centered on existing efforts, needs, ideas, and goals which are directly reflected in the finished plan. Each meeting was open to the public and offered another venue for input during the planning process.

- City Council Meetings

A total of three meetings were held with the City Council during the process to keep the elected officials informed of the steps being taken, input being received, and plan being assembled. The first two meetings were presentations at the Workshop level, first to explain the scope and process, and then second, to seek their input on the draft plan. The final meeting was to provide an overview of the finalized version and seek approval. As always, these Council meetings were open to the public and **shown on O'Fallon TV.**

In total, there were 10 meetings throughout the process that provided opportunities for public engagement and comment. That feedback inspired or directly generated the recommended actions and proposed projects outlined in the final plan.



Strategic Plan
Goal Summaries



ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF O'FALLON, MISSOURI

BUSINESS RETENTION

Business retention and expansion (BRE) is a core program of any economic development plan. Its objective is to identify and address local businesses' needs in order to retain the businesses and/or help them expand. The City of O'Fallon works to retain all businesses, regardless of size or industry. The Strategic Plan provides an opportunity to review and strengthen existing outreach efforts to keep and strengthen established businesses in our community.

The primary objectives for improving the City of O'Fallon's existing retention efforts are listed as follows:

- Improve BRE program coverage

Staff currently works on a rigorous schedule of retention visits throughout the business community, which includes a minimum goal of 30 in-person visits per month. Although this is an aggressive goal, there is still opportunity for improvement, specifically with how the City is covered. Staff should build in a more regular system to better cover the City and all business sectors. This can involve the development of a firmer schedule, the use of software programs, and review of other ED organization tools.

- Establish regular business outreach meetings

Communication with existing businesses will improve through the development of annual, bi-annual, or quarterly opportunities to meet with business leaders, elected officials, and City Staff. Annual examples can include "Breakfast with the Mayor" and roundtable discussions with large employers. Individual meetings with retail center owners/landlords can be semi-annual, or quarterly, while

focus groups should be held every 3-5 years to monitor issues and the overall business climate.

There are also opportunities to partner with the Chamber of Commerce, Economic Development Center of St. Charles County (EDC), or the Workforce Investment Board to hold business expos or various seminars to educate and inform business owners and key stakeholders on issues pertaining to economic development and job growth. The seminars can include leading practitioners and expert specialists with topics including retail business development, historic preservation, building design and renovation, business loans and incentive programs and engaging public support and community organizations.

- Develop regular City-wide business survey

Staff should develop an annual program to send a general business survey to the business community **about their experiences in O'Fallon. The survey can be sent through email, the City's website and/or the business license renewal process.** The business license list should provide a basis for contact, however it may require dividing the list by business sectors to make the task more manageable.

- Establish business recognition program

The City should establish a system for the Mayor/City Council to recognize significant awards, accomplishments, and anniversaries within the business community. Staff should utilize retention visits, the Chamber of Commerce, O'Fallon Patch, and other resources to learn about potential recognitions.



- Determine BRE goals for multiple City departments

A successful BRE Program will require assistance from all City Departments and better coordination to collect information and respond to issues. The Economic Development Department should work with other City officials to establish common goals toward business retention and assistance. A key item will be focusing on customer service, which will be discussed more at length later in this plan.

- **Build on the "Open In The O" program**

The "Open In The 'O" program began in 2012 and has received warm reviews for its ability to bring development issues upfront and save applicants time and money. The program should be further strengthened by thoroughly incorporating outside agencies into the process to create a more complete program. Staff should look to improve communication between these agencies and economic development partners to understand their application forms and requirements. It will also be vital to maintain a complete list of contacts in all City and outside departments to share with business prospects.

In addition, an "Open In The 'O" brochure/hand-out should be strengthened to provide a general, yet illustrative flow-chart of the City's overall development process.

- Improve all existing website tools

The City's website already provides a number of useful tools, but the opportunity exists to bolster use of the Economic Development webpage and ensure all website tools are updated and maintained continuously, especially the Online Retail Map and Available Properties Listing. Staff should explore upgrading to an automated email notification system for business updates, notices, and other news.

- Strive to meet the full range of business infrastructure needs

City Staff should continuously gauge business infrastructure needs and work to solve any issues, with emphasis on transportation, utilities and communications. The Department of Economic Development should work with Departments of Administration, Public Works, Planning, and Finance as well as outside agencies to discuss corridor development goals and needs for potential enhancements. Meetings with property owners and surrounding stakeholders may also be warranted to discuss issues, concerns, and opportunities for improvements.

- Form an Economic Advisory Commission

The City should establish a standing Economic Development Commission to assist staff with reaching out to the business community and maintain a focus on expansion and attraction. Further study may be required in terms of making this body a full "commission" status or just an "advisory" group to Staff.



- Assist with development of a Business Recovery Plan for City

Economic Development staff will need to work with **the O'Fallon Police Department and the CERT Coordinator** to develop a plan for business recovery in case of a large scale disaster event in the City. The following items provide a possible approach:

- ⇒ Create action strategies and tactics to provide direction on economic recovery priorities. The plan should be updated as needed.
- ⇒ Include a phased approach to economic recovery where clear goals and objectives are set for the short-, medium- and long-term. Assign appropriate organizations to take ownership of and carry out each task.
- ⇒ Ensure these organizations have the resources to carry out each task, in terms of capacity, ability and financial means.
- ⇒ Ensure that business retention and expansion is addressed before any recruitment efforts take place. Existing businesses are the ones that are most likely to rebuild the economy.
- ⇒ Ensure that strategies and actions are specific, with measurable outcomes, to provide a basis for monitoring progress.
- ⇒ Coordinate the action plan with the development of an effective communications strategy.

The public should be aware of this planning effort and how time, resources and funds will be prioritized.

The complete list of goals, objectives, action items and other information can be found in the Implementation Matrix starting on page 31.



ECONOMIC DEVELOPMENT STRATEGIC PLAN

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BUSINESS ATTRACTION

The goal of business attraction is similar to retention in many respects, and often there may be some crossover, such as fostering the development of emerging and **evolving industry sectors**. The City of O'Fallon works equally to retain and expand existing businesses while recruiting new companies and industries to diversify the City's economy.

There are many advantages to doing business in O'Fallon. It is the role of the Economic Development Department to identify, promote, and implement strategic steps to take **advantage of the City's assets and promote economic growth**. The Strategic Plan identifies the following **objectives to further the City's business attraction efforts:**

- Determine industry needs

Part of any successful attraction strategy is the effort to both build on existing business sectors and diversify across other industries. Staff should develop a listing of specific industry or sector needs for the City to address as an attraction strategy. It will be helpful to utilize the strong relationship with Economic Development Center (EDC) of St. Charles County, St. Louis Regional Chamber and Missouri Partnership to learn needs, as well as strengthen ties to site selector consultants.

- Develop targeted industries list

Building on the previous objective, Staff should create and maintain a list of industries or specific companies to actively recruit. Staff should also continue to track vacancies and available sites and then work with property owners to match space to a desired sector from the targeted list.

- Strengthen relationships with real estate sector

Understanding the vital work that commercial brokers do for attraction, Staff should continue to assist and utilize real estate professionals with their efforts to bring in retail and business users. City steps can include cooperative efforts with marketing of properties and available space, working to resolve issues, as well as continued involvement in real estate organizations, conferences, and events.

- Fill vacancies with diverse mix of uses

Staff can build an effective attraction strategy by working with leasing agents to fill vacant spaces with a diverse use mix and avoid retail cannibalization. A list of targeted industries and companies should be shared with real estate brokers, property owners and landlords to assist them in conducting a more efficient attraction strategy.

- Build on City presence at conferences

The ability to make contact and build relationships is a vital part of business recruitment efforts. Continued attendance at various conferences for education and business attraction networking provides additional opportunities. ED Staff should capitalize on existing expo and convention attendance and look for added occasions for business attraction.



- **Highlight opportunities of “High Tech Corridor”**

The Interstate 64 corridor through St. Charles County is sometimes referred to as the “High Tech Corridor” because of the location of many high profile companies in that sector, including Citi, APC Schneider Electric, MasterCard, just to name a few. The City should build on existing branding efforts to attract high tech manufacturing, research and development (R&D), data centers, and other large corporate job producers. The opportunity exists to build on cooperative marketing with the EDC and utilize in attraction efforts.

- Create strategy for attracting R&D projects

The Research and Development sector is growing and O’Fallon has several users, including MEMC (Sun Edison). The City should explore opportunities to grow this sector throughout O’Fallon by emphasizing the strengths and existing cluster of R&D facilities and developing strategies to capture the trend of “on-shoring” by specific industries.

- **Assist with development of “Certified Sites”**

Missouri is one of a handful of states launching a statewide Certified Work Ready Communities program, which will give state and local economic developers the ability to quantify certified sites in their areas to site selectors. This can provide a distinct competitive advantage to any area working to attract the right mix of companies and a major benefit to the companies that invest there. City Staff should work with the EDC and State officials to assist brokers and property owners with the certification process.

- Attract More Revenue Through Emerging Markets

As part of diversifying business attraction efforts, the City should expand their focus on more than just retail to develop a well-rounded revenue stream for the City. Emerging industries include technology, life and bio-sciences, energy, and health services.

- **Determine “Special Project Areas” For Targeted Business Attraction**

Focusing on specific project areas will provide multiple points of interest for attracting different business sectors or companies with unique needs or requirements. Project areas should include Downtown, High Tech Corridor, Renewable Energy Research Park, K Corridor Streetscape, and Industrial Areas. Each project area will require further study and delineated strategies, including different funding options, if necessary.

The complete list of goals, objectives, action items and other information can be found in the Implementation Matrix starting on page 31.



ECONOMIC DEVELOPMENT STRATEGIC PLAN

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MARKETING

Effective economic development efforts acknowledge the **need to promote the City of O'Fallon using a coordinated strategy**. Marketing efforts should all be aimed toward attracting tourists and customers to local businesses, attracting businesses themselves, and building a coherent brand for the entire City.

The City of O'Fallon currently engages in a number of advertising and marketing initiatives, including print, web, and use of billboards. The goal of these efforts is to improve the sense of identity and level of participation within the City, both locally and regionally. To create sustainable and long-lasting impacts for the community, O'Fallon's marketing and communication efforts should focus on supporting the following objectives:

- Maximize effectiveness of advertising

City Departments should continue to ensure that current advertising is a coordinated campaign to promote the City as a whole and review additional opportunities. Current advertising involves print and **web format as well as O'Fallon TV. Additional opportunities can include PR articles/profiles in periodicals targeted for different industries such as tourism or site selectors.**

- **Expand "Keep It In The O" show to outside audiences**

The "Keep It In The O" show is a unique marketing tool and the City should expand it to develop an online video project, e-marketing materials, business spotlight, and DVD for distribution. Expansion of the show to outside audiences can be a coordinated PR campaign to highlight doing business in the City to companies, residents, prospective owners, and the development community.

- Build on cooperative marketing opportunities

Join with new strategic organizations or strengthen membership with existing ones to increase exposure with prospective businesses and the development **community. Key organizations include the O'Fallon Chamber of Commerce, EDC, St. Charles County Association of Realtors (SCCAR), St. Louis Regional Chamber, Missouri Economic Development Council (MEDC), Missouri Department of Economic Development, Missouri Division of Tourism, and the Missouri Arts Council. In addition, the relationship with St. Charles County Convention and Visitors Bureau should be strengthened.**

- Determine prospects for more events, draws, and destinations

Staff should develop a list of event opportunities with resident and business input and a review of other metropolitan areas. Existing possibilities could include tapping into the St. Charles County historical **tourism draw if there are enough venues in O'Fallon.** The Missouri Division of Tourism can provide added ideas. The City should consider development of a truly designated "Visitor Center" in O'Fallon to provide a welcoming and informational venue for guests.

- Utilize opportunities of existing City parks, athletic fields and events

Economic Development should work with Parks and Recreation to use available space for additional events and sport tournaments to increase number of draws in City. The ongoing facility planning process offers the opportunity to keep this task a part of the



conversation. Staff should contact regional and national sport leagues and determine opportunities and their needs for locating in O'Fallon.

- Create visitor booklet and discovery map

Staff should develop a directory or brochure detailing the restaurant, retail, and tourist options throughout the City. Working with participating venues to produce materials can be an effective way to share the cost. Some suggestions for tourism could include, "Top 10 Things To Do Activities" and "Vacation Packages."

- Use regional events to draw participants into **O'Fallon**

Staff should determine opportunities to promote O'Fallon at the many events occurring around the region throughout the year. To be most efficient Staff should use promotional materials (such as a visitor booklet or discovery map) and combining efforts with local hotels already doing this task.

- Continue and strengthen Community Landscaping and Identity Program (CLIP) and concepts

CLIP provides an economic benefit by improving the appearance of the City and making it more inviting for businesses, residents and visitors. The City should continue to develop branding and signage beautification projects for better identification and delineation of the uniqueness that is O'Fallon, Missouri. The current design and construction of gateway monument signs at multiple entrances to the City will be instrumental in demarcating the **O'Fallon boundaries.**

- Develop wayfinding signage and district color coding

Attractive directional signage can alert motorists on **O'Fallon's roadways that the City's cultural, recreational, shopping and dining opportunities are located nearby. This "wayfinding system" can take the form of distinct street, parking, and other identification signs to be installed and clearly identify the uniqueness of the district.** Thought should also be given to color coding the signage for each retail district as shown on the Online Retail Map, and installing block number signage along Highway K. The City brand or logo from the CLIP signage (mentioned above) will again be utilized on each of these signs to provide a unifying element and carry the special district presence throughout the City.

The City should oversee the process to establish and then maintain a system of attractive, consistently designed directional signage. Implementation should occur through the CLIP initiative.

The complete list of goals, objectives, action items and other information can be found in the Implementation Matrix starting on page 31.



REGULATIONS

The regulatory environment directly impacts the ease of doing business in any city. Business leaders want to know that the process provides for timely, reliable and transparent resolution of key issues. If the process is riddled with delays, confusing and redundant steps and multiple approval steps, a prospective business may very well choose to locate or expand in another community. A vital part of improving the regulatory environment is by ensuring the development process is streamlined and transparent. The key to success is ensuring consistency and clarity about expectations, timelines, regulations, and costs. An important step toward this end was taken by the **City of O'Fallon's "Open In The O" program, which began in 2012** and helped to alleviate uncertainty at the front end of a proposed project.

The Strategic Plan identifies additional steps to improve the regulatory climate in order to foster growth and expansion as well as positive interactions with businesses and residents. They are as follows:

- Streamline and improve development process
Staff should utilize development surveys and other opportunities for feedback to discern potential issues in the existing process. Development of a flow chart for visual presentation of the process steps and requirements will also be helpful. The City should consider adding a second monthly meeting of Planning and Zoning Commission on an as needed basis. Staff should review software programs (such as **"E2 System"**) to streamline the process and provide a check and balance on amount of time each project should take.

- Explore creation of Business Assistance Center or **"Ombudsman" to assist applicants**

The various different City regulations and processes can sometimes seem overwhelming or appear to be an obstacle to development. Feedback from some business prospects over the last few years has included a need and request for assistance with understanding the multiple processes and help to **navigate the City's requirements. The creation of a Business Assistance Center** has the ability to provide a single point of contact for applicants to help make sure all necessary steps are being taken and provide better coordination between reviewing departments and the applicant.

- Use follow up surveys to gauge effectiveness of development process

Staff should continue with follow up surveys and look to improve response rate by providing web survey link or self-addressed stamped envelopes. Action on feedback needs to be timely and conducted through a teamwork approach with all departments.

- Continuously review and compare City fees

The City should engage in a regular review of neighboring cities' fee structures to ensure that O'Fallon is in line or better with the region. Review could be on an annual basis, or every 2-3 years at a minimum.



- Continue review of signage regulations

Signage requirements should be reviewed regularly and changes made wherever opportunities exist for improvement and streamlining. Temporary signage and rules for calculating are two examples that businesses have often requested a review of from City Staff. Another suggestion is to provide a designated holding area at City Hall for all confiscated temporary signs to allow owners to pick up within a designated timeframe, such as one week.

- Improve business license process

There are nearly 1,500 businesses in the City of O'Fallon, but only about 1,200 are actually current with a business license. As such there is a need for a concerted effort to encourage renewals, first by accentuating the positives: Safety, Security and Communication (O'Fallon's free Business Watch program), Business Recognition, and Free Advertising and Promotions ("Keep It in the O!" campaign, online map, etc.). Second, establish a graduated penalty system to encourage compliance, such as \$15 per month overdue (capped at 3 months for a total of \$45). This idea will require further discussion and a policy decision by the City Council. Other suggestions include streamline multi-department review (Business Assistance Center?) and study need for requiring new license when an existing business moves rather than just updating existing information.

In addition, maintenance of the license list should be improved. A detailed and updated listing of existing **businesses will help with City's marketing and business retention efforts.** Staff should consider methods to add information to the business license database including pertinent data such as key contacts, number of employees, NAICS code and average employee salary, if available.

- Develop Standard Program For Use of City Incentives

Staff should generate an inventory of existing City programs and compare to other communities and partner organizations to understand their policies and what tools they currently provide as well as any "gaps" that might exist. Utilize this information to develop a formal City Economic Development Financial Incentives program.

The program should ask, "What does O'Fallon expect in return when it offers an incentive package for a company expansion, retention or relocation?" The answer is a return on its investment that at least equals the cost of the inducements, plus additional revenues or other benefits to the community. The return and other benefits must be clearly identified.

Work with area banks, EDC, and other funding sources to develop revolving loan program guidelines and review criteria. Provide regular education opportunities with the elected officials, department heads, and property owners regarding available incentive tools and process.



The State of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tools: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to www.ded.mo.gov for full report details.

- **Explore Creation of "Overlay" or "Incentive Districts"**

The creation of special districts within the City could allow for specialized development standards on redevelopment or infill, and certain financial incentives for targeted development. Special incentives can include tax abatement, tax rebate, and/or waiving of permit fees. Possible locations can include the "Special Project Areas" discussed previously in this plan.

- **Establish Customer Service Goals For All City Departments**

Work with all City departments to determine opportunities to reach the goal of ultimate customer service. Continue and expand existing training efforts with all relevant personnel. Some basic rules include the following:

1. Serve Internal Public
2. Serve External Public
3. Strive to be as PEOPLE-ORIENTED as task-oriented

4. Strive to practice the Golden Rule
5. Strive for competency
6. Strive to resolve problematic issues

The complete list of goals, objectives, action items and other information can be found in the Implementation Matrix starting on page 31.



Strategic Plan
Special Projects



ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF O'FALLON, MISSOURI

SPECIAL PROJECTS

Each goal of the Strategic Plan results in a series of policies, practices or other recommendations intended to enhance **the City of O'Fallon's economic efforts. The Strategic Plan** also names a number of special project locations that allow for a specific focus in retaining and attracting different business sectors or companies with unique needs or requirements. The areas were identified through the public input process and feedback from the Economic Advisory Group. The list of "Special Project" areas, in no particular order, includes:

- Downtown O'Fallon
- High Tech Corridor
- Renewable Energy Research Park
- K Corridor Streetscape
- Industrial Areas

The City of O'Fallon should determine that a specific focus on these projects will substantially contribute to the City's economic growth before proceeding with additional study. Each project is further explained on the following pages.



ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF O'FALLON, MISSOURI

DOWNTOWN O'FALLON

The development needs of a traditional downtown are unique. **Downtown O'Fallon is the original town, centered around the railroad where it all began.** Although only a few buildings remain from that period, there is still a sense of place and a longing to make the original Central Business District a bustling center of activity again.

Downtowns have changed dramatically in the past decades due to changes in lifestyles, spending patterns and merchandising. A major competitor to traditional downtowns **are the retail corridors of "big box" and strip center** developments along major highways. While these corridors offer a large selection of goods, easy access and brand name merchandise in retail chain stores, they often have a reputation for being short-term, limited service and lack a **sense of place.** **Downtown O'Fallon can offer another option to the retail corridors and truly add to a Citywide diverse mix by showcasing its uniqueness in architecture, cultural institutions/events, and specialty shops which provide outstanding personal service and quality merchandise.**

Streetscape enhancements, façade renovation, and landscaping upgrades offer early steps and can provide an immediate positive impact on Downtown. Other projects will require long-term commitments, such as building infill possibilities, infrastructure upgrades, and use of incentives.

Further study should be given to the potential for Downtown Revitalization with the following preliminary thoughts:

- Public Engagement With All Stakeholders
- Encourage Existing Retail Expansion and Increase Available Retail Space
- Create Shopping Oriented Downtown Events
- Coordinate Downtown Business Activity

- Expand and Further Develop Parks and Trails
- Establish Downtown Public Amenities for Visitors
- Study Idea of a Downtown Overlay District and Supplemental Design Standards
- Establish Gateways to the Downtown District
- Maintenance of Beautification Projects



ECONOMIC DEVELOPMENT STRATEGIC PLAN

HIGH TECH CORRIDOR

The "High Tech Corridor" is the regional nickname of I-64 through St. Charles County because of the large concentration of IT facilities and other high tech companies. The corridor has been a destination of tech companies, and more specifically, data centers. At a recent summit of data center operators from that area, it was noted that many people are unaware of **the branding and/or identity of the "High Tech Corridor"**. With the Missouri Research Park reaching full capacity, and a **number of development opportunities in O'Fallon along this corridor**, the City should build on existing branding efforts to attract high tech manufacturing, Research & Development, data centers, and other large corporate job producers. The timing exists to build on cooperative marketing with the EDC **and utilize them in the City's retention and attraction efforts**. City Staff should build on existing efforts with local real estate brokers and property owners within this corridor to market all opportunities more effectively. There may also be a chance to work with the Missouri Technology Corporation (MTC) as well as State agencies to identify branding programs and apply to this corridor.

CITY OF O'FALLON, MISSOURI



ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF O'FALLON, MISSOURI

RENEWABLE ENERGY RESEARCH PARK

In 2010-2011, the City explored the possibilities of creating a research park devoted to renewable energy technologies. The objectives were:

- To stimulate long-term sustainable economic development in the region
- Bring together educational, research, and commercial interests on one campus
- To facilitate transfer of innovative technology from public and private research facilities to the commercial sector
- To promote the development of a highly skilled labor force with roots in the community through education.

Several properties along I-64, the "High Tech Corridor" were looked at and conceptual plans were even drawn up for at least one. The concept involved a campus-like atmosphere with a mix of academic and private R&D facilities, including a high-tech business incubator and light manufacturing facilities. It showed up to 16 multi-story buildings with footprints ranging from 40,000 to 70,000 square feet. At an average of 4 stories/building, the research park would comprise 3.5 million square feet. Assuming 1 employee/600 square feet to 1 employee/800 square feet, total employment range was estimated to be between 4,375 to 5,833 employees.

In April 2011, a Feasibility Study was completed on behalf of the City. The findings of this report stated that the City of **O'Fallon is in a good position to facilitate this kind of** development with an existing industrial and technology base. It recommended establishing a primary innovation cluster focused on Advanced Materials and Energy for the St. Louis Region. It also stated a strong mix of corporate partnerships would be needed to make it more feasible.

The struggling national economy and lack of partners caused the concept to remain only as a plan. However, as the economy slowly rebuilds, the opportunity may present itself again and the City should be prepared to build on all of the previous work to date. Partnering with the EDC is a good first step as that raises the attention level and potential for greater response. Understanding what incentives exist for technology and energy projects will be necessary as well. Some of the current State and Local programs include:

- Ethanol and Biodiesel Incentive Programs
- Quality Jobs Program
- Property Tax Abatement Programs
- Tax-Exempt Industrial Revenue Bonds
- Industrial Infrastructure Grants
- Customized Training
- New Jobs Training



K CORRIDOR STREETScape

State Highway K was once a two-lane country road that wound through hilly and wooded farmland providing a connection between Interstate 70/Main Street to the north and State Highway 40-61 to the south (now upgraded to Interstate 64). **In the early 1990's a period of incredible economic growth** began to occur and that farmland quickly turned into residential subdivisions and commercial developments. Highway K was improved and widened to accommodate that growth and is now a five-lane thoroughfare and one of the leading retail corridors serving St. Charles County and the St. Louis region.

Although physically connected to Main Street north of I-70, it has very little visual connection to a main street concept. It serves a utilitarian purpose only, to move traffic. It has a very wide right-of-way, up to 120 feet in places, and with the exception of numerous stoplights and traffic jams, cars tend to move fairly quickly often exceeding 50-60 miles per hour. Recent traffic counts on Highway K are as high as 55,000 cars per day. Typically, this amount of traffic is conducive to successful retail and other business operations. However, the speed of the cars, width of ROW, and lack of interesting features can be an impediment to retail.

Although the road is maintained by the Missouri Department of Transportation, the City should build on the CLIP initiative and give serious consideration to treatments of this vital transportation link to encourage through-drivers to stop as well as give greater identity for the City.

In early 2006, East-West Gateway launched the St. Louis Great Streets Initiative to expand the way communities think of their streets. Rather than viewing a roadway project as solely as a way to move more cars and trucks faster, the goal of the St. Louis Great Streets Initiative is to trigger economic and social benefits by centering communities around interesting, lively and attractive streets that serve all modes of transportation.

According to the Great Streets website, the following objectives apply:

- Facilitate the interaction of people and the promotion of commerce. They serve as destinations, not just transportation channels. They are good commercial addresses and provide location value to businesses that power the local economy.
- Support balanced mobility with appropriate provision for safe and convenient travel by all of the ground transportation modes: transit, walking, bicycling, personal motor vehicles and freight movement.
- Strike an appropriate balance among the three elements of modern mobility: through travel, local circulation and access. The right balance varies with the function of the street and the character of its neighborhoods and abutting properties.
- Incorporate within them places that are memorable and interesting. These may include plazas, pocket parks, attractive intersections and corners, or simply wide sidewalks fostering an active street life.

Other concepts for Highway K include:

- Brick or alternative paved crosswalks to define and create safer pedestrian crossings at intersections.
- Proposed streetscape elements could include decorative streets lights w/ seasonal banners, wayfinding and block number signage, and site furnishings such as benches and trash receptacles.
- Landscaped medians and sidewalk planters could direct traffic, capture stormwater, and provide an attractive appearance.

Streetscape enhancements and landscaping upgrades can provide an immediate positive impact on this corridor and strengthen the retail businesses.



ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF O'FALLON, MISSOURI

INDUSTRIAL AREAS

Even after 30 years of declining employment, the United States remains the world's leading manufacturer and accounts for \$1.4 trillion in goods produced and 12 million direct jobs, according to the Missouri Department of Economic Development. Within Missouri, there are over 6,800 firms and nearly a quarter of a million workers employed in this industry. Just over 45 percent of that work is in Advanced Manufacturing, including Transportation Equipment and Aerospace/Defense production. Related areas of cluster strength also include Electrical Equipment and Machinery manufacturing, among others. Missouri is within 600 miles of 52% of all US manufacturers, and within 600 miles of 50% of all US households---consumers. Missouri is also in the top 10 for energy costs, corporate taxes and regulatory environment.

O'Fallon is well positioned to grow its industrial base, with opportunities in North O'Fallon and along I-64. Staff should determine needs within these areas, including utility, transportation, or regulatory issues and work to address them if possible. Understanding what state and local incentives exist for industrial projects is important, including:

- Sales Tax Exemptions for Manufacturers
- Quality Jobs Program
- Auto Manufacturing Jobs Act
- Tax-Exempt Industrial Revenue Bonds
- Industrial Infrastructure Grants
- Customized Training
- New Jobs Training
- BUILD
- Small Business Deduction for new jobs
- MO-STEP export assistance





Implementation

ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF O'FALLON, MISSOURI

IMPLEMENTATION MATRIX

The Strategic Plan process involved a series of analytical and planning activities that are outlined in the previous sections of this document. This planning process culminates in a Strategic Plan that ties together all of the various objectives tied to a set of key goals that will drive economic development efforts going forward for the next five to ten years.

This final section of the Strategic Plan presents a summary **and a schedule of the Plan's goals, projects and recommended actions** to address these issues.

The accompanying schedule, located on the following pages, compartmentalizes the Goals and Objectives in categories that relate to the Strategic Plan Tasks. These categories include:

- Objectives
- Project/Program/Action Item
- Responsible Party
- Support Groups
- Tools, Techniques & Resources
- Status/Update

The Status/Update column will be part of the annual review that this plan will undergo.



O'FALLON ECONOMIC DEVELOPMENT STRATEGIC PLAN MATRIX

Business Retention

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Tools, Techniques & Resources	Status/Update
1	Improve BRE program coverage	Build in regularity for better coverage of the City and all business sectors.	ED	AD	Develop schedule, research software programs, and review other ED organizations tools.
2	Establish regular business outreach meetings	Develop annual, bi-annual, or quarterly opportunities to meet with business owners, elected officials, and city staff.	ED	AD, CC	Annual examples include "Breakfast with the Mayor" and Roundtable Discussion with large employers. Individual meetings with retail center owners/landlords should be semi-annual, or quarterly. Focus Groups should be held every 3-5 years to monitor issues and overall business climate.
3	Develop regular Citywide business survey	Develop annual program to send a general business survey out by email and/or web link.	ED	AD, PR	Utilize business license list for contact. May require dividing list by business sectors to make task more manageable.
4	Establish business recognition program	Set up a system to recognize significant accomplishments, awards, and anniversaries within the business community.	ED	AD, PR, CC, Chamber	Utilize staff Retention Visits, Chamber of Commerce, O'Fallon Patch, and other resources to learn about potential recognitions.
5	Determine BRE goals for multiple City departments	A successful BRE Program will require assistance from all City Departments.	ED, AD	City	Better coordination with other departments to collect information and respond to issues. Focus on customer service.
6	Build on the "Open In The 'O" Program	Thoroughly incorporate outside agencies into the process to create a more complete program.	ED, PL, PW	AD, PR	Improve communication with outside agencies and economic development partners to understand their application forms and requirements. Maintain a complete list of contacts in all city and outside departments to share with business prospects.
7	Improve all existing website tools	Strengthen use of existing Economic Development webpage and look for improved tools and other enhancements.	ED, PR	AD	Ensure all website tools are updated and maintained continuously, including business map and available properties. Upgrade to an automated email notification system for business updates, notices, and other news.
8	Strive to meet the full range of business' infrastructure needs	Continuously gauge business infrastructure needs and work to solve any issues, with emphasis on transportation, utilities and communications.	ED, PW	AD, PL	Work with Departments of Administration, Public Works, Planning, and Finance as well as outside agencies to discuss corridor development goals and needs for potential enhancements. Meet with property owners and surrounding stakeholders in a discussion of issues, concerns, and opportunities for improvements.
9	Form an Economic Development Commission	Establish an Economic Development Commission to assist staff with reaching out to business community and maintain a focus on expansion and attraction.	CC	ED, AD	Further study may be required in terms of making this body a full "commission" status or just an "advisory" group.
10	Assist with development of business recovery plan for City	The City should have a plan to assist existing businesses with rapid recovery in case of any disaster event.	ED, PD	AD	Economic Development should provide the business community perspective and assist the Police Department and their Emergency Management experience in formulating this plan. Examples can be drawn from existing business plans, including banks, data centers, corporate and industrial entities.

AD: Administration Department

CC: City Council

City: City of O'Fallon -All Departments

Chamber: O'Fallon Chamber of Commerce

ED: Department of Economic Development

PD: O'Fallon Police Department

PL: Department of Planning and Development

PR: Department of Public Relations/Communications

PW: Department of Public Works

O'FALLON ECONOMIC DEVELOPMENT STRATEGIC PLAN MATRIX

Business Attraction

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Tools, Techniques & Resources	Status/Update
11	Determine industry needs	Develop a listing of specific industry or sector needs for City to address as an attraction strategy.	ED	EDC,RCGA	Utilize strong relationship with EDC of St. Charles County, RCGA and Missouri Partnership to learn needs, as well as strengthen ties to site selector consultants.	
12	Develop targeted industries list	Create and maintain a list of industries or specific companies to actively recruit.	ED	EDC,RCGA	Continue to track vacancies and available sites and then work with property owners to match space to desired sector from the targeted list.	
13	Strengthen relationships with real estate sector	Continue to assist and utilize real estate professionals with attracting business users.	ED	AD, PL	Staff efforts include continued assistance with marketing of properties and available space, working to resolve issues, as well as continued involvement in real estate organizations, conferences, and events.	
14	Fill vacancies with diverse mix of uses	Build an effective attraction strategy by filling vacant spaces with a diverse use mix	ED	AD, PL	Share list of targeted industries and companies with real estate brokers, property owners and landlords to assist them in conducting a more efficient attraction strategy.	
15	Build on City presence at conferences	Continue attendance at various conferences for education and business attraction opportunities	ED	AD	ED Staff should capitalize on existing expo and convention attendance and look for additional opportunities for business attraction.	
16	Highlight opportunities of 'High Tech Corridor'	Build on existing branding efforts for the Interstate 64 corridor through St. Charles County to attract high tech manufacturing, R&D, data centers, and other large corporate job producers.	ED	AD, EDC	Opportunity to build on cooperative marketing with the EDC, and utilize in attraction efforts.	
17	Create strategy for attracting research and development projects	Explore opportunities to grow the Research and Development sector in O'Fallon.	ED	AD, EDC	Emphasize the strengths and existing cluster of R&D facilities and develop strategies to capture the trend of "on-shoring" by specific industries.	
18	Assist with development of 'Certified Sites'	Staff should develop a standard application process and checklist for assisting property owners and real estate professionals with certification steps.	ED	EDC, DED	Staff will need to rely heavily on EDC and DED for assistance with this task as it could be a time-consuming process.	
19	Attract more revenue through emerging markets	Begin to focus on more than just retail to develop a well-rounded revenue stream for the City.	ED	AD, EDC	Emerging industries include technology, life and bio-sciences, energy, and health services.	
20	Determine "Special Projects Areas" for targeted business attraction	Focusing on specific project areas will provide multiple points of interest for attracting different business sectors or companies with unique needs or requirements.	ED, AD, PL, PW	CC	Project areas can include Downtown, Renewable Energy Research Park, High Tech Corridor, K Streetscape, and Industrial Areas. Each project area will require further study and delineated strategies, including different funding options.	

AD: Administration Department
 CC: City Council
 DED: Missouri Department of Economic Development
 ED: Department of Economic Development

EDC: Economic Development Center of St. Charles County
 PL: Department of Planning and Development
 PW: Department of Public Works
 RCGA: St. Louis Regional Chamber

O'FALLON ECONOMIC DEVELOPMENT STRATEGIC PLAN MATRIX

Marketing

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Tools, Techniques & Resources	Status/Update
21	Maximize effectiveness of advertising	ED	AD, PR	Current advertising includes print and web format. Additional opportunities can include PR articles/profiles.	
22	Expand "Keep It In The 'O" Show to outside audiences	ED, PR	AD	Expansion of show can be a coordinated PR campaign to highlight doing business in the City to businesses, residents, prospective owners, and development community.	
23	Build on cooperative marketing opportunities	ED	AD	Key organizations include EDC, SCCAR, RCGA, MEDC, MoDED, Missouri Division of Tourism, and MAC (Mo Arts Council). Also, relationship with St. Charles County CVB should be strengthened.	
24	Determine prospects for more events, draws and destinations	ED, PARK	AD, Chamber	Consideration should be given for a truly designated "Visitor Center" in O'Fallon. Existing opportunities include tapping into the St. Charles County historical tourism draw. Utilize Missouri Division of Tourism for additional ideas.	
25	Utilize opportunities of existing City parks, athletic fields and events	ED, PARK	AD	Utilize current facility planning process to keep this task a part of the conversation. Tap into regional and national sport leagues and determine their needs for locating in O'Fallon.	
26	Create visitor booklet and discovery map	ED, PARK, PR	AD, Chamber	Work with participating venues to produce materials and share cost. Suggestions for tourism could include, "Top 10 Things To Do Activities" and "Vacation Packages."	
27	Use regional events to draw participants into O'Fallon	ED, PARK, PR	AD, PR, Chamber	Use promotional materials (such as above) and combine efforts with local hotels already doing this task.	
28	Continue and strengthen Community Landscape Identity Program (CLIP) and concepts	ED, PARK, PR	AD, CC	CLIP provides an economic benefit by improving the appearance of the City and making it more inviting for businesses, residents and visitors.	
29	Develop wayfinding signage and district color coding	ED, PR, PL	AD, CC, PW	Implementation through CLIP initiative	

AD: Administration Department

PARK: Department of Parks and Recreation

CC: City Council

PL: Department of Planning and Development

Chamber: O'Fallon Chamber of Commerce

PR: Department of Public Relations

ED: Department of Economic Development

PW: Department of Public Works

O'FALLON ECONOMIC DEVELOPMENT STRATEGIC PLAN MATRIX

Regulations					
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Tools, Techniques & Resources	Status/Update
30	Streamline and improve development process	Develop/Utilize flow chart for visual presentation of process steps and requirements. Explore idea of a second monthly P&Z Meeting on an "as needed" basis.	AD, ED, FN, PL, PR, PW	CC	Look at software programs (such as "E2 System") to streamline the process and provide a check and balance on amount of time each project should take.
31	Explore creation of Business Assistance Center or "ombudsman" to assist applicants	Provide a single point of contact for applicant to help make sure all necessary steps are being taken and provide better coordination between reviewing departments.	AD, ED, PL, PW	CC, CF	Economic Development currently serves this role, although loosely, so this goal should be an attempt to formalize this step. Look to utilize Citizens First program as a model.
32	Use follow up surveys to gauge effectiveness of development process	Continue with follow up surveys and look to improve response rate by providing web survey link or self-addressed stamped envelopes.	ED, PL	AD, PR, PW	Action on feedback needs to be timely and conducted through a team-work approach with all departments.
33	Continuously review and compare City fees	Engage in a regular review of neighboring cities' fee structures to ensure that O'Fallon is in line or better with the region.	ED, FN, PL, PW	AD	Review should be on an annual basis at a minimum, or every 2-3 years maximum.
34	Continue review of signage regulations	Signage requirements should be reviewed regularly and changes made wherever opportunities exist for improvement and streamlining.	ED, PL	AD	Temporary signage and rules for calculating are two examples that businesses have requested a review of from City Staff.
35	Improve business license process	Address spotty participation rate by establishing appeal process and look to streamline multi-department review.	ED, FN, PL	AD	Actions can include setting up a graduated penalty to encourage compliance.
36	Develop standard program for use of City incentives	Generate an inventory of existing programs. Review other communities and partner organizations to understand their policies and what tools they currently provide as well as any "gaps" they feel exist. Utilize this information to develop proposed City economic development financial incentive program).	ED, FN	AD, CC, EDC	Work with area banks, EDC, and other funding sources to develop revolving loan program guidelines and review criteria. Provide regular education opportunities with the elected officials, department heads, and property owners regarding available incentive tools and process.
37	Explore creation of "Overlay" or "Incentive Districts"	Creation of special districts within the City could allow for differing development standards on redevelopment or infill, and certain financial incentives for targeted development.	ED, FN, PL	AD, CC	Special incentives can include tax abatement, tax rebate, and/or waiving of permit fees. Possible locations can include the "Special Project Areas" discussed previously.
38	Establish customer service goals for all City departments	Work with all City departments to determine all opportunities to reach the goal of ultimate customer service.	AD, CF, ED, FN, PARK, PL, PR, PW	CC	Continue and expand existing training efforts with all relevant personnel.

AD: Administration Department

FN: Finance Department

CC: City Council

PARK: Department of Parks and Recreation

Chamber: O'Fallon Chamber of Commerce

PL: Department of Planning and Development

CF: Citizens First

PR: Department of Public Relations

ED: Department of Economic Development

PW: Department of Public Works

EDC: Economic Development Center of St. Charles County

