

Implementation Matrix – G1: Foster Outreach Efforts to Retain Existing Crestwood Businesses

Objectives/Strategies	How (Tools/Authority)	Who	When	Cost+	Status
<b>1. Improve communication with the local business community.</b> a. Initiate "Business First" campaign.	Program consists of meetings with a specified number of individual business owners and/or representatives each quarter, business surveys and forums with the business community (1b).	City staff, EDC, Mayor/EDC	1,5	None	
b. Host two (2) forums with business community each year.	Develop invitation list from updated list of existing businesses. Determine agenda with input from EDC and Mayor/BOA.	City staff, EDC, Mayor/BOA	5	<u>\$500</u>	
c. Inform businesses about EDC and encourage involvement.	Direct mailings, press releases, website, via in-person contact with individual businesses during site visits.	City staff, EDC, Mayor/BOA	5	None	
<b>2. Maintain database of Crestwood businesses</b> a. Continue to develop and update database of existing businesses.	Use occupancy permits and enhanced business license application to keep list up to date. Improve information required on applications to include primary contact person and number of employees.	City staff (Economic Development and City Clerk's Offices, Public Works Dept.)	5	None	

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(11-05 Draft)

Implementation Matrix – G2: Promote Crestwood’s Positive Image in the Region to Attract and Retain Residents, Businesses and Workforce

15

Objectives /Strategies	How (Tools/Authority)	Who	When	Cost+	Status
<b>1. Encourage and support Westfield’s redevelopment and rehabilitation of the mall.</b>					
a. When available and appropriate, support use of economic development tools available via state statute.	CID, NID, TDD, Chapter 353, TIF are some of the tools currently available in Missouri to encourage redevelopment.	Mayor/BOA	5	TBD	
b. Improve public perception of the mall (security, retailer mix/quality, mall viability).	Community Improvement District (CID) and/or private (Westfield) resources as possible sources of funding for positive PR efforts/enhanced security.	City staff, EDC community volunteers	1	None to City	
<b>2. Expand Crestwood’s residential base by promoting the development of a diverse mix of new housing that meets the needs of existing and new residents.</b>	Implementation of <i>Watson Road Commercial District Plan</i> plus community-wide comprehensive planning efforts.	P&Z, City staff, planning consultant, community	1,5	<u>\$100K-\$150K</u>	
a. Encourage and support the preparation of a community-wide comprehensive plan for Crestwood.	Seek funding assistance through CDBG, EWGCOG. Planning process will help identify preferred areas for new and infill development, based on the community’s vision and needs.	P&Z, City staff, planning consultant, Crestwood residents and businesses	2	<u>\$100K - \$150K</u>	
b. Educate elected officials, residents, and the public about housing trends and the role of housing in Crestwood’s economic development program.	Use resources from ULI, APA and other “expert” organizations to demonstrate current trends and examples, both in the St. Louis and around the country.	City staff, EDC	1,5	None presently	
<b>3. Improve access along Watson Road.</b>	Seek funding through East-West Gateway COG, private contributions from developers, property owners and businesses, payments in lieu when new development occurs. Involve businesses and residents throughout planning process.	City staff, P&Z, Board of Aldermen	1	Depends on scope	
a. Develop an access management plan for Watson Road					

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b. Work with MoDOT and state and elected officials to ensure all opportunities to improve access are pursued.	Maintain contact with MoDOT area engineer as traffic studies, plans are conducted. Seek input/assistance from elected officials as needed.	City staff, Mayor	1,5	None	
<b>4. Encourage and support projects and new developments that provide “quality of life” amenities for residents and businesses.</b>					
a. Support construction of Grant’s Trail through Crestwood.	Maintain trail pursuant to agreement with Great Rivers Greenway (GRG).	Dept. of Public Works, Mayor/BOA	5	<u>\$23,000</u>	
b. Seek opportunities to capitalize on Grant’s trail, including connecting trail to existing and future residential, retail, civic and entertainment uses.	Seek funding through Great Rivers Greenway, East-West Gateway COG, or other sources.	ED staff	1,5	TBD	
c. Develop a streetscape plan for Watson Road to be implemented as redevelopment occurs and/or as funds are available.	Seek enhancement funding through East West Gateway, coordinate plan development and implementation with redevelopment projects, consider creating TDD, NID or CID.	ED staff, Mayor/BOA, landscape architect	1	TBD	
<b>5. Strengthen Crestwood’s residential base by preserving existing residential neighborhoods.</b>	Recommendations for neighborhood preservation can be developed through a community-wide comprehensive planning effort.	P&Z, City staff, planning consultant, residents and businesses	2	<u>\$100K-</u> <u>\$150K</u>	
a. Encourage the development of a community-wide comprehensive plan for Crestwood.	Seek funding assistance through CDBG, EWGCOG. Planning process will help identify preferred areas for new and infill development, based on the community’s vision and needs.	P&Z, City staff, planning consultant	2	\$100K- \$150K	

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b. Support Crestwood’s continued participation in the Community Development Block Grant (CDBG) program.	Utilize CDBG funds for home improvements, as provided for in St. Louis County’s program.	Mayor/BOA	5	None	
c. Identify neighborhoods “at risk” of deterioration.	See #5 above				
<b>6. Encourage and support efforts to attract tourism and entertainment related uses.</b>					
a. Collaborate with adjacent communities to create and promote “Tourism Corridor” along Grant’s Trail (Grant’s Farm, Grant’s Home, Sappington House, Dickson Cemetery, Magic House).	ED staff to meet with appropriate representatives of adjacent facilities to discuss collaboration. Work through MO Division of Tourism’s Cooperative Marketing Program to seek tourism marketing funds.	ED staff, EDC	2	None	
b. Continue pursuit of additional museum and entertainment uses in Crestwood, particularly along Grant’s Trail.	City should pursue opportunities to attract these uses and/or support efforts to attract them as redevelopment projects (Westfield Crestwood Center) occur.	City staff, Mayor/BOA	1	None	

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c. Encourage and support Westfield’s efforts to redevelop and rehabilitate Crestwood Plaza with uses that support existing and new retailers.	Utilize available redevelopment tools to promote successful redevelopment of Crestwood Westfield Center.	Mayor/BOA	1	None presently	
<b>7. Prepare a comprehensive marketing program for Crestwood</b> a. Develop marketing materials, including information package to respond to inquiries and leads (available parcels, economic profile, handouts)	Incorporate information and recommendations from the completed market feasibility study. Seek assistance from marketing/PR professional for development of materials if City and/or outside funds become available.	ED staff, EDC	2	<u>\$10,000 - \$15,000 (if outsourced)</u>	

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b. Promote Crestwood through partnerships with local, state and regional ED organizations.	Continue to coordinate ED efforts with St. Louis County Economic Council, MODED and others (see Figure 2, page 10).	ED staff, Mayor, Board of Aldermen, EDC	5	None presently	
c. Coordinate with local, regional and state marketing efforts (MGA, ICSC, SLCEC, MODED) and attend trade shows and conferences, as appropriate.	Partner with St. Louis County Economic Council to market Crestwood at the annual ICSC convention and send representative from City if/when funds are available. Even without City attendance, City can be included in marketing materials distributed at ICSC .	City staff, Mayor/BOA, EDC	5	<u>\$500 - \$2,000</u>	
d. Incorporate Missouri Location One Information System (LOIS) into city website’s economic development page.	System is available through Missouri Department of Economic Development (DEC). Cities enter all necessary data. DED staff provide technical support.	ED staff, MODED staff.	1,5	None	

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Implementation Matrix – G3: Ensure the Government/Regulatory Climate Fosters Positive Interactions with Businesses and Residents

Objectives / Strategies	How (Tools/Authority)	Who	When	Cost	Status
<b>1. Identify opportunities to improve city policies and procedures.</b> a. Review existing informational materials about the City's development review process and update if necessary.	Staff is responsible for reviewing existing materials and development review process. Property owners, businesses, developers can provide input regarding external perception of city's development review process and quality of information provided.	Director of Public Works, ED Staff	5	None presently	
b. Post information about the development review process on the City website.	A considerable amount of information is already easily accessible via city website. This information can be updated as any changes are made.	Director of Public Works, ED Staff	1	None presently	
c. Seek opportunities to streamline the development review process, including "One Stop Shop".	Research programs developed by other communities when developing any changes to existing process.	Director of Public Works, ED Staff	1	None presently	

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