

**JOINT STUDY SESSION  
OF THE UNIVERSITY CITY COUNCIL  
AND THE  
ECONOMIC DEVELOPMENT RETAIL SALES TAX BOARD**  
Heman Park Community Center  
975 Pennsylvania

**September 17, 2019**

**AGENDA**

Requested by the City Manager

**1. MEETING CALLED TO ORDER**

The Joint City Council Study Session was held at the Heman Park Community Center, on Tuesday, September 17, 2019. In the absence of Mayor Terry Crow, Mayor Pro Tem Paulette Carr called the Study Session to order at 6:00 p.m.

In addition to the Mayor Pro Tem, the following members of Council and the Economic Development Retail Sales Tax Board (EDRST) were present:

Councilmember Steven McMahon  
Councilmember Jeffrey Hales  
Councilmember Tim Cusick; *(Excused)*  
Councilmember Stacy Clay  
Councilmember Bwayne Smotherson

Board Member Robyn Williams  
Board Member Traci Moore  
Board Member Matthew Bellow  
Board Member George Lenard  
Board Member Kathleen Sorkin  
Board Member Brendan O'Brien  
Board Member Byron Price

Also, in attendance was City Manager, Gregory Rose; City Attorney, John F. Mulligan Jr., and Director of Economic Development, Libbey Tucker.

**2. PRESENTATIONS BY TOP THREE QUALIFIED APPLICANTS TO PREPARE THE ECONOMIC DEVELOPMENT STRATEGIC PLAN**

- TIP Strategies via teleconference
- The i5 Group
- Future IQ

 **RFP Theme: How Do We Position Our Community For the Future?**

## **(THEORIES INTO PRACTICE) TIP STRATEGIES**

### **The Company:**

- Headquarters - 2905 San Gabriel Street, Austin, TX, 78705
- Offices - Seattle, Boston, and Dallas
- Established - 1995
- Engagements - 300 communities across 40 states, and 5 countries
- The Core Team - Four principals, consultants, numerous practitioners and researchers, experienced in working in the ministries of government, economic development, workforce training programs at the state and regional level, urban planners, and location advisors.
- Planning Model - Combines rigorous data analysis with the latest thinking in economic development, workforce training, and community-based principles.
- TIP's Conviction - For communities to be positioned for the future they must be smart, innovative and sustainable to grow economy.

TIP works to create place-based strategies providing insights for challenges, and opportunities to build sustainable communities where authenticity is rewarded and recognized. Their services are focused on talent, innovation, and place.

### **The U City Team:**

- Trayce McDaniel, President, and Jennifer Todd, Consultant.

### **Services:**

- Strategic Planning
- Economic Analysis
- Talent Strategies
- Organizational Development
- Workforce Assessment
- Corporate Services

### **Local Experience:**

- National League of Cities and Mid-America Regional Council  
A collaboration that looked at regional housing strategies in the suburbs of Missouri and Kansas

### **Global/National Experience:**

- Workforce Analysis
- Economic Development Plans
- Rural Areas
- Urban Centers
- All levels of Government
- Organizations and Authorities

### **The Process:**

#### **Talent: Powers your economy**

- How do we recruit, retain, and educate an experienced labor pool.
- How do we maintain that important diversity of Individuals, backgrounds, and experiences that really form an employment and economic base for your community?

**Innovation: Ensures the long-term vitality and resilience of your community and economy**

- Entrepreneurship is fostered through an ecosystem of resources that support the commercialization of new ideas, the recruitment, and retention of talent, and area businesses.

**Place: Establishes where you are and what makes you different from other communities**

- Having a unique identity that establishes pride provides a framework for recognizing the benefits of change and its implications for business attraction and entrepreneurship

**Phased-Approach:**

- **Discovery** - This process begins by reviewing available materials, visiting with community stakeholders, and conducting a targeted analysis of economic and demographic trends.
- **Opportunity** - TIP works with the community to identify priority projects, set goals, and build consensus around a shared vision of economic success.
- **Implementation** - TIP's strategic plans include an implementation matrix that you can use to define the next steps, measure progress, and affect tangible results.

**Theory into Practice Planning Model:**

Examples of what each phase in the process might look like were illustrated via a PowerPoint presentation that answered the following questions:

- What is U City's complete position in the St. Louis Metro area? (*Discovery Phase*)
- What opportunities are likely to have the greatest potential for success as we develop ideas? (*Opportunity Phase*)
- Implementation Phase: What steps, tools, and resources will be required for success? (*Implementation Phase*)

**Stakeholder Engagement:**

A variety of skills are utilized throughout the project.

- Engagement with the Board of an organization.
- Multi-Organizational Engagement
- Community-Wide Engagement.

**Educational Outreach:**

- Letting folks know who we are and why we are in their community.
- Explaining the ultimate goal of the project and what TIP wants to accomplish.
- Quad Analysis - Explaining what TIP has learned and listening to the community's concerns to help both parties efficiently and effectively assess the situations they encounter on a daily basis and make decisions that are in everyone's best interest.
- Refining stakeholder and community engagement by exploring opportunities that generate feedback and lead to buy-in and a better understanding of TIP's recommendations for action.
- Working with the client, community, and engaging other leaders to make sure the project becomes something the community can carry forward and becomes an actionable part of the future.

**Project Goals:**

Additional details in this area will be refined as TIP moves forward into the project. However, based on the information and themes contained in the RFP, TIP believes its mission would be to create a comprehensive Economic Development Strategic Plan with actionable implementation of items that advance the future of U City's businesses, non-profits, and residents, to more equitably grow the community's tax base, increasing economic opportunities and wealth.

Mayor Pro Tem Carr opened the floor up for questions. The following excerpts represent a synopsis of the Q & A dialogue between members of the Council, the Board, and TIP.

### **Workforce Talent:**

TIP looks at workforce talent in various ways.

- The labor force - TIP conducts a full assessment of your workforce in the community to gain a good understanding of what the labor force looks like, where the jobs are, and salaries across the board.
- Migration - TIP looks at the pattern of workforce coming into the community, going out, and where they are going to or coming from.
- Identify through reports and interviews conducted with top employers what their needs are to determine where the gap is between a skilled talent and where the shortages are, what exist today, and future opportunities.

### **Q. Communities with broad variances in their economic status**

- The National League of City's project worked with 20 different suburbs in the Kansas City metro area that all had different housing challenges. TIP talked to a variety of communities; some with challenges associated with housing, income, and others that had higher income levels, to better understand their needs and create a braid of strategies for the entire region. With the full understanding that not every strategy will work everywhere TIP's goal was to make sure their responses were tailored to the realities on the ground.
- When looking at economic opportunities TIP also works to eliminate barriers that prohibit access in the areas of workforce development, housing, and economic opportunities for entrepreneurship. TIP has quite a bit of experience working in communities with broad economic variances, in particular,
  1. Harris County Texas - TIP was able to build inclusive strategies that eliminated barriers to full access for under-invested communities and communities that have been disenfranchised over the years.

### **Q. Remote access to human capital and needed resources**

- Trayce will be assigned as the Principal, and Jennifer will be the Project Manager. However, when you hire TIP you get access to all of their principals, as well as all of the teams; i.e., researchers, analysts, designers, and developers, that help support the firm by looking at the best practices for community engagement that can be brought to the table.

### **Q. TIP's involvement with the proposed Career Development Center**

- Developing workforce strategies that include the ecosystem of access in the community is something TIP does extremely well. Part of that process includes looking at opportunities for collaboration, understanding what programs exist in the community, identifying best practices across the country that lead to pipeline development from the IFD through two-year, four-year programs, and career paths for students who are not interested in going to college. TIP has worked with communities all over the country, and while some projects have been identified on their website, here are two examples:
  1. The Gilbert Center in Texas. TIP created strategies starting at the seventh-grade level, working hand-in-hand with the community college, the IFD, and employers, to create virtual pathways, while also meeting the future employment needs of the community.
  2. Midland, Texas. TIP developed a community investment strategy looking at high priority areas like education, quality of place, housing, health and wellness that helped this community create a roadmap as it began to experience a lot of growth. Associated with the education piece of this project was the firm's ability to work with a broad spectrum of the community; everyone from Pre-K to the university level, to make sure their workforce pipeline was set up with steps to move forward.

**Q. TIP's strategy as it relates to population trends and its impact on declining enrollment**

- Looking at demographic trends is a part of the scope of work TIP will perform. And if there is work already underway, this strategy would also include collaboration with either the IFD or relevant universities.

**Q. Anticipated on-site engagement time**

- Typically, TIP sets aside four to five visits in a community and the range of time for each of those visits will be largely dependent on the work. The discovery phase; i.e., community engagement; one-on-one interviews; identification of key community leaders, stakeholders, and employers that are economic drivers of the community, could take three to four days to complete.

**Q. Specific examples of innovative economic development projects**

- The Midland, Texas community had never invested in an economic development plan, nor taken the time to really plan for its future. So working with groups of people, collaborating with large employers in the oil and gas industry, housing organizations, and school districts; which included some surrounding districts who historically had not always maintained a symbiotic relationship, to create a roadmap for the future was a challenging endeavor that resulted in a very interesting and dynamic environment. Today, they are experiencing growth at a remarkable pace, but during this process, TIP discovered a lot of pressures that you really don't see anywhere else in terms of how the events started to unfold. This was a community where TIP had to build a lot of things from the ground up and get them to think outside of the box on issues that might infiltrate other communities
- One of the strategies TIP developed around workforce and talent attraction through a partnership with Tampa Bay's economic development organization was an initiative called "*Tampa Bay Attracts*". And the reason this project was innovative is that TIP brought funders like the Convention and Visitor's Bureau, the County, and other non-traditional partners to the table that saw the value in this initiative and wanted to provide their support. It was a collaboration of partners that normally don't work together in communities that came together in a way that allowed Tampa to tap into their resources and strengths to build a strong program.

Mr. Rose stated he would like to provide some insight into why this administration believes this is an important project. Instead of taking a shotgun approach, his belief is that this plan will allow the City to take a more targeted approach to identify the type of businesses and specific markets it should pursue based on its demographic location, demographics, and existing infrastructure.

**THE i5 GROUP**

**The Company:**

- Office - TechArtista Building, 4818 Washington Blvd, Suite 203, St. Louis, MO 63108

**The Team:**

- Steven Ibendahl, Principal of i5 Group; Allison Gray, Director of Research for Colliers International; Jackie Wellington, Managing Partner of Community and Economic Development Solutions, and Elizabeth Noonan, Managing Partner of Economic Development Solutions.

**Strengths:**

- Three separate firms based in St. Louis, who have worked together on community planning projects throughout the region = one seamless team.

- Colliers International, a leader in local real estate, has a wealth of education in terms of commercial real estate. The data they provide for the private sector, as well as municipal and state governments, has resulted in multi-million-dollar decisions.
- Community and Economic Development Solutions are highly respected, both regionally and nationally, for their expertise in economic development.

### **The i5 Group Promise:**

- To deliver an economic development strategy that positions the City to not only be economically resilient but have a diversity of options and equitable growth in the future, by utilizing the following concepts:
  1. A robust market analysis
  2. A place-based approach
  3. Leverage existing assets for 21st Century growth
  4. A shared and transparent vision throughout the entire development process; *(This presentation has been posted on The i5 Group's website and can be downloaded at [i5group.net/ucity](http://i5group.net/ucity).)*
  5. A strong strategic plan that works with residents to understand their values and uses those values to shape the community's goals, and the firm's recommendations and realistic implementation strategies.

### **The Proposal:**

A nine-month process with a steering committee, the City, and the residents, that will be divided into three phases.

- **Phase I - Market Analysis.** The performance of an economic market analysis to help inform decision-making and paint a clear picture of the City's demographics, market conditions, industry clusters, and comparisons with the region, to better understand the trends that exist within all of these elements and how they interact with each other. Based on the uniqueness of U City's neighborhoods, the graphic analysis will be at the block group level when compared to the City and the region as a whole. This analysis looks at key characteristics like population statistics, business summaries, and tapestry segmentation, which connects real data points to the average consumer to create a fuller market picture.
  - Commercial real estate gives insight into the underlying health and vitality of the markets. The Group's research encompasses looking at the existing building landscape, vacancy rates, rents, building stock, transaction histories, and the feasibility for expansion.
  - Cluster analyses give you a picture of whom and what is currently in the market. In order to compare these growing sectors with the region as a whole and other comparable cities, it will be important to understand what businesses are currently in U. City, which ones are thriving, which ones are struggling, and may need additional help. The goal is to get the most comprehensive and useful sets of data to understand the current conditions and what changes have occurred, in order to establish a forecast for the future.

*The Steering Committee should consist of no more than fifteen members and be comprised of individuals, business owners, developers or property owners with the ability to provide valuable insights about their perception of U City and assist in the development of strategies that ensure the broader ecosystem shares of those same perceptions.*

- **Phase II - The Place-Based Approach.** This approach uses the data sets from the market analysis as a foundation for The i5 Group's recommendations and best practices. U City already has a strong foundational sense of place with some great architecture and neighborhoods. But since the last recession, there has been a lot of commercial and residential land appreciation, both positive and negative.

Land use data and zoning will help to determine where some of the nodes are in areas like Olive Boulevard, where in order to reach its full potential may dictate the need for several strategies, as opposed to one for the entire corridor. Based on the market realities this approach provides an opportunity to stitch together a long-term vision for all of these areas and mediate that sense of place; things residents want to see in their community. As the City moves forward and adopts other policies these strategies can be used as a guiding vision.

- **Phase III – SWOT Analysis.** While the primary focus of The i5 Group's review of the City's strengths, weaknesses, opportunities, and potential threats will be to leverage all of its strengths, the review also helps to identify issues that may be preventing the community from effectively moving forward. This analysis looks at all demographic information, land use information, and the industry cluster data generated in Phases I and II, to determine the City's autonomy.
  - Due diligence is conducted to develop stakeholders, be it institutions, property owners, business districts, individual citizens, or anyone whose vision the City would like to see incorporated into the plan.
  - The process also includes looking at regional trends to see where the opportunities are. One strong regional trend The i5 Group believes all municipalities should be aware of and takes advantage of is the focus on entrepreneurship. U City has a lot of small businesses, so there may be opportunities to help develop and create more. In addition, there are national trends that may have an impact on U City, primarily when it comes to the retail sector. The way people shop has changed. With the integration of technology, another area of opportunity will be to work with the City's retailers and encourage them to explore omnichannel shopping.
  - The vast majority of processes and procedures for business retention and expansion are grounded in research and practice throughout the U. S. Community and Economic Development Solutions has had international exposure to economic development best practices and as a result, has developed a sound understanding of exactly how these practices have been implemented by other U.S. and international communities.
  - U City is a very diverse community and The i5 Group believes it should be an inclusive community; meaning everyone in the community should benefit from the growth or construction of any development. To make sure equitable growth occurs within U City, strategies will be developed for creating those opportunities.

### **Implementation:**

Once the three-phase process and recommendations have been completed, the final piece of the puzzle is to work with the City to develop a framework for implementation by identifying:

- Key action steps for each crucial recommendation
- U City's capacity in terms of staffing resources, existing policies, economic development toolboxes, et cetera, that may have an impact on implementation
- Policy changes that can assist in more effective implementation. A good example is using EDRST funds to execute a specific piece of the strategy.
- Metrics to help U City assess where they are and the impact of each strategy. Typically, key measures in economic development are job and business growth.
- Potential partners with financial, technical or other resources to help with the implementation of strategies

### **Benefits of Selecting The I5 Group:**

- Located in the St. Louis area
- Familiarity with the area and region
- The convenience of accommodating last-minute requests
- Regional players with strong relationships in the area of economic development

- Thorough understanding of implementation from both a planning and consulting perspective
- Ability to bring a fresh perspective to U City
- Reliability of completing work on time and on budget

Mayor Pro Tem Carr opened the floor up for questions. The following excerpts represent a synopsis of the Q & A dialogue between members of the Council, the Board, and TIP.

**Q. The i5 Group's support during the implementation process**

- The final plan will include a section that provides the City with suggested next steps for how to move forward with implementing the proposed recommendations.

**Q. Structure of the Advisory Committee**

- While I think the EDRST could definitely act as the advisory committee, with this being a joint session, perhaps the committee could be expanded to provide a broader cross-section of people at the table.

**Q. U City's challenges and opportunities**

- U City is challenged because it is landlocked by all of the municipalities it borders. So the opportunities and strengths lie in the City's great framework, its neighborhoods, and areas like Olive and the Industrial Park.
- As a resident of U City, the one thing I've observed is the differences between areas to the north and south of Olive; which almost makes it feel like two cities instead of one. But after having the opportunity to look at a portion of Olive that the City was interested in redeveloping, Community and Economic Development Solutions is aware of some of the environmental challenges that have impacted the area's potential and think they can come up with some strategies to help U City address some of those issues.

**Q. The i5 Group's knowledge of global innovative economic development projects and solutions**

- Next week members of The i5 Group will be attending the American Planner's Association's Policy Conference which is a great way to stay in touch with trends that are occurring in different parts of the country. However, one of the challenges, when you're looking at developments from a community level, is the ability to distinguish broader trends with potential from realistic trends that can work at the local level from a City Council perspective.
- Colliers' Clayton location is a member of the International Company, which sponsors numerous meetings on best practices, and is also associated with different organizations who offer conferences about the latest advancements in economic development for equitable communities. So, one of my favorite things to do when I attend these events is finding new ideas that I can bring back, share, and implement.
- Community and Economic Development Solutions is a member of the International Economic Development Council; an organization for economic developers. Jackie has served on its Economic Development Research Partner's Program which focuses on specific issues affecting municipalities across the country.

**Q. The Strategic Plan's correlation to current City projects and developments**

- Beth and Jackie will be reviewing all of the City's plans, studies, and proposals for new projects and developments, to gain insight into everything that is going on and your aspirations.
- Last week the City issued an RFP to update its Comprehensive Plan which is excellent timing because the Economic Development Strategy will help to facilitate the planning process for that update.



**Q. The relationship between a place-based approach and the City's School District**

- People want to live and work in areas that have a system in place, and place-based approaches are designed to address the social and physical environment of a community by providing better integrated and accessible service systems. School districts are a part of that system, especially because some families will choose a community based on the type of school system they have. So these two components work hand-in-hand to stimulate residential and economic growth for communities.

**Q. The i5 Group's vision for Olive Boulevard and Cunningham Park**

- I think once we get into the work, rather than looking at the entire boulevard, we'll want to determine if there are any natural nodes or characteristics of Olive, that based on our market analysis and potential recommendations can become the catalyst for those areas. You can't work on everything at one time, so if we could focus on certain areas and fill them in, hopefully, it will drive some new economic development.

**Q. The Strategic Plan's correlation to neighborhoods with declining home values**

- By nature, the Economic Development Strategic Plan does not cover this problem as extensively as the Comprehensive Plan does. However, it is connected to economic development based on the desire to attract new residents; the population's impact on the City's employment base; the ability to attract new businesses; the people who patronize those businesses, and the City's image. So to that degree, they will be examined.

**Q. The use of nodes on the Olive Boulevard Corridor**

- When I say nodes, I'm thinking about an area along that corridor that may be slightly different from the next block because it has characteristics that can be enhanced. Nodes represent a future potential for urban renewal and targeted redevelopment. There may be sections of Olive with synergy conducive to a specific business or industry. So, it's interweaving the data, demographics, and market demand to map out future developments, new neighborhoods or potential industry clusters.

**Q. Handling community resistance to the discovery, planning, and recommendation process**

- Planning is both a science and an art, and when it comes to community engagement, that's kind of where the art comes in. Sometimes it's just not easy. Sometimes the best you can do is weigh the pros and cons so that the decision-makers can look at the information in terms of what would be the most equitable option moving forward. Because sometimes even you're best efforts won't lead to a consensus on a portion of the plan.

**FUTURE IQ**

**The Company:**

- Global Headquarters - P.O. Box 24687, Minneapolis, Minnesota 55424
- Offices - North America, Europe, and Australia
- Established - 2003

With a client base spanning regions, communities, industries, corporations, and organizations, the company has a global presence offering solutions that impact the local environment and works across cultures, sectors, and languages in order to shape unique and effective planning strategies.

**The Team:**

- David Beurle, CEO, and Jim Haguewood, Economic Development Specialist; winner of the Governor's Award in Washington State for his work on cluster developments

**Services:**

- Regional Planning
- City and Urban Planning
- Industry Planning and Analysis
- Economic and Workforce Development
- Defense Sector Engagement
- Organizational and Corporate Planning
- Tourism Destination Development

**The Approach:**

- As you go into a world filled with countless changes, how do you really plan for those changes while taking into account all of the emerging trends as you work to establish strategies?
- Through the use of unique planning methodology U City's vision will represent the whole community; core community values; address emerging trends and issues, and promote local action. The Community Strategic Action Plan will direct efforts and resources toward a defined vision for the future employing a roadmap that is realistic, achievable, sustainable, and provides a response to the following questions:
  - What should the City of U City become?
  - What makes the City of U City unique and special and how can the City use these characteristics to prepare for the future?
  - How will community stakeholder preferences fit into this vision?

**Economic and Workforce Development:**

Future iQ® works extensively on projects that target workforce and economic development. These projects aim to explore industry diversification opportunities and strategies, and how to better align the workforce with emerging industry needs. Often these projects are regional in scale and require a focus on building collaboration between sectors and organizations that comprise the economic development and workforce development ecosystem.

- There are eleven counties and twenty-one cities within the Middle Georgia region. The region contains the Macon and Warner Robins urbanized areas; however, the outlying areas are significantly more rural. Among the crucial industries in the region is Robins Air Force Base, which is the largest single-site industrial complex within the State of Georgia. As this base is a large driver of economic activity in the region, Future IQ's Regional Planning Process built on the existing defense industrial base and explored opportunities to diversify the regional economy from dependence on Department of Defense contracts. The intent of the Regional Plan was to assess Middle Georgia's strengths and determine opportunities to develop business in other markets. Using this information, the goal was to provide a roadmap to an economy that is more resilient to the Department of Defense spending fluctuations.
- Similar Regional Planning Projects were conducted in Central Ohio, San Diego, and Wisconsin.

**City and Urban Planning:**

Future iQ has undertaken over 300 large and medium scale city and community visioning projects. These have spanned locations across North America and Europe, and range from important urban centers to regional cities and rural communities. Their planning approach is underpinned by detailed customized research, extensive stakeholder engagement and data-driven decision making. The outcome is a future vision, and a strategic action plan that reflects the aligned views of the leadership, community, and key stakeholders.

- Coppel is a city in a suburb of Dallas, Texas. Much like U City, it is a bedroom community in the Dallas–Fort Worth metropolis made up of a population of approximately 42,000 residents. Coppel has undergone many changes over the past decade that has altered their environment. The city is rapidly approaching build-out and will be facing challenges associated with the redevelopment of existing spaces to accommodate future growth. Community demographics are changing in ways that are both typical of other communities and unique to Coppel. Like many communities, residents are aging and looking for ways to stay engaged within the community. The City has heavily invested in succession planning and leadership development to ensure that the next generation of leaders can build upon the foundation of the existing culture of service and excellence. Future IQ's initiative enabled stakeholders and community members to come together to plan for the future of Coppel. This led to the clarification of priorities and actions that defined a clear roadmap for their Strategic Plan.
- Similar City and Urban Planning projects have been conducted in Michigan, Ohio, Illinois, Kansas City, Minnesota, and Los Angeles.

### **Stakeholder and Community Engagement:**

In today's environment, robust engagement and transparency are imperative. Future IQ's stakeholder and community engagement methods allow people to be a part of the decision-making, visioning, and planning process.

- **Participation and Collaboration** - The Company's process engages a wide range of people and stakeholders to participate in a collaborative manner. Their belief; a key to successful engagement includes making sure people know their input matters.
- **Building Consensus** - Through a process of surveys, data collection, workshops, and focus groups, Future iQ has the ability to help people reach consensus around a shared vision, and facilitate sometimes difficult discussions in a smooth, respectful, and focused manner.
- **Facilitating Real Conversations** - Engaging stakeholders in real discussions that get beyond the veil to address short-term obstacles ensures long-term success.
  - The stakeholder and community engagement process for the Coppel, Texas Vision 2040 Initiative included a community survey, think tanks, visionary tanks, numerous workshops, focus groups, and a communication plan.
  - Youth Voice seems to be really important in terms of an economic development strategy and Future IQ will often do sessions in high schools or on a university campus to get that perspective. Why? Because thinking about workforce and future skillsets are important and their voice in the conversation can be quite powerful.
  - Future Summits. A creative and exciting conversation when developing an economic development strategy that allows the community to talk about where future opportunities lie and how to avoid some of the pitfalls and disruptions of the future.

### **Nodes and Modes:**

Nodes and Modes is an innovative concept of tightly coupling together neighborhood development (Nodes), with multimodal transport connections (Modes). This concept enhances the characteristics and fabric of a community while embracing urban renewal and targeted redevelopment. This concept allows community residents to map out future developments, including locations of potential industry clusters, new community neighborhoods, and transportation connections.

- U City's idea around neighborhoods projected in the RFP involves the concept of nodes and modes, much like the Edina, Minnesota Project completed by Future IQ. Edina is currently bisected by two major road corridors, and the Nodes and Modes approach is exploring how to reconnect portions of the city with concepts such as trail networks, new public spaces, and transport loops.

Future IQ has figured out the framework that seems to be able to reduce that sweet spot when you're in a planning process.

So whether it's an incoming development strategy or a regional strategy or a city plan, it's about finding a way to bring these three big dimensions together and getting them to work in the right way.

### **Future Trends:**

In the next decade we are going to see all sorts of change; generational change; changes in the world of technology, the impact of electronic vehicles; attitude changes, and destruction to the left, right, and center. The question is what will all of this transcend into, and what do you need to build into your plan to give yourself flexibility as a way to position yourself in the future? You can kind of think of it in terms of your own local economy and the disruption that is occurring in retail. So, how do you think about parts of your economic fabric and where it will end up in two, five or ten years from now? Trying to understand those future trends is a really key part of what Future IQ wants to bring to the process.

### **The Data-Driven Focus:**

Utilization of the data-driven approach during the engagement phase brings a specific potential to a project.

- If you ask people their views in the engagement process you will get lots of opinions. But without some way to synthesize those opinions all you're really left with are buckets full of comments or ideas. Future IQ is a pioneer in combining data visualization methods in order to produce clarity for stakeholders. Their combination of a wide range of innovative techniques enables stakeholders to have a clear understanding of the results.
- In today's world, people expect more transparency, so there is a need to think about how you can create the opportunity for people to have input in a meaningful way that is also thoughtful and produces good results.
  - The Coppell, Texas Initiative included data-driven research on urban and city trends, including benchmarking the Town against similar towns and cities that had a high-performance score within their state; a close proximity to an international airport, and a changing demographic protocol. Residents were aging and looking for ways to stay engaged within the community. The City was rapidly approaching build-out and would soon be facing challenges associated with the redevelopment of existing spaces to accommodate future growth. This research gave Coppell a way to think about how they viewed themselves not just in comparison to their surrounding neighborhoods, but in a larger national sense.
  - It was also very fruitful in terms of thinking about economic strategies and learning about what communities were having success with different approaches.

### **The Future of Urban Living:**

The vast majority of Future IQ's research looks at future trends. In some of its recent publications, they have conducted work on topics like, future food; industrial revolution; artificial intelligence; robotics, and automation, in an attempt to really understand what all of this means, and how it is going to change our lives.

- One of their most recent topics is the future of urban living. Through an international consultation and partnership with Windsor Castle, Future IQ brought together 30 experts in key areas such as climate change, energy, food, agriculture, urban planning, architecture, transportation, sociology, and work, for a two-day think tank to discuss what urban living will be like in 2025. This consultation took on the form of a practical scenario-driven and foresight-orientated process that produced insight into what it is going to be like for cities and how all of these dynamics cascade into the various types of economic activity.
- To put it into context, when U City thinks of previous planning eras, its current process, and the changing dynamics, its population and demographics are evolving and shifting. So, how does U City position itself as a city, in five or ten years, both as a community and an economic engine? Taking into account all the things that are changing around you, what will your strategic position be in the future?

- This is sort of a personal destination. Urban cores are transforming causing the nature of suburbs to change. Why is this important; because it starts to create a dynamic where you, as a first ring city, located next to a downtown area, will begin to see all sorts of changes as a function of this movement of people in the geographic landscape? U City will start to see those pressures of gentrification, developments that are fully built out, and the next thing that happens is you start to get density built-in that can be a challenge for some people. Future IQ is interested in the evolution of these different arcs in cities and the way they sort of pull this together is through a process they call "*Think Tanks*".

**Think Tanks:**

- A way to get people to take a deep dive into the future.
- Think Tanks is a scenario-based planning methodology that Future IQ has found to be very powerful because it allows stakeholders to play out different versions of the future when thinking about their economic strategy and look at what the connotations might be.

**Additional Resources:**

- Mapping of job density for communities
- Community Survey Work; i.e., Resilience and Adaptability.
- Interactive Data Visualization

**Action Plan:**

- The final plan is built around a series of critical pillars developed throughout the process.
- Future IQ's goal is to present information-rich plans that are easy to use and represent a livable working document rather than a bunch of charts. Each plan is packaged to identify the importance of strategies, the connections, its value to residents, action steps, relevant examples, and useful resources.

**Succession Plan:**

- A roadmap that takes a community from where they are now, until a certain point in the future.

Mayor Pro Tem Carr opened the floor up for questions. The following excerpts represent a synopsis of the Q & A dialogue between members of the Council, the Board, and TIP.

**Q. A community's visionary timeframe for implementing an Economic Development Strategy.**

- I also noticed that the City anticipates updating its Comprehensive Plan, and while it depends on what that plan is; a Comprehensive Plan should encompass a minimum of ten years. However, in today's world, we really should be looking at a longer timeframe that seeks to imagine twenty years into the future. Of course, you don't want to get locked in because you will have things to reconsider every few years. So in my mind, an Economic Development Strategy is kind of a subset of that larger visionary and planning process, which typically establishes five or ten-year goals. More and more people are really trying to understand how things are changing, and I think there is a lot of merit in that. You want to set a course, but you also want to be able to check-in and say, are there things changing that we need to take account of? So I think a five to ten year Economic Development Strategy seems to be the norm, but from a community visioning perspective and positioning, it should be further out.

Mayor Pro Tem Carr asked Mr. Rose and Ms. Tucker if they would provide Council with the next steps in this process.

Mr. Rose stated the next step in the process is to place this item on Council's October 14th agenda for the purpose of identifying a firm to develop the City's Economic Development Strategy. In the interim, Mr. Rose stated he and Ms. Tucker will work to formulate staff's recommendation.

Mayor Pro Tem Carr stated next, she would like to go around the room and provide the Board and Council with an opportunity to share their thoughts about the presentations, so that the applicants can walk away with something from this as well.

Board Member Bellow stated he is on the fence and needs to give more thought to the second and third presentations. He stated while he likes the fact that The i5 Group is local and already has an understanding of U City, he liked Future IQ's consideration of a variety of trends that are happening on a much broader scale, and the opportunity it provides for U City to be more innovative than other cities. Mr. Beurle presented ideas that other cities similar to U City are doing to prepare for jobs in the future that frankly, we don't even know about yet. And he really liked the concept of getting high school and university students involved.

Board Member Price stated at this point, he is starting to think more about the advantages of being local. If there's a distance that means everything will be taken care of from a distance. So he has some reservations about access and the ability to provide the human capital needed to give U City exactly what it needs when it needs it. For that reason, he is leaning towards The i5 Group.

Board Member Lenard stated while he also shapes towards favoring local, he thinks all of them are excellent choices. But quite honestly, the one thing he had failed to think about during this process was the impact of human connections. A prime example is that during the three years Dr. Hardin-Bartley has been the Superintendent, time and time again, the fact that she is so deeply integrated into this community with those human connections has brought key people to the City. The District's new Communication's Director is someone who wrote a prize-winning story on childhood trauma for the *St. Louis Post Dispatch*, and somehow the two connected. He stated while he does not know how much difference something like that would make in this type of process, those human connections by someone rooted in the community may be an attribute The i5 Group can provide.

The other concern goes back to his original question regarding the District's proposal to work with the City in the creation of a workforce development or career center. However, it ends up being hammered out he thinks there should be input on how to make that happen from whichever expert is selected.

Councilmember McMahon stated although he does think that local is important, there is always a need to balance things out. Someone mentioned that oftentimes perception is the reality. So just like distance can impact accessibility, familiarity can breed preconceived notions or impact one's perception. And that can be a hindrance in this process when you think about the need to be open-minded and willing to consider new ideas. So what are the local group's perceived notions about U City? And will the data they are able to develop from a local perspective outweigh any of those preconceived notions? These are things everyone may need to think about as well.

Councilmember McMahon stated he appreciated Mr. Beurle's comments which were broader in nature and offered innovative concepts that could be beneficial. The bottom line, however, is that the plan must be realistic and implementable, as opposed to a pie in the sky kind of thing. So, he's also on the fence and thinks the Board and Council will have to dig in and really evaluate these two different philosophies.

Councilmember Smotherson stated he thinks the local-based group would be more relevant to the City's needs, as opposed to the other two.

Board Member Sorkin stated she asked the question about The i5 Group's ability to bring ideas to the table that weren't necessarily organic to the St. Louis area because she wants to see fresh and innovative ideas. And while she does think that at some point, the City should look at a longer range than five or ten years, The i5 Group clearly demonstrated their ability to understand the lay of the land and several of their members have been engaged in realistic projects that have come to fruition.

But, she would have to admit, that she was fascinated by the last speaker and kind of wish that Future IQ could be a consultant to the local team.

Councilmember Hales stated between the second and third presentations it was almost as if they were responding to two different RFPs. Future IQ was very big picture, whereas The i5 Group was very specific about where they wanted to go and how they plan to get there. So he thinks it comes down to what folks think are realistic expectations for a five or ten-year focus.

Councilmember Clay stated he thinks that if he had to be pinned down, his choice would be The i5 Group. Not that there was not lots of merit to Future IQ's presentation, but for what this City needs to do, the timeframe in which it needs to be done, and the resources it has available, they seem to be the better choice.

*(Councilmember Clay and Board Member Williams left the meeting at 8:04 p.m.)*

Board Member Moore stated she thinks that someone who demonstrates their understanding of U City, and has an open mind, like The i5 Group, is a team this City could develop a strong partnership with. So, while she thought the third presentation was fantastic, it felt a little too dreamy and unrealistic for this community.

Board Member O'Brien stated although both of the last presentations were great, he is leaning more towards Future IQ. The concepts presented about conducting surveys and Future IQ's use of different methodologies to garner input from more people was a suggestion that should be utilized by the successful applicant because it's much better than a steering committee of fifteen people.

Mayor Pro Tem Carr stated she too is torn between the last two presentations. She stated although The i5 Group knows the region, knows U City, and can tap into the process quickly, she does have reservations about their capability to consider some of the more innovative concepts that might be outside of their wheelhouse.

The Mayor Pro Tem stated that she loved Mr. Beurle's comments about the need to look twenty years ahead because, in her mind, that's what this City should be moving towards. And thinks that in terms of setting goals with whatever consultant is selected, that component should be included. She was also impressed by something else Mr. Beurle brought to the table that really needs to be addressed and incorporated into the plan, and that is U City's aging population because many of her contemporaries have moved away from the area. So there are generational, as well as economic changes that have occurred in U City. She stated her impression is that the Board, Council, and this administration, would like to move quickly, so for that reason she is in favor of The i5 Group because they are local and have the associations to help the City get started sooner rather than later.

Mr. Rose stated he would like to remind the Board and Council that the City will be advancing two important projects; the Economic Development Strategy, focused on more immediate needs, like the type of businesses to attract, and the Comprehensive Plan Update, which is more futuristic and focuses on visionary engagement. Therefore, his assumption is that regardless of Council's decision with respect to the strategic plan, there may be an opportunity to utilize Future IQ as well. Because his belief is that their approach would fit quite nicely with the City's objectives for the Comprehensive Plan Update.

Libbey Tucker, Director of Economic Development stated she does not think the City could go wrong with any of the company's presented here today because all three possess dynamic attributes. She stated she has worked with The i5 Group and knows all of its members in some capacity. Her only concern is that most of their experience has been in the area of comprehensive plan work rather than strategic plans. In fact, they are currently working on a Comprehensive Plan for Fairview Heights, and her counterpart in that office is very pleased with the work they've done so far.

However, when she checked Future IQ's references everybody she talked to expressed excitement about their unique and out-of-the-box approach, as well as their ability to really ask the tough questions that persuaded stakeholders to have open and honest conversations about how to shape their communities; which is something she thinks would be good for U City. They have also created an entire website on how to gather data and keep generating updates by incorporating new projects into your initial plan. So, she thought that was impressive, along with their bigger picture way of thinking, which could bring a totally different perspective than The i5 Group.

### **3. ADJOURNMENT**

Mayor Pro Tem Carr thanked everyone for their participation and adjourned the Joint Study Session at 8:10 p.m.