

Saint Charles County Port Authority  
Strategic Plan  
August 2021

# STRATEGIC PLAN Process

- ✓ Mission, Vision, Goals Established
- ✓ Sector & Market Analysis
- ✓ Port Financial Strategies
- ✓ Transportation Focus Group
- ✓ Business Focus Group
- ✓ Economic Development Focus Group
- ✓ Education & Workforce Focus Group



St. Charles County  
Port Authority  
Board Review  
& Determination  
of Priorities



Final  
Strategic Plan

*Spring/Summer 2021*

*Summer 2021*

*Fall 2021*

# Developing the Port's Strategic Plan

What are the goals and desires of the County and the Board for the Port Authority?	Mission and Vision statements
What is the current economy and what is it made up of? What are the current issues/gaps/needs?	Existing conditions report
Who are the key partners and stakeholders in the County and what are their missions, specialties areas of interest?	Inventory of SCC economic development agencies and partners
Where do gaps currently exist in the St. Charles County economic development ecosystem? Can we define a niche for the Port Authority? Where could the Port lead and where could the Port follow?	Gap analysis
What are the opinions of existing gaps, needs and opportunities of the key partners and stakeholders?	Focus Groups
How do the gaps and needs of the existing conditions, economic development ecosystem and focus group opinions culminate into the plan?	Opportunities and Key Results

# ST. CHARLES COUNTY PORT AUTHORITY

## **Vision –**

*Create and enhance positive economic development opportunities and outcomes in the County.*

## **Mission –**

*The St. Charles County Port Authority is a viable professional organization designed to promote development in a cooperative manner with other economic development organizations that share a common interest in creating new job opportunities, expanding the existing tax base, and promoting economic well-being for the residents of the County. The Port Authority achieves outcomes that would not otherwise occur by encouraging and facilitating new private and public capital investment through a principled deployment of its unique set of tools and expertise.*

## **Board Values –**

*Open and transparent; Supportive partner; Principled and analytical investor; Active and on-going educator and learner; Added value to economic development ecosystem.*

# Statutory Purpose

To promote general welfare, promote development within the port district(s), encourage private capital investment, foster the creation of industrial facilities and parks, endeavor to increase commerce, promote establishment of a foreign trade zone.

# EXISTING CONDITIONS SUMMARY



**Strengths**

Population Growth : Higher Median Household Income : Higher Educational Attainment :  
More productive workers : Strong entrepreneurial support network  
Targeted industries (Manufacturing, Transportation, Information) show growth in  
employment and productivity.



**Weaknesses**

Development ready sites – infrastructure : Job loss in Finance & Insurance Industry  
Of the workforce living in St. Charles County, 64% work outside of the County  
Of the workforce working in St. Charles County, 50% live outside the County  
The availability of a skilled workforce living in the County



**Opportunities**

Available sites and infrastructure will continue to support manufacturing and transportation growth  
Examine the Finance & Insurance industry to understand limitations to growth & potential solutions  
(including subsectors)  
Information sector's competitive advantage – identify strategies to enhance competitiveness and  
accelerate growth.



**Threats**

Regional salary levels for professional workers may continue to work against St. Charles County  
employment and industry growth efforts.

# Key Partners and Stakeholders

- Economic Development
  - Municipalities
  - Economic Development Council of St. Charles County
  - St. Charles County
  - Missouri Partnership
  - Greater St. Louis, Inc.
- Primary Business Sector
  - Boeing
  - Chamber of Commerce Organizations (County and Municipal)
  - GM
  - Hoffman Commercial Real Estate
  - Commercial Real Estate Professionals
- Transportation/Infrastructure
  - MoDOT
  - Regional Freightway (Bi-State)
  - County Road Board
  - East West Gateway
  - Municipal Public Works professionals
  - Utilities
- Education/Workforce
  - St. Charles Community College
  - Lindenwood University
  - School Districts (High Schools)
  - MO Department of Education
  - County Workforce Development Board
  - CAPS Program

# FOCUS GROUPS SUMMARY

## **Workforce**

Recruiting workers and attracting jobs : County imports lower-wage earners and exports higher-wage earners : Need to attract more finance, legal, healthcare jobs : Retaining trade industry and front-line workers is a long-term challenge : Encourage hospitality jobs as careers : Employers challenged by rising wages : Marketing to workers/workforce recruitment : Hospitality/tourism workforce development

## **Quality of Life**

Public safety : Education (strong school districts) : High standard/low cost of living : “most livable” communities : Need to market quality of life : ensuring diversity of housing options : need better transit and connectivity

## **Transportation**

Need to find opportunities for multi-modal development (truck, river, rail, air) to expand transportation/logistics sectors : Road improvements needed : Workforce connectivity.

## **Infrastructure**

Certified sites program : Infrastructure development needed to manage the path, shape, and pace of growth : Infrastructure development helps shape multi-modal development opportunities as well.

## **Education**

Education resources (St. Charles County Schools CAPS Program, Missouri FastTrack Program) are underutilized : Need to match educational resources to employers’ needs : Modernize Community College facilities to train modern workforce



# FOCUS GROUPS SUMMARY

## **Future Wants and Needs**

- Site for data farm(s)
- Certified Sites
- 64 Corridor should look like Chesterfield Valley (more finance/legal/healthcare jobs)
- Research Facilities & Business Incubator(s) to capitalize on potential of entrepreneurship
- Multi-modal facilities
- Better transit/connectivity for workforce access
- Alignment in education, employers' needs, and workforce development

## **What can the Port do to help?**

- Incentives
- Site development, infrastructure
- Certified Sites Program
- Connectivity
- Multi-modal
- Funding

# INFRASTRUCTURE PROJECT INVENTORY TO DATE

## City of St. Charles

- Riverpointe: 2 miles of Missouri River frontage south from I-70 to Family Arena. Three-phase mixed-use development
  - Project Type: Urban Redevelopment
  - Status: In progress
- American Car Foundry: 22.3-acre site; redevelopment of vacant warehouse space into apartments and restaurant; extend Main Street through property to connect to Main Street to the north to activate French Town.
  - Project Type: Urban Redevelopment
  - Status: Planning
- Elm Point Levee: Raise Levee to open up land for additional development.
  - Project Type: Levee Improvement
  - Status: Planning
- Frenchtown Levee: Raise the Katy Trail to protect Frenchtown and to take land out of the 100-year floodplain
  - Project Type: Levee Improvement

## Weldon Spring

- Potential site (Approximately 146 acres) east of I-64 and south of 94
  - Project Type: Land Development
  - Status: Pre-planning

# INFRASTRUCTURE PROJECT INVENTORY TO DATE

## **City of St. Peters**

- Medline: 811,400 SF Distribution Center
  - Project Type: Industrial Building
  - Status: Under Construction
- Amazon: 142,670 SF Distribution Center
  - Project Type: Industrial Building
  - Status: Under Construction
- Premier 370: Two buildings 423,000 SF and 366,000 SF
  - Project Type: Industrial Building
  - Status: Planning

## **City of O'Fallon**

- O'Fallon Station: 14-acre mixed-use development around City Hall
  - Project Type: Urban Redevelopment
  - Status: Planning
- Sisters of Most Precious Blood Property: 30-acre mixed-use project near City Hall.
  - Project Type: Urban Redevelopment
  - Status: Planning
- Streets of Caledonia: 160 acres of residential development. 100 acres of commercial development.
  - Large-scale community
  - Under Construction

# INFRASTRUCTURE PROJECT INVENTORY TO DATE



## **Lake Saint Louis**



- Grocery Store
  - Project Type: Retail
  - Status: Anticipated opening 2021

## **Wentzville**

- Potential Mega Site (Approximately 170 acres) north of A at Josephville Road
  - Project Type: Land Development
  - Status: Pre-planning
- I-70 at David Hoekel Parkway: 350-400 acre commercial and mixed-use development (facilitated by infrastructure improvements including roadway extension, relocation of North Outer Road, and improvements to the DHP and I-70 interchange)
  - Project Type: Commercial/Industrial
  - Status: Planning
- Bend Development: 25-acre commercial/retail development (including community center)
  - Project Type: Commercial/Retail
  - Status: In development
- Wentzville Parkway South roadway extension
  - Project Type: Infrastructure
  - Status: Begin 2022

# Focus Group Feedback and Gaps in SCC ecosystem – Defining a role for the Port Authority

ELEMENTS OF AN EFFECTIVE ECONOMIC DEVELOPMENT ECO-SYSTEM	SCC AGENCIES WITH MISSIONS AND FOCUS	DEMAND GAP
<i>Active identification and publication of developable site locations for business location or expansion</i>	Missouri “Location One” EDC website property focus County identified “mega-sites” St. Louis Regional Freightways list	
<i>Funding dedicated to infrastructure development to support business location or expansion (rail, air, water, sewer, utilities, fiber)</i>		
<i>Transportation funds for business location or expansion (roadways)</i>	County Road Board MODOT Economic Development Funds	
<i>Planning and pre-development funding to eliminate barriers to development for business location</i>		
<i>Incentives and financing to attract business location or expansion</i>	Missouri Department of Economic Development St. Charles County City Government	

ELEMENTS OF AN EFFECTIVE ECONOMIC DEVELOPMENT ECO-SYSTEM	SCC AGENCIES WITH MISSIONS AND FOCUS	DEMAND GAP
<b><i>Marketing directed at new business location (trade shows, ad placements, site selector activities, etc), existing business expansion or attraction of skilled workforce</i></b>	St. Charles County Economic Development Council (EDC) Missouri Partnership Countywide Chambers of Commerce	
<b><i>Active outreach program to existing business to understand demands, mitigate issues and promote retention</i></b>	City Economic Developers EDC	
<b><i>Workforce training/education providing skill development to match current business needs and to prepare the workforce of the future to meet high growth industry demands</i></b>	St. Charles County Workforce Development Board County Department of Workforce & Business Development St. Charles County Schools CAPS County School Districts Lindenwood University SCC Community College Trade Schools	
<b><i>Business financing/access to capital</i></b>	St. Charles County EDC SBA 504 loan St. Charles County EDC/St. Charles County Industrial Development	

ELEMENTS OF AN EFFECTIVE ECONOMIC DEVELOPMENT ECO-SYSTEM	SCC AGENCIES WITH MISSIONS AND FOCUS	DEMAND GAP
<i>Entrepreneurship environment/ecosystem (space, support, expertise and funding)</i>	St. Charles County Incubator OPO Startups Mo Small Business Development Center St. Charles County Community College -Ed2Go	
<i>Tourism and Destination Retail (Coordinate Countywide Efforts)</i>	Greater St. Charles Convention and Visitors Bureau Main Street St. Charles Visit O'Fallon	★

# Process Analysis

- Are the demands and gaps identified by the analysis of the eco-system and the opinions of the Focus Groups consistent with the data shown in the Existing Conditions report?  
**YES**
- Do the Port Authority statutes provide the ability of the Port to focus on these gaps? **YES**



# Objectives and Key Results

Objectives and Key Results: A collaborative goal-setting tool used by teams and individuals to set challenging, ambitious goals with measurable results. OKRs are how you track progress, create alignment, and encourage engagement around measurable goals.

# Primary Objective 1

Element: Funding dedicated to infrastructure development to support business location or expansion (rail, air, water, sewer, utilities, fiber)

- Objective: Establish funding sources to support rail, air, water, sewer, utilities, fiber infrastructure necessary to support business location or expansion in St. Charles County
  - Key Result 1: Within the Port Authority's first two years of operation, establish Port Improvement District(s) to support 5 projects.
  - Key Result 2: Establish 5 AIM Zones in St. Charles County within the Port Authority's first two years of operation.
  - Key Result 3: Achieve grant funding through the MoDOT Freight Enhancement Program.
  - Key Result 4: Achieve grant funding through the Federal Port Infrastructure Development Program
  - Key Result 5: Achieve grant funding through the Federal RAISE Program
  - Key Result 6: Achieve grant funding through the Federal INFRA Program
- Objective: Annually dedicate funding for infrastructure development
  - Key Result 1: Quarterly, discuss potential projects for infrastructure funds.
  - Key Result 2: Identify one project per quarter for funding.
- Objective: Partner with the County Road Board and MoDOT on future transportation projects
  - Key Result 1: Meet regularly with the County Road Board and MoDOT to identify projects and opportunities for partnership.
  - Key Result 2: Identify one project annually on which to partner.

# Primary Objective 2

Element: Planning and pre-development funding to eliminate barriers to development for business location

- Objective: Provide funding to support planning, needs assessments, environmental assessment, engineering, preliminary design, remediation, demolition, and site preparation.
  - Key Result 1: Establish an application process by which County or municipal entities may engage the Port Authority for funding.
  - Key Result 2: Advertise funding availability and communicate application process to stakeholders.
- Objective: Facilitate land acquisition for key business location or expansion projects.
  - Key Result 1: Engage with EDC monthly to stay abreast of Countywide economic development projects and needs.
  - Key Result 2: Recognizing this action functions as a development incentive, create an application and project-vetting process through which County stakeholders, developers, and other organizations may engage the Port Authority for this assistance.
- Objective: Partner with County development organizations to create a standard set of elements that must be present on any property to deem it “development ready.”
  - Key Result 1: Review Missouri’s Certified Sites Program criteria and identify County locations that may be suitable development sites but do not currently meet this criteria.
  - Key Result 2: Work with partner organizations to publish criteria.
  - Key Result 3: Identify sites that do not meet this criteria but would present opportunities for development if they did meet this criteria.

# Primary Objective 3

Element: Establish the Port Authority as a viable professional organization.

- Objective: Create an organizational foundation that will ensure compliant operations as a Missouri political subdivision.
  - Key Result 1: Complete a bylaw comparison exercise with similar highly functioning political subdivisions in the State and consider any amendments to existing bylaws.
  - Key Result 2: Complete a policy document review exercise with similar highly functioning political subdivisions in the State and consider any legal and audit requirements through adoption of policies crafted to meet the needs of the Port Authority.
  - Key Result 3: Create the means for Board member participation in development, education and on-going access to all foundation documents and any amendments.
- Objective: Create the means to employ a full-time Executive Director with experience in Port operations, economic development, Chapter 68 authority and organizational viability.
  - Key Result 1: Make application to the Economic Development Administration and the Missouri Department of Transportation for planning and technical assistance grant funds that will include a salary component for a new hire.
- Objective: Establish standards and protocols for the Port's financial participation in any project including, but not limited to: evaluation criteria and due diligence, limits, risk, minimum return on investment and public benefit.
  - Key Result 1: Assign drafting of a standards and protocols document, application and guidelines to current consultants and request submission for review and discussion and possible adoption by the Board.
  - Key Result 2: Work with partner organizations to publish criteria.
  - Key Result 3: Establish an application process by which County or municipal entities may engage the Port Authority for funding.
  - Key Result 4: Advertise funding availability and communicate application process to stakeholders.
- Objective: Adopt a financing plan specific to the operations of the Board with strategies for both start-up funding sources and mechanisms that allow for long-term revenues that ensure the financial viability of the Port Authority as a political subdivision.
  - Key Result 1: Review recommendations from Strategic Plan contractor on short and long-term financing opportunities specific to the operations of the Board and consider adoption of desired components.

# Support Objective 1

Element: Marketing directed at new business location (trade shows, ad placements, site selector activities, etc), existing business expansion or attraction of skilled workforce

- Objective: Establish the Port Authority as a partner in economic development marketing.
  - Key Result 1: Partner with EDC, AllianceSTL, Freightways staff to meet site selector needs.
  - Key Result 2: Join organizations such as the Society of Industrial and Office Realtors (SIOR) to support the local brokerage community.
  - Key Result 3: Work with EDC and St. Charles County to bolster internet presence to broadcast to current and potential partners the locational advantages associated with the County and the programs/assistance the Port Authority can offer.
  - Key Result 4: Work with EDC and St. Charles County to market labor and employment opportunities to attract skilled workers.

# Support Objective 2

Element: Workforce training/education providing skill development to match current business needs and to prepare the workforce of the future to meet high growth industry demands

- Objective: Support the efforts of the Countywide organizations engaged directly in these efforts:
  - Key Result 1: Support the St. Charles County Schools CAPS program via marketing and annual funding assistance.
  - Key Result 2: Meet regularly with the St. Charles County Workforce Development Board, School Districts, and EDC to ensure alignment of economic development, education, and workforce development activities.
  - Key Result 3: Meet regularly with education institutions in the region to explore continued partnerships.

# Support Objective 3

Element: Tourism and Destination Retail (Coordinate Countywide Efforts)

- Objective: Work with existing tourism organizations to market all of the County's tourism assets collectively.
  - Key Result 1: Meet regularly with all County tourism organizations (e.g., Greater St. Charles Convention and Visitors Bureau, Main Street St. Charles, Visit O'Fallon) to discuss how the Port can assist Countywide tourism development and marketing activities.
  - Key Result 2: Work with partners to determine opportunities or desire for a countywide tourism management plan; a framework through which tourism management and marketing priorities may be organized, funded, and implemented.



# PROJECTS & FINANCING STRATEGIES

## Wentzville

*Potential Mega Site (Approximately 170 acres)  
north of Highway A and east of Josephville Road*

**Port Support:** Work with partner organizations (County, State) to construct utilities and roadway infrastructure on approximately 170 acres to make this land a Certified Site and open it up for development.

### Phase 1 – planning/engineering study

**Estimated Cost: \$60,000**

Port could pay for this study with funds of its own or from grant sources.

### Phase 2 (estimated costs for illustration only)

- Estimated Cost: \$50,000 per acre for to get the site ready for industrial development.
- Total estimated cost: \$8.5 million.
- Sources of funds:
  - County, Port Improvement District, AIM Zone, MoDOT Freight Enhancement Program (up-to \$500,000).

**OKR Alignment:** Primary Objective 1 Objective: Establish funding sources to support rail, air, water, sewer, utilities, fiber infrastructure necessary to support business location or expansion in St. Charles County





# Wentzville Project Financing Scenario

## Assumptions

170 acres at \$50,000 = \$8.5M total costs

\$	55,000	Average wage
	3.50%	W/ H tax est
	50%	AIM Zone benefit
\$	962.50	per job benefit per year

COST	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10	TOTAL COSTS	TOTAL SOURCES
Planning costs	\$ 60,000											
Land Development Costs		\$ 2,500,000		\$3,000,000		\$3,000,000					\$ 8,500,000	
Acres Developed		50		60		60						
Total New Jobs Created in Zone		500	600	750	900	1,200	1,500	2,000	2,150	2,300		
<b>REVENUE</b>												
AIM Zone Proceeds		\$481,250	\$577,500	\$721,875	\$866,250	\$1,155,000	\$1,443,750	\$1,925,000	\$2,069,375	\$2,213,750		\$11,453,750
BUILD Program - MDFB				\$2,000,000								\$2,000,000
County Road Board Fund			\$1,000,000									\$1,000,000
<b>TOTAL</b>												<b>\$14,453,750</b>

## OTHER RESOURCES

*FD Annual Use Tax on Goods Purchased*

NPV of AIM Zone Revenues at 4.5%	\$ 6,400,000
Plus MDFB	\$ 2,000,000
Plus County Road Board	\$ 1,000,000
<b>Estimated Total Funds</b>	<b>\$ 9,400,000</b>

# PROJECTS & FINANCING STRATEGIES

## **Weldon Spring**

*Approximately 146 acres along I-64 south of 94*

**Port Support:** Work with partner organizations (County, State) to construct utilities and roadway infrastructure on approximately 146 acres to make this land a Certified Site and open it up for development.

### **Phase 1 – planning/engineering study**

**Estimated Cost: \$60,000**

Port could pay for this study with funds of its own or from grant sources.

### **Phase 2 (estimated costs for illustration only)**

- Estimated Cost: \$50,000 per acre for to get the site ready for industrial development.
- Total estimated cost: \$7.3 million.
- Sources of funds:
  - County, Port Improvement District, AIM Zone, MoDOT Freight Enhancement Program (up-to \$500,000).

### **OKR Alignment: Primary Objective 1**

- Objective: Establish funding sources to support rail, air, water, sewer, utilities, fiber infrastructure necessary to support business location or expansion in St. Charles County



# Weldon Spring Project Financing Scenario

## Assumptions

146 acres at \$50,000 = \$7.3M total costs

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	3.50%	W/ H tax est
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COST	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10	TOTAL COSTS	TOTAL SOURCES
Planning costs	\$ 60,000											
Land Development Costs		\$ 2,500,000		\$2,500,000		\$2,300,000					\$ 7,300,000	
Acres Developed		50		50		46						
Total New Jobs Created in Zone		500	600	750	900	1,200	1,500	1,750	1,900	2,000		
<b>REVENUE</b>												
AIM Zone Proceeds		\$481,250	\$577,500	\$721,875	\$866,250	\$1,155,000	\$1,443,750	\$1,684,375	\$1,828,750	\$1,925,000		\$10,683,750
BUILD Program - MDFB				\$2,000,000								\$2,000,000
County Road Board Fund			\$1,000,000									\$1,000,000
<b>TOTAL</b>												<b>\$13,683,750</b>

## OTHER RESOURCES

*FD Annual Use Tax on Goods Purchased*

NPV of AIM Zone Revenues at 4.5%	\$ 6,000,000
Plus MDFB	\$ 2,000,000
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