



Windsor Heights Improving Economic Development Summary of Facilitation

Wednesday, June 28, 2017



APPENDIX – Power Point of Pre–Work Survey Results

- 
1. Introductions
 2. Review Session Outcomes
 3. Discuss the **Approval Process**.
 4. Review and Discuss **Survey Results**.
 5. Prioritize sites for the city to have an active role.
(Proactive rather than reactive?)
 6. Deliverable: Summarize your discussion.
-

Session outcomes for this evening...

1. What businesses and where does this collective group of participants desire for Windsor Heights?
 2. What materials need to be developed for approaching desired economic development interests and how do we improve our approach?
 3. Related, but not precisely the same thing: What is the current and PREFERRED process for accomplishing economic development goals/securing ED projects – and what are the steps to move us toward that more ideal process?
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Destination Windsor Heights Recap



WHY

Windsor Heights' opportunity for growth rests with making the most of the existing property in the community through redevelopment. Maximizing the development yield for existing properties will support the community's tax base, while providing jobs and services in the community that otherwise exist in the surrounding communities. Our city is already a hub for large retailers like Wal-Mart and Hy-Vee, and we have a number of smaller niche retailers along University Avenue and Hickman Road. We want to retain these businesses and create opportunities for new ones. This is important as ~91% of the respondents to a public survey indicated that "Windsor Heights needs to do a better job creating a supportive business climate."

OUR VISION

- Developers compete for the opportunity to develop in Windsor Heights.
- We have a mix of big and small retail to serve both local and regional customers.
- Windsor Heights is known for its ability to put together solid economic development packages that meet the needs of developers, businesses and residents.

OUR GOALS

1. Attract new business to Windsor Heights.
 2. Support strategic redevelopment along key corridors, including University Avenue, Hickman Road, 73rd Street, and 63rd Street.
 3. Create a supportive business climate.
-

Discuss Approval Process

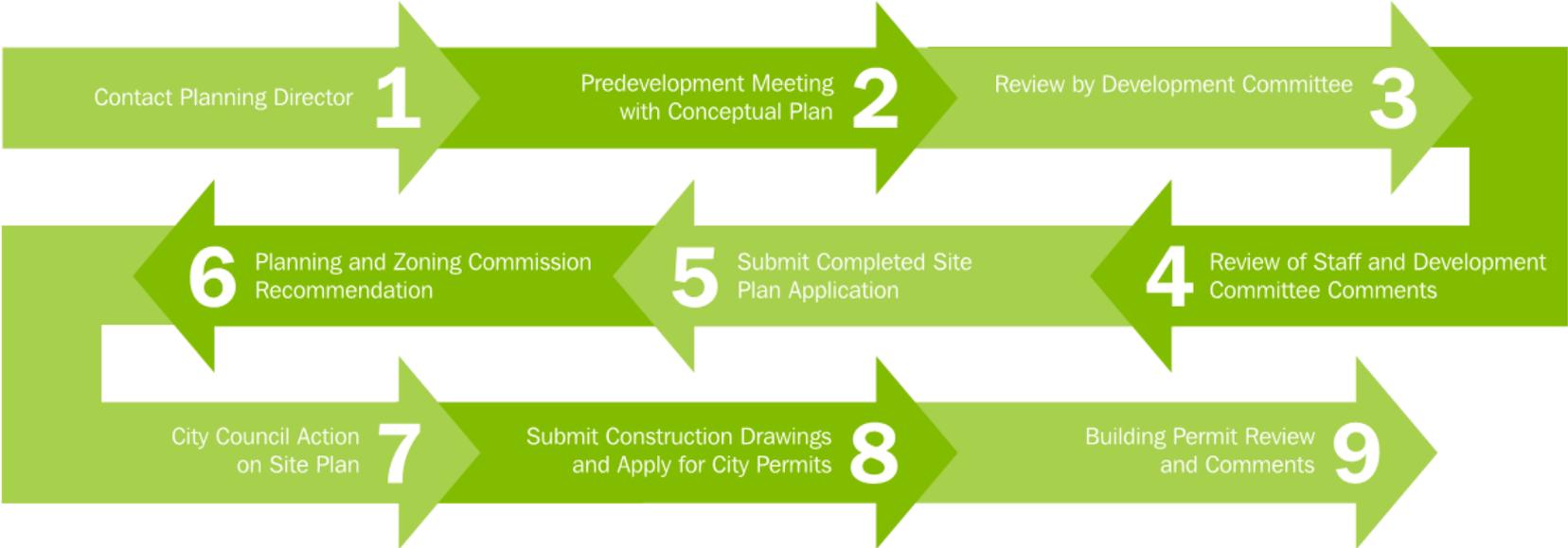


FIGURE 2.1: Windsor Heights Approval Process (2016)



Pre-work Results

- June 2017 City Leader Responses
- Comparison of similar questions to responses by businesses in Spring 2016 (conducted as part of the comprehensive plan)

Wednesday, June 28, 2017

19

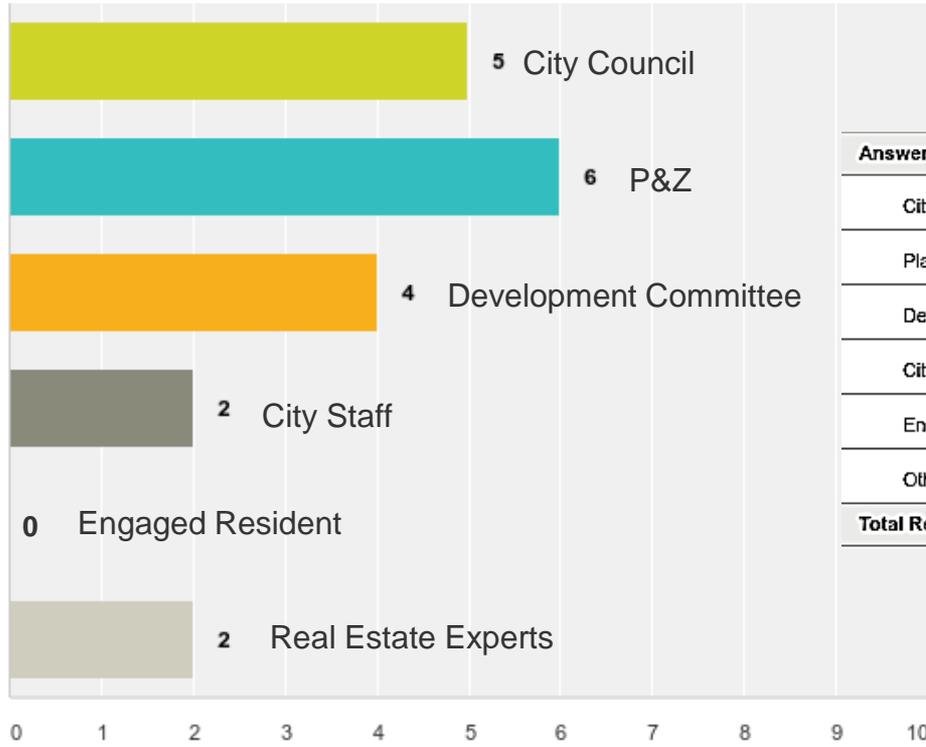
Total Responses

Date Created: Wednesday, June 07, 2017

Complete Responses: 18

Q1: What's your role in the decision-making process?

Answered: 19 Skipped: 0



Answer Choices	Responses
City Council	26.32% 5
Planning and Zoning Commission	31.58% 6
Development Committee	21.05% 4
City staff	10.53% 2
Engaged Resident (select only if you don't meet the above criteria)	0.00% 0
Other (please specify)	10.53% 2
Total Respondents: 19	

Q2: As a community, what do you think is the primary economic role of Windsor Heights in the Des Moines metro area?

Answered: 19 Skipped: 0



Answer Choices	Responses
▼ Niche/boutique retail and restaurants	42.11% 8
▼ Providing everyday goods and services	36.84% 7
▼ Major retail hub	10.53% 2
▼ Quality office/commercial space	5.26% 1
▼ Other (please describe) Responses	5.26% 1

[Responses \(1\)](#) [Text Analysis](#) [My Categories \(0\)](#)

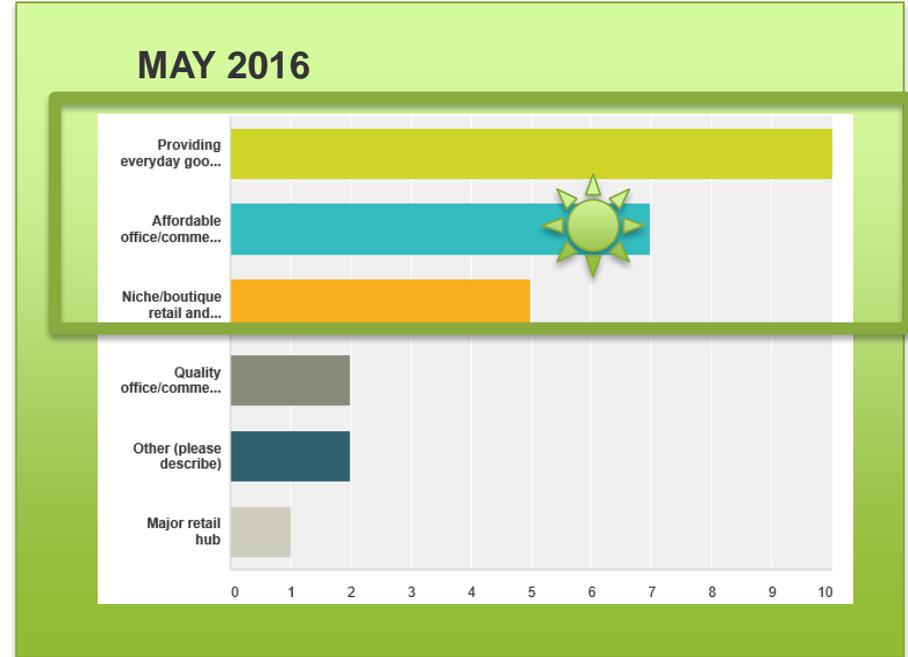
Categorize as... Filter by Category

Showing 1 response

Creating the programs necessary for the health, safety and welfare of the city and future sustainability which will ensure that we can provide the best services.
6/14/2017 12:28 PM [View respondent's answers](#) [Categorize as...](#)

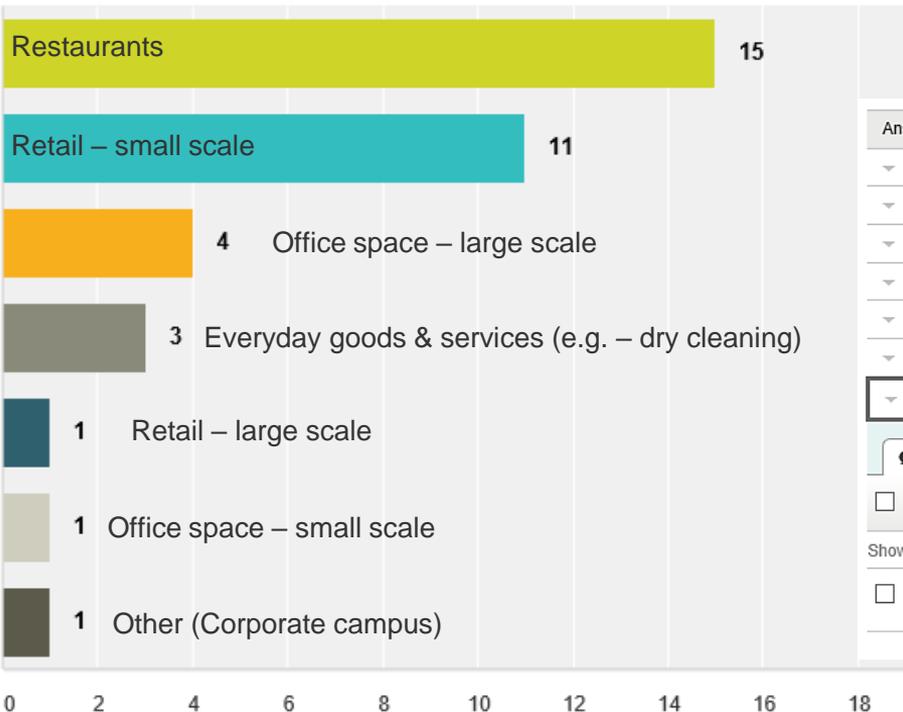
Q2: As a community, what do you think is the primary economic role of Windsor Heights in the Des Moines metro area?

Answered: 19 Skipped: 0



Q3: What do you think Windsor Heights is missing from its commercial offerings? Select your top 2.

Answered: 19 Skipped: 0



Answer Choices	Responses
Restaurants	78.95% 15
Retail - small scale	57.89% 11
Office space - large scale	21.05% 4
Everyday goods & services (e.g. - dry cleaning)	15.79% 3
Retail - large scale	5.26% 1
Office space - small scale	5.26% 1
Other (please specify) Responses	5.26% 1

Responses (1) [Text Analysis](#) [My Categories \(0\)](#)

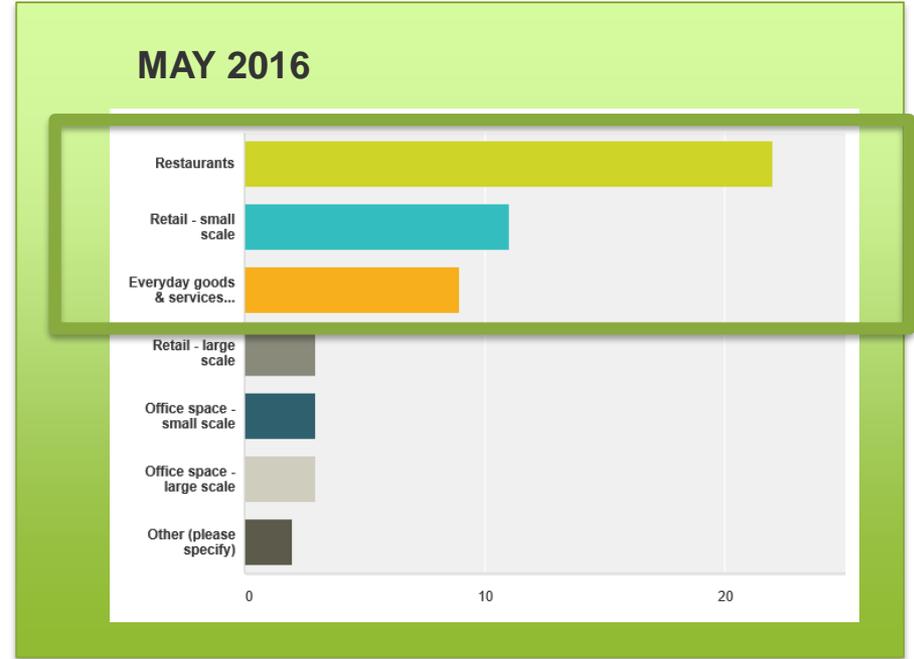
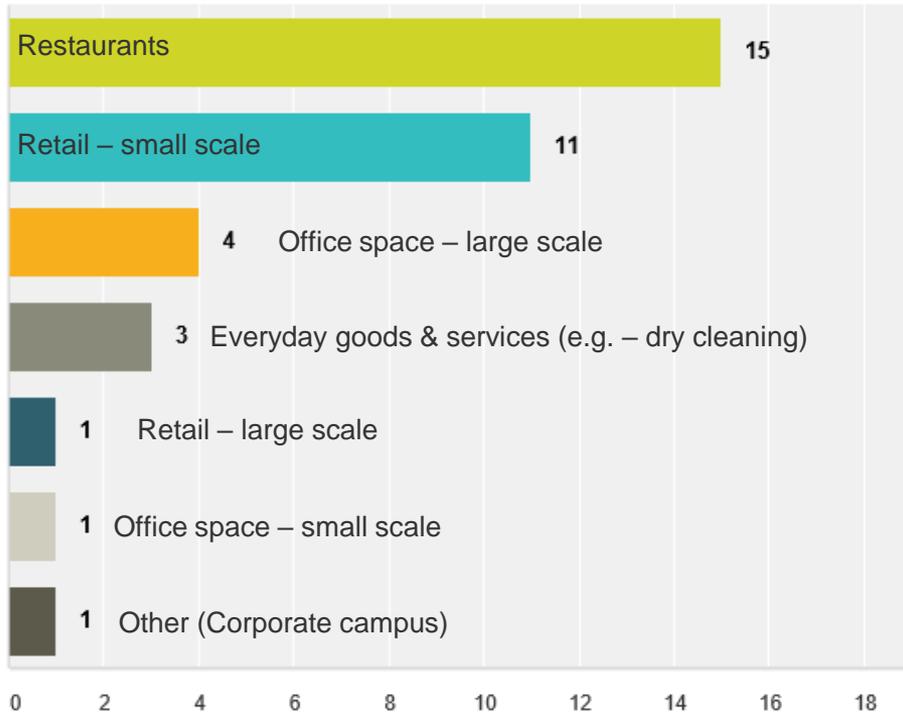
Categorize as... Filter by Category

Showing 1 response

corporate campus, 6/14/2017 2:10 PM [View respondent's answers](#) [Categorize as...](#)

Q3: What do you think Windsor Heights is missing from its commercial offerings? Select your top 2.

Answered: 19 Skipped: 0



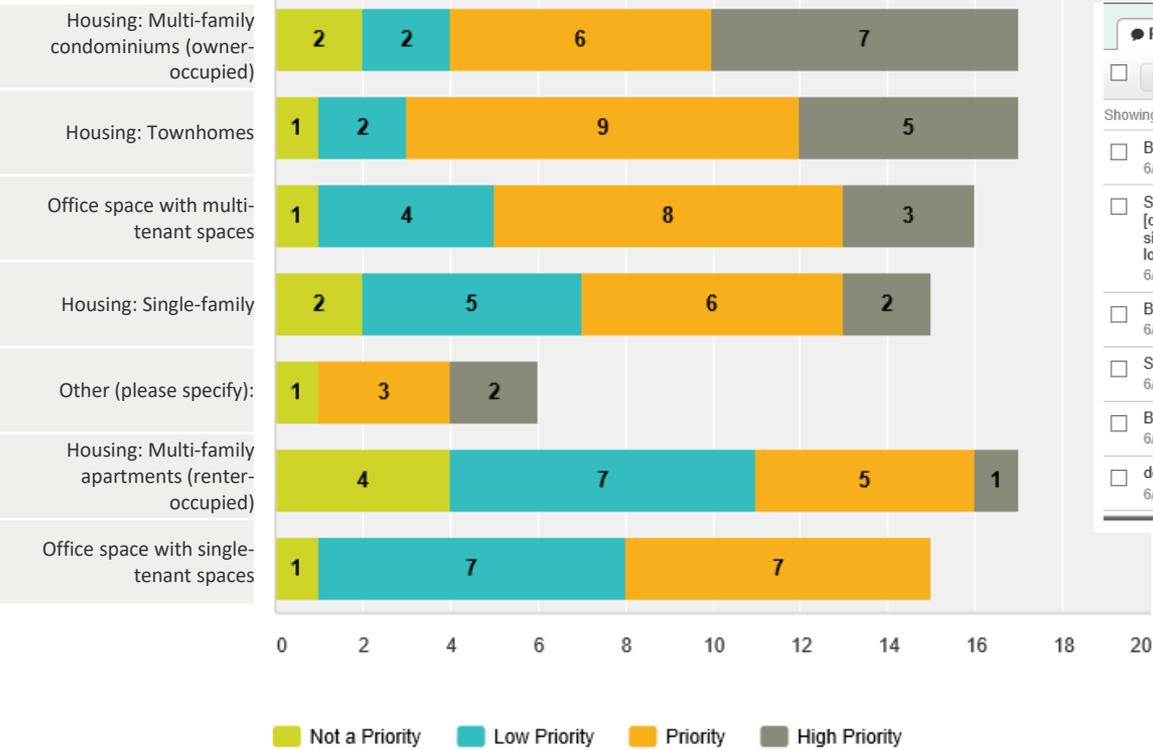
Q4: What retail store types should Windsor Heights target?

Answered: 19 Skipped: 0

	We have too much.	We have the right amount.	We need more.	Total	
Full-Service Restaurants	1	1	16	18	
Clothing and Clothing Accessories Stores	1	2	15	18	
Sporting Goods, Hobby, Book, Music	0	2	15	17	
Miscellaneous Store Retailers (niche)	0	4	14	18	
Drinking places	1	3	13	17	
Furniture and Home Furnishings Stores	0	6	12	18	
Special food services	1	5	12	18	
Electronics and Appliance Stores	0	5	11	16	
Specialty Food Stores	1	4	11	16	
Limited-service eating places	1	5	11	17	
Health and Personal Care Stores	0	8	9	17	
Building Material and Supply Dealers	1	8	8	17	
Lawn, Garden Equipment, Supplies Stores	0	10	7	17	
General Merchandise Stores	0	10	7	17	
Automotive Parts/Accessories	0	13	5	18	
Gasoline stations with convenience store	4	9	4	17	
Automotive Dealers	0	15	3	18	
Grocery Stores	1	13	3	17	

Q5: What types of projects should we target?

Answered: 18 Skipped: 1



Responses (6)
Text Analysis
My Categories (0)

Showing 6 responses

- Bicycle Hub**
 6/23/2017 11:58 AM [View respondent's answers](#) [Categorize as...](#)
- Sustainable Businesses - we need a "hook" something that really differentiates us in the DSM market [other than speed cameras] and quite honestly, something that is unique to the state/country. I think our size and location is our advantage, we're small enough that little changes have a huge impact and located in the center that we're certainly easy to get to from almost everywhere.**
 6/22/2017 12:00 AM [View respondent's answers](#) [Categorize as...](#)
- Bike shop/coffee house**
 6/21/2017 9:05 PM [View respondent's answers](#) [Categorize as...](#)
- Senior housing**
 6/20/2017 6:48 AM [View respondent's answers](#) [Categorize as...](#)
- Bike shop perhaps**
 6/14/2017 2:51 PM [View respondent's answers](#) [Categorize as...](#)
- do a market study**
 6/14/2017 2:10 PM [View respondent's answers](#) [Categorize as...](#)

Q6: Describe the type of economic development you most want to see in Windsor Heights

Answered: 14 Skipped: 5

“Bicycle Hub at old Sears Automotive”

“I want us to really push for some very innovative city planning and infrastructure as well as developments. For instance, solar roadways, hard lined dedicated bike lanes, unique mix of housing that works for young families in a walk-able community versus sending them and all their disposable income to the suburbs. Let's be the first suburb that people don't want to pass up. Need to get our economic development to also work with our schools...in order to get some of these families we have to be a community that is supporting our schools. In short, I think "sustainable development" would be great, such as: <http://hufft.com/project/green-circle/>”

“I think we need to do a better job of businesses along the trail. Get folks off the trail to stop in shops in Sherwood Forest that would be fun places to stop.”

“Townhouses or brownstones in flood plans, High Rise on 63rd and university Finish a true town center on University with Business development: restaurants and shops along University - similar to Beaverdale or Valley Junction. Ace hardware Pharmacy Connected neighborhoods”

“Would like to see a shopping destination similar to Valley Junction and East Village. Meeting places. Walkable. Bike Friendly.”

“Destination with restaurant and entertainment for all ages - David Busters”

“Projects that begin to reshape the housing stock-specifically around Colby Park.”

“Businesses that provide needed services to the residents of WH and specialty type shops that will attract out of town folks.”

“The city has been too restrictive on the types of development allowed. Stopping Aldi was a mistake. The city seems to think it's a developer and can pick and choose uses. They need to stop micro managing and let developers have free reign within zoning code.”

“Would like to see some rental office suite development, for individuals, similar to what they have on 86th St in Johnston. Also perhaps a park and ride facility / transit hub.”

“Redevelop old commercial areas. IE Sherwood Forest, Apple Valley 1”

“More **upscale Dining and retail** establishments.”

“WH does not currently have a "Main Street" and will not have until we tackle the re-design of University Avenue. Traffic calming, removing the speed trap image will do more for the community and our ability to attract and retain retail and commercial opportunities...”

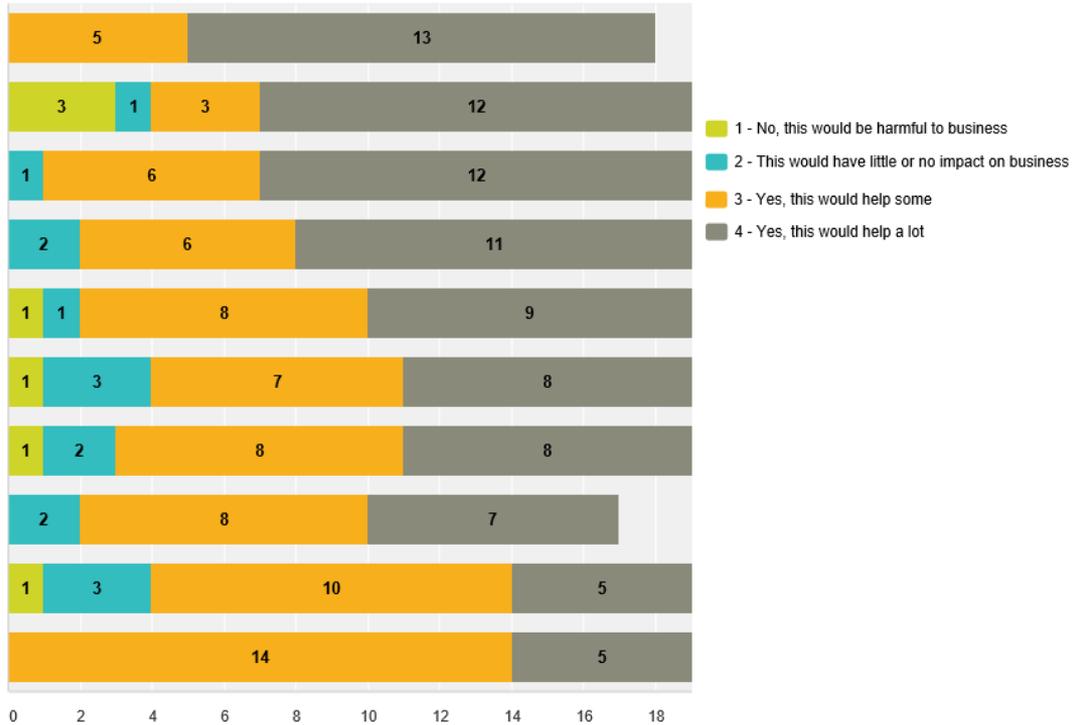
“**retail/restaurants/single/ family housing**”

Q7: Below are some examples of actions that cities can take to assist businesses and developers. Would you like to see Windsor Heights do any of the following? Please rate your interest in each choice from 1 to 4, with 4 being the most favorable rating.

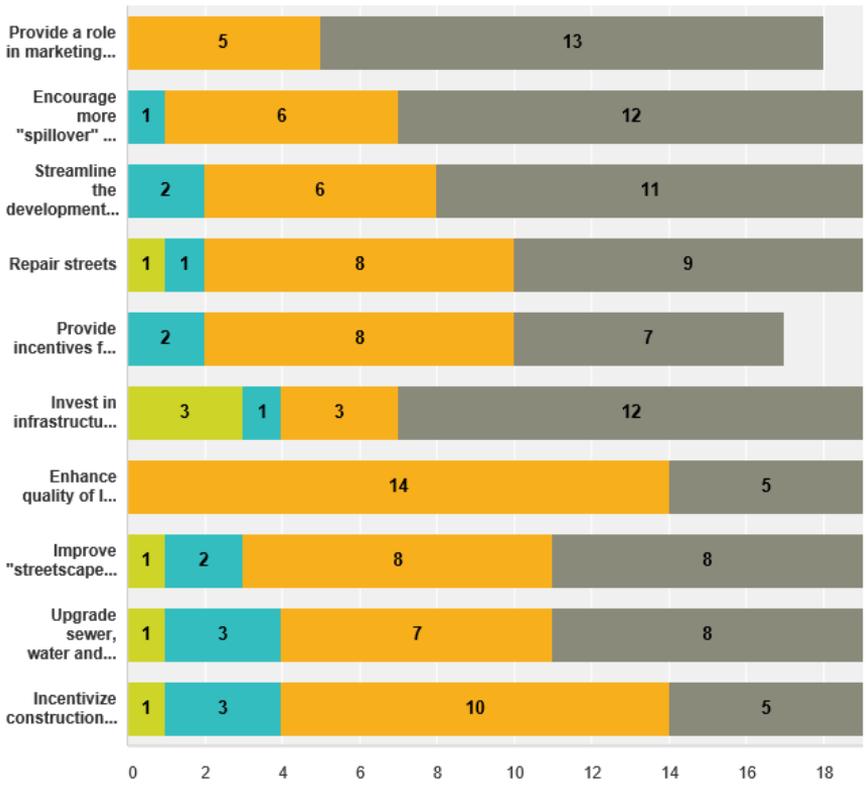
Answered: 19 Skipped: 0



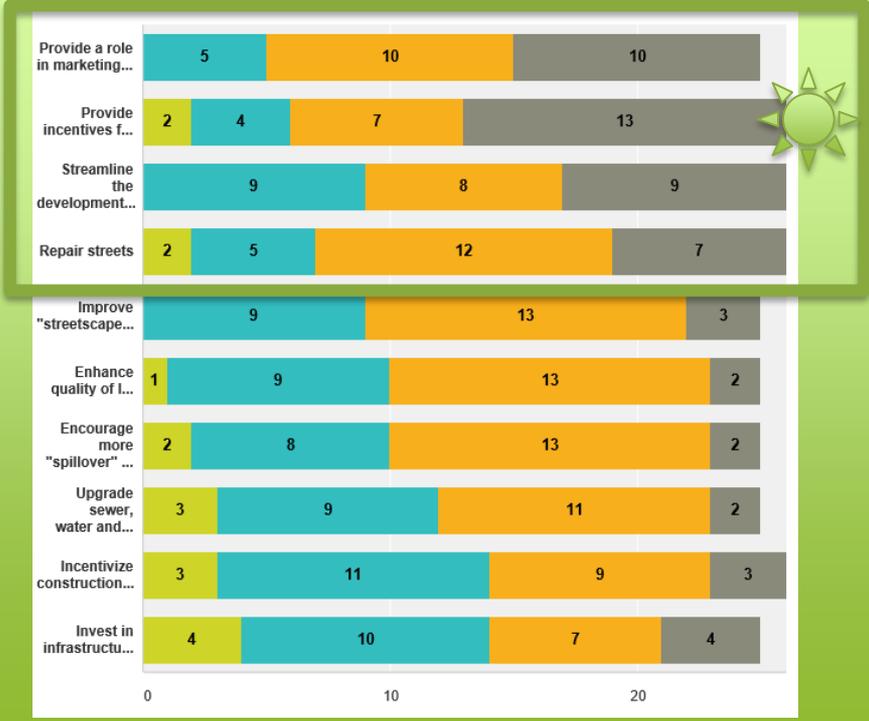
- Provide a role in marketing and economic development in Windsor Heights
- Invest in infrastructure that makes it easier to walk or bike (e.g. - sidewalks, bike lanes)
- Encourage more "spillover" of customer traffic by adding way-finding, making commercial areas more pedestrian-friendly, or improving street and driveway circulation to make it easier for customers to travel between Windsor Heights businesses.
- Streamline the development review process and/or provide earlier development review meetings
- Repair streets
- Upgrade sewer, water and stormwater infrastructure
- Improve "streetscape" along commercial corridors, such as University Avenue (e.g. - improve landscaping, lighting, street furniture, public art, etc.)
- Provide incentives for upgrades to commercial properties (e.g. - tax breaks)
- Incentivize construction of additional workforce housing (ie - housing at a price range that is accessible to local employees)
- Enhance quality of life in Windsor Heights by improving amenities such as parks and trails



Q7: Below are some examples of actions that cities can take to assist businesses and developers. Would you like to see Windsor Heights do any of the following? Please rate your interest in each choice from 1 to 4, with 4 being the most favorable rating.



MAY 2016



Q8: What would make Windsor Heights a better place to do business?

Answered: 14 Skipped: 5

“Stop with all the **speed camera's** - it keeps people away. Colby Interests owns too much of the commercial property”

“1. We need to be unique...we're easy to get to, so make us an easy destination and provide a true **identity/theme**. "Keep Austin Weird" is a great example. 2. We need to get some more daily traffic that is here to stay and then satisfy many of their needs. I think we need some **larger commercial office space and some more unique multi-family housing.**”

“A clear purpose/vision of what Windsor Heights should be known for (other than the **traffic cameras**)-East Village is viewed as "funky, entertainment venues, hip. Would we want to target the young families that have young kids, and are looking to get out of apartment living and now want to move into a "family friendly hip" place?”

“**...revitalize Hickman**. ...put two story buildings like Clive is doing. Add residential housing in areas. add bike lanes and sidewalks. create a slower University Avenue. Find other ways to remove the speed trap mentality.”

“Businesses that provide needed & attractive services... thus a reason to do business in WH. Ease of on street parking”

“Remove the **speed cameras**. Do not narrow University. Resurface university, 70th and 73rd. The businesses are you losing customers because of the defects in our infrastructure.”

“Higher speed limits. No speed **cameras.**”

“New retail. We sorely miss Fitness Sports, Windsor Clock and the Rookie.”

“I think providing **more options for individuals**, eg developing office suites for smaller businesses, turn-key offices with shared resources.”

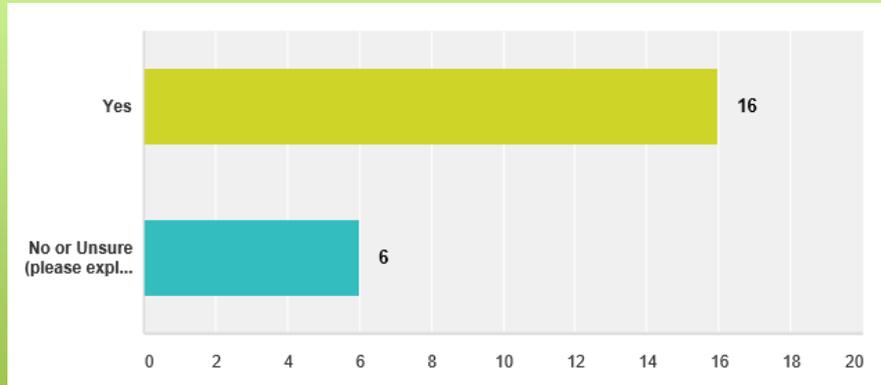
“Fix the streets!”

“1) Street calming on University to naturally slow traffic, so we don't have to constantly give **tickets**. This makes many so mad they avoid us altogether. 2) Quicker, smoother process from the start of an application for a business to move here to the approval date. This seems to take forever.”

“A **more active role by the Chamber in economic development** efforts.”

“Remove Development Committee and Planning and Zoning review and recommendation before it goes to the Board of Adjustment”

2016 Survey - Looking ahead to the next 5-10 years, do you plan to keep your business in Windsor Heights? If no, please explain.



Answer Choices	Responses
Yes	72.73% 16
No or Unsure (please explain below)	27.27% 6

Responses (6)	
Text Analysis	My Categories (0)
<input type="checkbox"/> Categorize as...	<input type="checkbox"/> Filter by Category
Search responses	

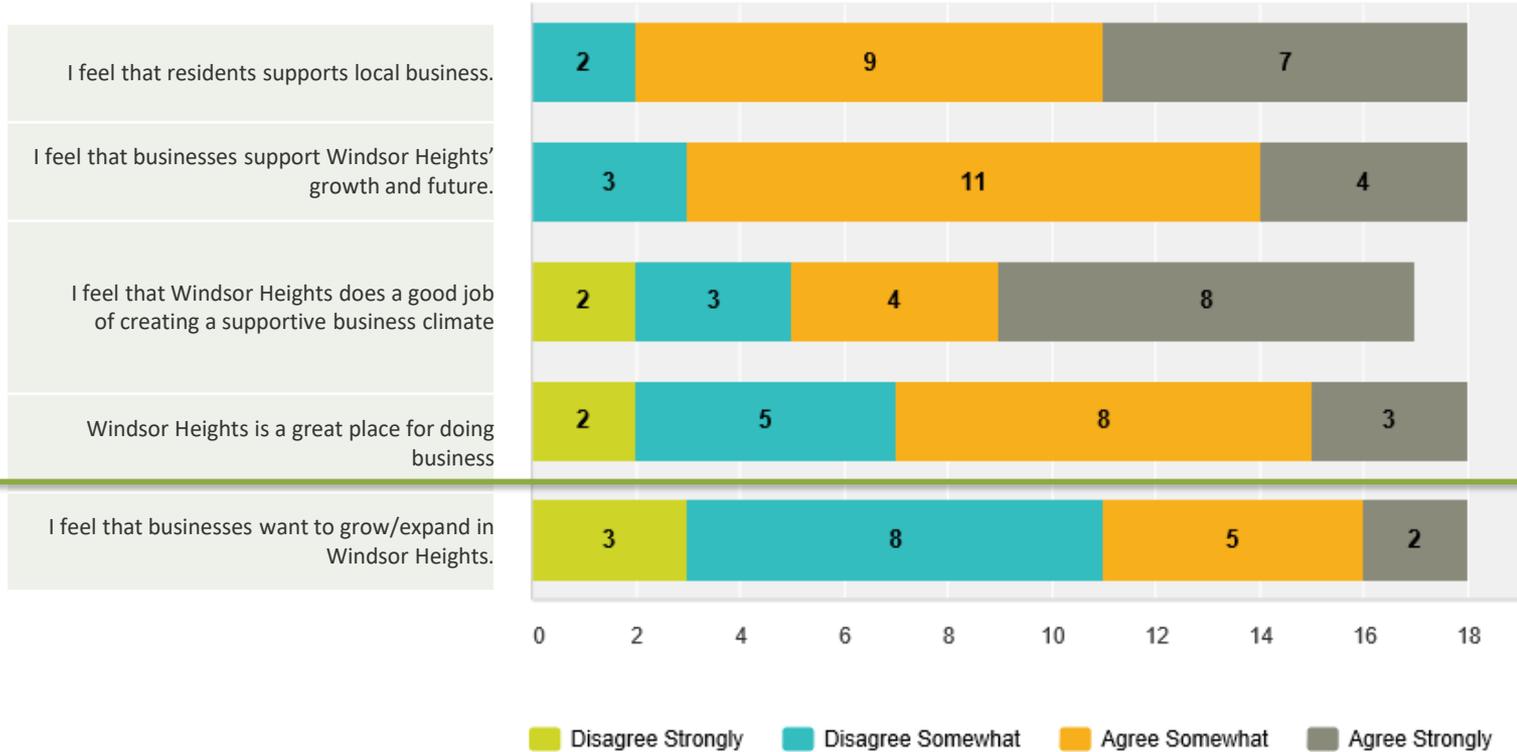
Showing 6 responses

- depends upon space necessary for growth/expansion, along with lease terms/cost
3/14/2016 1:29 PM [View respondent's answers](#) [Categorize as...](#)
- Would like to be in Urbandale
3/10/2016 10:22 AM [View respondent's answers](#) [Categorize as...](#)
- May retire or may move to more walk-in traffic possibilities
3/8/2016 7:14 PM [View respondent's answers](#) [Categorize as...](#)
- If they make updates to the Sherwood Forest, to keep its uniqueness while making updates to the property
3/8/2016 3:05 PM [View respondent's answers](#) [Categorize as...](#)
- Unsure, our business is effected by the Des Moines Buccaneers and if the building is closed or demolished then our location no-longer makes financial sense and we will move our location. Or if another ice hockey facility is built in the west-metro it may make sense for us to move as well.
3/8/2016 2:21 PM [View respondent's answers](#) [Categorize as...](#)
- Unfriendly Government Environment to work with. Neighboring cities much easier to work with.
3/8/2016 1:59 PM [View respondent's answers](#) [Categorize as...](#)

Total	22
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Q9: For each of the following statements, please state whether you agree strongly, agree somewhat, somewhat disagree or disagree strongly. Compared to other communities in the Des Moines Metro...

Answered: 18 Skipped: 1



Q10: Additional Comments

Answered: 4 Skipped: 15

“I know that the **traffic cameras** generate a lot of income for the city, but I don't think it really does anything to make people slow down so they will stop and shop. I think people truly view the speed limits as Gotcha cameras, and it sheds a negative message about the city.”

“I think the region believes that the residents aren't open to new ideas or economic development. In addition add the **Speed Trap** conversation and we are a negative city with negative people that don't want bike lanes or sidewalks. We are also known as the Walmart City. We are old and tired with no new development for many years.”

“Don't understand last statement above. WH seems to have more emphasis on business development vs. taking care of residents needs...fixing streets & aging infrastructure. Understand **WH needs more tax revenues**, but the needs need to come first vs. the wants!”

“While improving the efficiency of the development process is a positive goal, adding additional uses is not something the city should pursue.”



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Wednesday, June 28, 2017



Discuss Approval Process



FIGURE 2.1: Windsor Heights Approval Process (2016)

Approval Process – Possible Action

Possible option for action:



Possible Next Steps for **Development Committee**:

- Create formal guide/brochure to articulate vision.
- Seek partnerships.

VISION

Possible Next Steps for **Project Applications**:

- Create checklist for development applications, an easy-to-follow guide.

PROCESS

Targeted Strategies for Economic Development



Recruitment and Redevelopment Initiatives University Avenue Core



Business Types

- Accessible mixed use with improved signage and upper story housing
- Restaurants, drinking establishments, wine bar
- Boutique/small retail, e.g., clothing, stationary, gift shop
- Bike shops
- Office supply
- Potentially additional service sector (e.g. dry cleaner)
- Technology

Targeted Strategies for Economic Development



RECRUITMENT Initiatives

Seek tenants for existing spaces



Business Types

Seek tenants for existing spaces

Mixed use
Retail/restaurants
Dave and Busters (or family play)

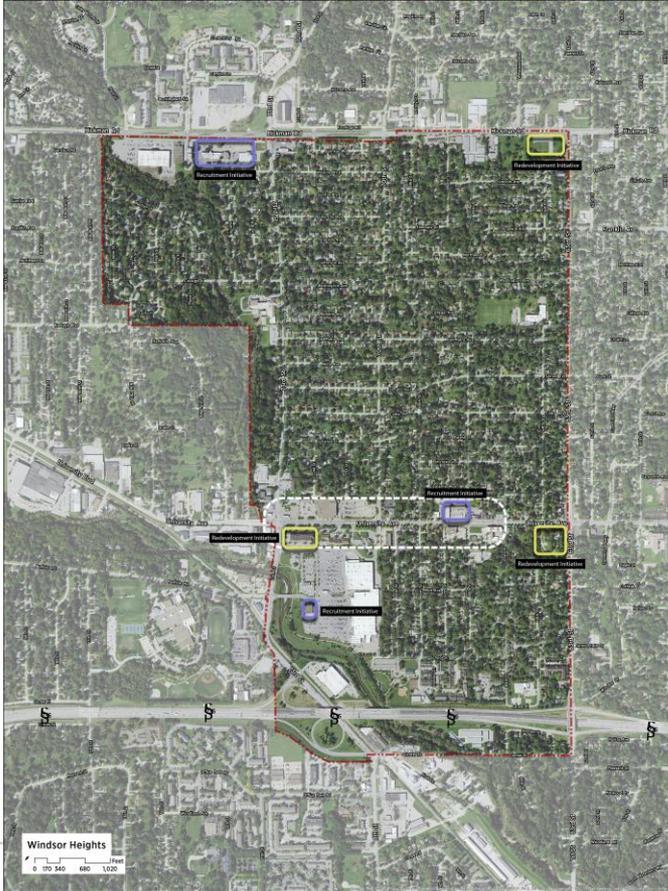


Retail
Book store



Bike Hub (Sears Building)

Targeted Strategies for Economic Development



REDEVELOPMENT Initiatives

Coordinate with developers



Business Types

Restaurant

Multi-family Housing

Senior and inter-generational
 “Active adult condos”
 Owner-occupied preferred

Restaurants

Office
 Commercial



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