

CITY OF ST. CHARLES STRATEGIC PLAN



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CITY OF ST. CHARLES, MISSOURI
ELECTED AND APPOINTED OFFICIALS

Mayor – Patricia M. York

Richard Veit	Ward 1	Jerry Reese	Ward 6
Larry Muench	Ward 2	Dave Beckering	Ward 7
Laurie Feldman	Ward 3	Mike Klinghammer	Ward 8
Bob Kneemiller	Ward 4	Ron Stivison	Ward 9
Mike Weller	Ward 5	Erv Ermeling	Ward 10

Director of Administration – Michael Spurgeon

Department Directors

Ernie Rhodes, Fire Chief	Dennis Corley, Police Chief
Debbie Aylsworth, Public Works	Bruce Evans, Community Development
David Rosenwasser, Tourism	Nadine Boon, Economic Development
Karen McDermott, Finance	Marilyn McCoy, City Clerk
Michael Valenti, Legal	Lynn Sgouros, Human Resources
Maralee Britton, Parks	

Last year, Mayor York and the City Council brought together a group of citizens, community/civic leaders and interested business people and formed what is known as the Strategic Planning Group (SPG). The SPG has designed, guided and facilitated the overall Strategic Planning Process. Listed below are the members of the SPG:

Dr. & Mrs. J. Bruce & Frani Melton, Senior Citizens Advisory Commission

Denice McKeown, Ameristar Casino Resort & Spa

Don Jamison, St. Charles City Resident

Ann Hazelwood, Owner of Ann Hazelwood Services LLC

Gary Newton, St. Charles City Resident

Scott Tate, President/CEO – St. Charles Chamber of Commerce

Gaspere Calvaruso, SSM Healthcare

Jim Combs (JaCee), St. Charles City Resident

Ray Morse, St. Charles City Resident

Dr. James Evans, Lindenwood University President

Jeff Campbell, Show-Me Aquatics & Fitness

Lindsey Cole, St. Charles City Resident

Julie Mueller, Lindenwood University

Eugene J. Carroll, St. Charles City Resident

Steve Martin, Steve Martin Law Firm

Pamela R. Coaxum, St. Charles City Resident

Randal Charles, Superintendent - City of St. Charles School District

David Huesing, St. Charles City Resident

Richard D. Baum, St. Charles City Resident

Sara Schneider, St. Charles City Resident

Sharlotte Worthington, St. Charles City Resident

Stephen Blasé, St. Charles City Resident

Tammy Mudd, St. Charles City Resident

Thomas Besselman, St. Charles City Resident

Tom Houska, Controller - Marquette Tool & Die Company

Vicki Houska, Bristol Seafood Grill

Yvonne Clark, St. Charles City Resident

John Sonderegger, St. Charles City Resident

The City of St. Charles assembled a group consisting of Mayor Patricia York, Department Directors and senior City staff members appropriately known as the City's Internal Steering Committee (ISC). The purpose of ISC was to provide the Strategic Planning Group (SPG) with input and valuable information on the City's current conditions and trends.

The knowledge, effort, and dedication of ISC members helped to ensure that the SPG will be able to successfully inform the community's visioning efforts over the course of our process - Famous Past...Fabulous Future. The members of the ISC include:

Mayor Patricia York

Michael Spurgeon, Director of Administration

Ernie Rhodes, Fire Chief

Ellen Gordon, Administrative Aide - Director of Administration

Jennifer Hoffman, Executive Secretary to the Director of Administration

Gina Yacovelli, Community Relations Liaison

Dennis Corley, Chief of Police

Debra Aylsworth, Director of Public Works

Bruce Evans, Director of Community Development

Karen McDermott, Director of Finance

Nadine Boon, Director of Economic Development

Maralee Britton, Parks Director

David Rosenwasser, Director of Tourism

Kathy Conley, Director of Information Technology

Introduction

In an effort to ensure a community-focused and proactive approach to governance, the City of St. Charles embarked on a community visioning and strategic planning process that involved nearly 200 community volunteers and residents. This document is the product of their efforts.

The Strategic Plan for the City of St. Charles identifies key issues of importance to community members and provides goals, objectives, and strategies for addressing them.

The visioning and strategic planning process utilized the following key principles to produce this plan for the City and its residents.

- Collaborative design—At each stage of the process city officials and community members were engaged to ensure that the process and the product meets the community's goals and objectives.
- Participatory planning—The process was designed so that the diverse voices of the community could participate in every stage of visioning and strategic planning.
- Shared responsibility—Community members formed a Strategic Planning Group that coordinated the planning effort, worked closely with the Truman School team, and shared responsibility for developing all products of the process.
- Action-based—The purpose of community visioning and strategic planning was to build a shared vision of the community's desired future, set goals and objectives for the City, and design action plans that provide guidance for operations.
- On-going renewal—To be useful as means to achieve a desired future, strategic plans must be living documents that can be subjected to on-going analysis and revision over time. The effectiveness of any process requires that it builds capacity within the community so that on-going renewal of the vision and plan can be realized.

St. Charles is a city with a famous past and a fabulous future. We believe that this Strategic Plan for the City of St. Charles provides guidance that will enable us to achieve our fabulous future and continue to make an already great community even better.

Respectfully Submitted

St. Charles Strategic Planning Group

City of St. Charles Strategic Planning Process and Timeline

Date	Event	Participants
1/28/08	Planning Meeting held in Columbia	TSPA Team, St. Charles Administrative Team
3/6/08	Planning Meeting held in St. Charles	TSPA Team, St. Charles Administrative Team
4/23/08	Conference Call – Planning Meeting	TSPA Team, St. Charles Administrative Team
5/2/08	Conference Call and preparation for 1 st SPG Retreat	TSPA Team, St. Charles Administrative Team
5/3/08	1 st SPG Retreat	TSPA Team, St. Charles Administrative Team 28 Interested Parties from within St. Charles 21 SPG Members
5/7/08	Conference Call, discuss and review 1 st SPG Retreat results.	TSPA Team, St. Charles Administrative Team
5/28/08	Conference Call – Planning Meeting	TSPA Team, St. Charles Administrative Team
6/4/08	Conference Call – Planning Meeting	TSPA Team, St. Charles Administrative Team
6/11/08	Conference Call – Planning Meeting	TSPA Team, St. Charles Administrative Team
6/24/08	Conference Call- Prepare for Community Dialogue Sessions.	TSPA Team, St. Charles Administrative Team
6/25/08	Community Dialogue Session– Chamber of Commerce Community Dialogue Session – Held at Memorial Hall	TSPA Team, St. Charles Administrative Team 47 Interested Parties from within St. Charles 20 SPG Members

6/30/08	Community Dialogue Session – Held at Harris Elementary	TSPA Team, St. Charles Administrative Team 44 Interested Parties from within St. Charles 17 SPG Members
7/10/08	Conference Call - Discuss and Review Community Dialogue Sessions	TSPA Team, St. Charles Administrative Team
7/17/08	Conference Call—Prepare for 2 nd SPG Retreat	TSPA Team, St. Charles Administrative Team
7/21/08	2 nd SPG Retreat Held	TSPA Team, St. Charles Administrative Team 25 SPG Members
8/1/08	Conference Call – Discuss and Review results of 2 nd SPG Retreat	TSPA Team, St. Charles Administrative Team
8/14/08	Conference Call – Prepare for 3 rd SPG Retreat	TSPA Team, St. Charles Administrative Team
8/18/08	3 rd SPG Retreat Held	TSPA Team, St. Charles Administrative Team 20 SPG Members
9/12/08	Conference Call – Planning Meeting	TSPA Team, St. Charles Administrative Team
9/22/08	Conference Call – Discuss and Prepare for Town Hall Meeting	TSPA Team, St. Charles Administrative Team
9/25/08	Town Hall Meeting Held	TSPA Team, St. Charles Administrative Team 95 Interested Parties from within St. Charles 15 SPG Members
10/13/08	Conference Call – Discuss and Review Town Hall Meeting	TSPA Team, St. Charles Administrative Team
11/4/08	Conference Call – Planning Meeting	TSPA Team, St. Charles Administrative Team
11/19/08	St. Charles Writing Group Held Session. Finalized Pre-Final Vision and Mission Statements.	TSPA Team, St. Charles Administrative Team 5 SPG Members

12/10/08	4 th SPG Retreat Held.	TSPA Team, St. Charles Administrative Team 17 SPG Members
1/9/09	Team Meeting- Draft Strategic Plan	TSPA Team, St. Charles Administrative Team
2/28/09	Final Town Hall Meeting Held.	
3/09	Final SPG Retreat	
3/09	Final Strategic Plan presented to City Council	

Situational Assessment

A. History

The City of St. Charles is a unique area of our central United States, with a splendid mix of old and new. We are a community with tremendous hometown charm in a suburban atmosphere. We are the largest city in St. Charles County, as well as the oldest. The City will be celebrating 200 years as an incorporated city in 2009. The City serves as the county seat for St. Charles County, Missouri.

French Canadian fur trader Louis Blanchette founded the town (later to be known as St. Charles) as Les Petites Cotes (The Little Hills) in 1765. The famed pioneer, Daniel Boone, was one of the early settlers in St. Charles County, migrating from Kentucky in 1795 and residing in the county until his death in September 1820. On May 20, 1804, the Lewis & Clark Expedition departed from St. Charles on their historic overland journey to the Pacific. Following Missouri's admission to the Union in August 1821, The City of St. Charles served as the first capitol of the new state from 1821-1826. And for much of the era of the westward expansion the City served as the eastern terminus for the stagecoach lines and supply trains that transported settlers and their supplies to the trailheads for the Oregon and Santa Fe Trails at Kansas City and St. Joseph. It is clearly one of the most historically significant places on the North American continent.

B. St. Charles Today

Today, our City is an attractive suburban community with a diverse economic base represented by a mixture of industrial enterprises, commercial enterprises, support services and an established tourist industry. The City is headquarters for Quilogy, Growing Family, RX Systems, NewCo Enterprises, Client Services; and home to the regional offices of Coca Cola Enterprises, Sysco and American Freightways.

Our bustling City is host to year round activities including the Lewis and Clark Rendezvous in May, Riverfest - a traditional Fourth of July Festival, Festival of the Little Hills in August, The Mosaics Art Festival in September, Oktoberfest and the St. Charles Christmas Traditions in November and December on South Main Street. The popular Katy Trail, a 230 mile hiking/bicycling trail, begins in St. Charles at Frontier Park on the Missouri Riverfront. Visitors can experience early St. Charles as a prosperous trading center along the ten-block Nationally Registered Historic District with brick streets, gas lights, lovingly restored buildings and Missouri's First State Capitol