



RECORD OF PROCEEDING

**FINANCE AND ADMINISTRATION
COMMITTEE OF THE WHOLE
690 CHESTERFIELD PARKWAY WEST**

February 10, 2026

The Finance & Administration Committee of the Whole met on February 10, 2026. Those in attendance included: Chairperson Michael Moore, Ward III; Council Committee Member Barbara McGuinness, Ward I; Council Committee Member Patricia Tocco, Ward II; Council Committee Member Gary Budoor, Ward IV; City Administrator Mike Geisel; and Director of Finance Julie O'Guinn. Those also in attendance included: Mayor Dan Hurt; Councilmember Mary Monachella, Ward I; Councilmember Mary Ann Mastorakos, Ward II; Councilmember Lane Koch, Ward III; Councilmember Merrell Hansen, Ward IV; Director of Public Works/City Engineer Jim Eckrich; Police Chief Cheryl Funkhouser; Director of Parks, Recreation & Arts Wayne Dunker; Assistant City Administrator Elliot Brown; and City Clerk Vickie McGownd. There were approximately 2 other attendees.

Chairperson Michael Moore called the meeting to order at 5:32 p.m.

APPROVAL OF MINUTES

Chairperson Moore asked if there were any comments or changes to the January 5, 2026 F&A Committee minutes. Hearing none, Councilmember Budoor made a motion, seconded by Councilmember Tocco, to approve the January 5, 2026 F&A Committee minutes. A voice vote was taken with a unanimous affirmative result (4-0) and the motion was declared passed.

DISCUSSION – STRATEGIC PRIORITIES

City Administrator Mike Geisel presented information broken down into three separate categories based on priority, and requested direction from City Council (presentation attached):

1. First priority (current year, budgeted projects and activities). These projects are budgeted and the City is committed/obligated to some degree.
2. Second priority (ongoing and continuing activities). Projects, concepts, activities that are in progress, have been individually shared with Council, but are not funded or current year projects. The City has not fully committed and is not obligated to proceed.
3. Third priority (ongoing activities, developing a body of knowledge). Issues or activities that may be described as ongoing learning, future threats, future opportunities, or simply maintaining topical awareness. While these topics may or may not have been formally discussed by City Council, staff seeks to identify opportunities and develop a body of knowledge. These are not projects, but concepts/topics and there is no commitment or obligation on behalf of the City. The majority of these issues will likely not come to execution, but require ongoing attention.

Mr. Geisel additionally requested guidance on any specific issues that should be avoided.

By a show of hands, the majority of City Council reached a general consensus directing Mr. Geisel to move Additional Revenue Generation (with a focus on implementing a 5% hotel tax), Valley Public Safety, and Community Space to the second priority grouping for information gathering.

[Councilmember McGuinness left the meeting at approximately 6:50 p.m.]

Councilmember Tocco made a motion, seconded by Councilmember Koch, to postpone Pickleball indefinitely and remove the restriction from funds in the amount of \$500,000. A roll call vote was taken with the following results: Ayes – Tocco, Monachella, Moore, Mastorakos, Hansen and Koch. Nays – Budoor. The motion was declared passed.

Mr. Geisel presented the following primary functions to be considered for his goals and objectives for 2026:

- Manage and oversee the day-to-day operations of the City in conformance with Missouri Statutes, City Code and City policies.
- Manage and oversee the projects and initiatives as approved in the 2026 fiscal budget.

- Monitor, manage and oversee the fiscal activities of the City in conformance with the City Council approved budget and budgetary procedures.

Councilmember Moore suggested adding the following to Mr. Geisel's goals and objectives for the year:

- Investigate the process for initiating a hotel tax in Chesterfield.
- Investigate options for enhancing public safety in Chesterfield Valley.

ADJOURNMENT

The meeting was adjourned at 7:30 p.m.

Respectfully submitted:



Mike Geisel
City Administrator



Vickie McGownd
City Clerk

APPROVED: 3/2/2026

It is imperative that all parties differentiate between the Strategic Priorities for the City of Chesterfield and the annual Goals and Objectives that the City Council may establish for the City Administrator. The City Administrator's efforts are primarily dictated by the approved budget, and those administrative/personnel management activities that are necessary to effectively manage the City as a business entity.

The 2026 budget includes an impressive and perhaps unprecedented volume of "projects". I've included a summary list of the major projects that are funded in the approved budget. Again, I note that these are in addition to the regular and routine operations of the City. These are my priorities for 2026. I have no expectation that all of these projects will be completed in this fiscal year, but we will make every effort to advance each initiative.

From my perspective, the City Administrator's goals and objectives are simple and concise:

- 1) Manage and oversee the day-to-day operations of the City in conformance with Missouri Statutes, City Code and City policies.*
- 2) Manage and oversee the projects and initiatives as approved in the 2026 fiscal budget.*
- 3) Monitor, manage and oversee the fiscal activities of the City in conformance with the City Council approved budget and budgetary procedures.*

These are my three primary functions and define the expectations for my performance. If Council desires to supplement these goals and objectives, I encourage you to do so.

2026 BUDGETED PROJECTS

Additional area Forestry Management at Central Park	\$15,000
Central Park Master Plan Update (after aquatic decision)	\$125,000
CVAC Master Plan, 30 acres	\$100,000
Dugout Replacement C2 (two dugouts)	\$90,000
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CVAC Ring Road construction (2025 carry-over)	\$625,000
Maintenance Facility wall repair and yard expansion	\$1,200,000
Valley stormwater consultant – Thomas & Hutton	\$150,000
CVAC C Quad LED Lighting replacement	\$ 750,000
Fiber Optic Extension to PAMF	\$160,000

In addition to the projects in the 2026 fiscal budget, the City is ALREADY engaged and will continue to progress on the following, unless City Council directs otherwise. Although currently engaged, the City is not currently obligated to these efforts:

North Outer 40 connection to Swingley Ridge

*(tentative project construction ~2029, dependent upon agency approvals and funding)
This project is ultimately to be funded primarily by the Chesterfield Regional TIF. Funding partners are to be sought and this project may require forward funding in part by the City. Continue efforts to obtain approvals, financing, and prepare for construction.*

I-64 interchange at Long Road

(tentative project construction ~2029, Transportation Development District project, dependent upon agency approvals and funding. Will require debt financing by the TDD). Funding partners are being sought. We do not anticipate further forward funding by the City. Continue efforts to obtain approvals, financing, and prepare for construction.

Chesterfield Aquatic Center

Continue current efforts with FGM, proceeding with concept programming, community engagement, preliminary cost estimating and development of financing. There are NO funds currently programmed or available for either demolition or construction of a replacement facility. If the City Council elects to proceed with a replacement facility, it is anticipated that a ballot issue will be required and that process MUST be led by outside entities. City staff cannot lead or direct any campaign initiative. As currently planned, the existing Aquatic Center will NOT open in 2027. If funding is not obtained, the City will be forced to identify the source of funds to demolish, remove the existing facility and restore the disturbed area.

Grand Entry (Donation Parcel)

With the approval of the 2nd amended and restated development agreement for RPA-1, with TSG, the City is committed to accepting the 3-acre donation parcel, on which the City intends to construct the Grand Entry feature.

Continue efforts to revise the re-development agreement for RPA-1 to incorporate donation of the ~3 acre parcel, along with a financial contribution from TSG to fund design services. Select a design professional, likely the consultant currently engaged by TSG to maximize benefit of surveys and prior design work. Construction of the project would ultimately come from the TIF, but is dependent upon either:

- 1) forward funding by the City (not preferred)*
- 2) TIF funding from RPA 3 debt, related to the Tri-Star project*
- 3) TIF funding from RPA 2 (debt or cash) depending on status of the Wildhorse Village Development agreement.*
- 4) Other identified City funds*

Wild Horse Village Parking Structure

Resolve issues related to the timing and performance of the redevelopment agreement for RPA 2 with CRG. Resolution can take one of multiple forms:

- 1) Completion in conformance of the existing agreement
- 2) Negotiated early termination of the existing agreement
- 3) Re-negotiated agreement and project definition
- 4) Default of the existing agreement
- 5) Seek alternative solutions for the RPA-2 TIF Parking Project

Chesterfield Regional TIF Finances and debt issuance(s)

Recognizing that the Chesterfield Regional Tax Increment Financing District has a defined financial window, it is imperative that the City focus on tracking revenues, timing of debt, and funding of individual projects; all in conformance with regulatory requirements and potential other funding opportunities. Within the strategic timeframes, it is highly likely that notes may be issued, debt issued, reimbursement and development agreements modified within the coming 24 months.

Existing Special Business Districts.

(Wildhorse Village SBD, Downtown Chesterfield SBD) Staffing, capacity, and services provisions to the existing, adopted Special Business Districts.

The City of Chesterfield has approved and established two special business districts. The Wildhorse Village Special Business District and the Downtown Chesterfield Special Business District. In establishing these districts, the City has committed to acceptance of significant maintenance obligations (Police, Parks, Public Works, Finance, and Administration). While these services are to be funded by SBD revenues, they will be provided through the Chesterfield municipal organization. It is understood, as described and set forth in each SBD petition & survey, they will require additional resources in headcount, contractual services, commodities, and capital improvements. Provision of these services will require personnel, equipment, physical plant and contractual services.

Employee recruitment and retention

As directed during budget workshop #3 on November 18 2025, Staff was tasked with reviewing current practices and preparing a “white paper” for City Council to review early in 2026. The City of Chesterfield has experienced significant employment vacancies and turnover. It is recognized that performance, security, capacity and efficiency is impacted by our human resource policies. Accordingly, without committing to any specific process or alternatives, it is imperative that the City commit to reviewing current practices and consider solutions. As stated during the Strategic Priority meeting, it is unlikely that we can address the larger issues of recruitment, retention, additional headcount without concurrently considering alternative revenue sources.

Abandonment of Hog Hollow

Continue efforts to abandon Hog Hollow Road and accommodate the needs of Missouri American, St. Louis City Water, Monarch Fire Protection District and the Residents of Ladue Bluffs. This will require engaging professional design consultants

and bidding construction contracts, all of which is to be funded by excess fund reserves.

Additional Elementary School Resource Officers

During our budget workshops, City Council deferred action to fund additional ESRO's in the fiscal year budget. However, City Council directed Staff and Mayor Hurt to meet with school officials regarding the financial cost and to report back to City Council.

Bikeable-Walkable Plan

City Council adopted the Bicycle-Pedestrian Plan. While none of the identified concepts have been investigated and none of these projects have an associated funding source, City Council has expressed their desire to take advantage of opportunities to further the improvements should any opportunity arise.

Document-Records Management – archival

As has been discussed extensively, as technology has evolved, the traditional cabinet filing systems and clerical functions have become obsolete. As our communications and records are dominantly created and stored locally, it is virtually impossible to maintain the City's records in any searchable location. It is impossible to respond to sunshine requests comprehensively and the efforts to be 100% compliant are at best inefficient. The selection and implementation of a document management system will be a multi-year process at a significant expense. Document management was discussed thoroughly during our 2025 budget workshops and there was a general consensus to continue our fact finding, investigation, improve our body of knowledge and develop a strategy for implementation.

Monarch-Chesterfield Levee District, Valley Stormwater Master Plan, Emergency Response and Routine Maintenance

As previously shared, there are significant concerns with ensuring continuous and effective routine maintenance of levee systems. As the board of directors ages, permanent MLCD maintenance staff has retired and is currently dependent on a single part-time employee. Without accepting any legal obligation/responsibility for operation, maintenance, or emergency response, we have been working on an inter-governmental agreement for the City to perform routine on a contractual basis. Obviously, the City's interests are intimately tied to the success of the levee district.

Community Space(s) prioritized and moved from Appendix C

There are multiple potential solutions. Since the demolition of Chesterfield Mall, Staff has continuously investigated alternatives and is currently utilizing multiple other facilities. This need will continue to be evaluated with the development of Downtown Chesterfield, other public facilities, and the aquatic center.

Valley Public Safety prioritized and moved from Appendix C

As has been discussed repeatedly, there are concerns with ongoing public safety for retail, sports tourism, and park facilities in Chesterfield Valley. As a public perception issue, a fiscal issue, and impacts to tourism, it is critical that all visitors to Chesterfield Valley enjoy a safe environment for the person and property. Solutions should be considered to not only address the concerns with capacity, but

how to fund that necessary capacity, in some fashion, potentially by a new public safety centered Special Business District, to address Chesterfield Valley Law enforcement and Park Rangers

Additional Revenue generation prioritized and moved from Appendix C

Lodging tax – 5% (emphasis)

Public Debt-bonds, certificates of participation

User Fees and charges

Use Tax

Recreational marijuana tax

THIRD, TERTIARY PRIORITIES

There are a number of "issues or initiatives" that have been informally discussed and/or considered by City Council, but **Council has not individually endorsed or provided consistent direction to City Staff**. Staff attempts to remain engaged, informed, and develop a body of knowledge on any relevant issues impacting the City of Chesterfield. Staff attempts to share information with City Council regarding relevant topics in order for City Council to act when City Council deems appropriate. Does Council desire to develop a more complete body of knowledge, or does City Council prefer that City Staff NOT consider or investigate these concepts further?

The following projects and initiatives have NOT been endorsed or individually prioritized by City Council. Certainly, it is understood that should conditions change or opportunities arise, that Council may re-categorize and amend their priorities.

St. Louis County-City Merger, Consolidation

Various political and legislative efforts continue to surface, which promote mergers, consolidation with the City of St. Louis. Staff monitors these developments through legislative advocacy, professional associations, media, Missouri Municipal League, and the Municipal League of Metro St. Louis.

St. Louis County Operations and fiscal issues

Given St. Louis County's financial position, it should be anticipated that County will shift service costs to municipal contracts and will attempt to divest themselves of as many service obligations/liabilities as possible. The City of Chesterfield must remain vigilant and aware of the potential for substantial increased costs of operations, which in turn, will negatively impact the City's ability to continue the current level of services without consideration of supplemental revenues. The City could easily find itself in a financial hole, not of its own doing. The City must be agile and prepared to address County's actions politically, legally, and financially.

Acquisition of Parcel C-211

This is the parcel immediately west of Central Park, the 7.22 acres situated north of the aquatic facility, between the lake and August Hill, zoned for residential towers. Multiple elected officials have discussed acquisition of this parcel. While potentially a partial alternative to the Wild Horse Village parking garage, acquisition of parcel C-211 is also associated with the disposition of Central Park, the originally planned maintenance/equipment building, and the design/layout of the Aquatic Facility. This parcel is currently owned and intended to be developed by Proper Construction. If the City desires to acquire this property, the decision needs to be stated clearly and staff should be empowered to initiate foundational conversations to determine the availability and potential acquisition costs for the parcel.

Community Space(s) prioritized and moved to appendix B

~~There are multiple potential solutions. Since the demolition of Chesterfield Mall, Staff has continuously investigated alternatives and is currently utilizing multiple other facilities. This need will continue to be evaluated with the development of Downtown Chesterfield, other public facilities, and the aquatic center.~~

Additional Revenue generation prioritized and moved to appendix B

~~Public Debt bonds, certificates of participation~~

~~User Fees and charges~~

~~Use Tax~~

~~Lodging tax (moved to ongoing activities)~~

~~Recreational marijuana tax~~

Valley Public Safety prioritized and moved to appendix B

~~As has been discussed repeatedly, there are concerns with ongoing public safety for retail, sports tourism, and park facilities in Chesterfield Valley. As a public perception issue, a fiscal issue, and impacts to tourism, it is critical that all visitors to Chesterfield Valley enjoy a safe environment for the person and property. Solutions should be considered to not only address the concerns with capacity, but how to fund that necessary capacity, in some fashion, potentially by a new public safety centered Special Business District, to address Chesterfield Valley Law enforcement and Park Rangers~~

Valley Road Improvements

We are currently experiencing significant capacity and safety concerns at the west end of Chesterfield Valley due to the intensity of tourism and other regional attractants. This activity generally involves State and County Roadways, e.g. Eatherton Road improvements, completion of the Olive Boulevard Connection, and Chesterfield Blue Valley Road improvements. No funding or potential solutions are currently presented, but it is an issue that requires us to continuously seek out opportunities.

Pickleball

As described, the City is in "pickleball purgatory". We need to resolve our commitment towards providing facilities and funding for this activity. We have \$500,000 restricted for this purpose, but no location, or planned initiative to fully fund or locate new facilities. Concurrently, a private commercial provider is opening facilities within the District. Council has not provided direction whether the addition of Pickleball facilities remains viable and/or desired by the community.

Nooning Tree – Caliope Extension to Route 340 (Olive Blvd)

With potential development of the "Seeger" property adjacent to State Route 340, inquiries regarding the City's requirements for construction/extension of Caliope Place have come forth. While this project was considered many years ago and while there remains a perception by some residents that construction of the Caliope Place extension will occur concurrently with the development of the "Seeger" property, there is no such plan or commitment to do so.

Parks Community Survey

The following action items were identified from the Community Park Survey conducted by ETC. These action items are identified for future consideration.

- Address highest-priority repairs to aging park amenities
- Improve promotion of programs and events
- Adjust programming for seniors and teens
- Develop a phased plan for indoor community center space
- Improve pedestrian access to neighborhood parks
- Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.
- Implement citywide park reinvestment program



**CITY OF CHESTERFIELD
FINANCE AND ADMINISTRATION
COMMITTEE OF THE WHOLE MEETING**

**TUESDAY, FEBRUARY 10, 2026
COUNCIL CHAMBERS
5:30 P.M**

I. APPROVAL OF MINUTES

- **F&A COMMITTEE MINUTES - JANUARY 5, 2026**

II. DISCUSSION: STRATEGIC PRIORITIES

III. ADJOURNMENT

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE F&A COMMITTEE MEETING SHOULD CONTACT CITY CLERK VICKIE MCGOWND AT (636) 537-6716, AT LEAST TWO (2) BUSINESS DAYS PRIOR TO THE MEETING.

AN OBSERVATION:

- *We are making this harder than it needs to be.*
- *Perhaps I have confused some by my language/terminology.*

The City's Strategic Priorities boil down to:

What do you (City Council) want us to think, investigate, consider, develop a knowledge base, keep abreast of, and if the opportunities come up, act upon?

What do you NOT want us to investigate, develop further understanding, create a body of knowledge on?

2026 BUDGETED PROJECTS

FIRST PRIORITY, CURRENT YEAR, BUDGETED PROJECTS AND ACTIVITIES. THESE PROJECTS ARE BUDGETED AND THE CITY IS COMMITTED/OBLIGATED TO SOME DEGREE.

THESE ARE APPROVED ACTIVITIES, SHOULD BE CONSIDERED SETTLED ISSUES. THERE NEED NOT BE FURTHER DISCUSSION ON THESE PROJECTS.

2026 BUDGETED PRIORITIES

APPENDIX A

The 2026 budget includes an impressive and perhaps unprecedented volume of “projects”. I’ve included a summary list of the major projects that are funded in the approved budget. Again, I note that these are in addition to the regular and routine operations of the City. **These are the City Administrator priorities for 2026. I have no expectation that all of these projects will be completed in this fiscal year, but we will make every effort to advance each initiative.**

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These are my three primary functions and define the expectations for my performance. If Council desires to supplement these goals and objectives, I encourage you to do so.

\$10,552,000

No expectation that all of these projects will be completed this fiscal year!

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ONGOING AND CONTINUING ACTIVITIES

SECOND PRIORITY:

THOSE PROJECTS, CONCEPTS, ACTIVITIES THAT ARE IN PROGRESS, HAVE BEEN INDIVIDUALLY SHARED WITH COUNCIL, BUT ARE NOT FUNDED OR CURRENT YEAR PROJECTS. THE CITY HAS NOT FULLY COMMITTED AND IS NOT OBLIGATED TO PROCEED.

MY RECOMMENDATION IS THAT THIS IS WHERE THE BULK OF OUR DISCUSSION SHOULD OCCUR.

- THESE ARE ACTIVITIES ON THE HORIZON AND HAVE BEEN DISCUSSED TO VARYING DEGREES.
- THE CITY IS NOT CURRENTLY OBLIGATED OR COMMITTED TO THESE ACTIVITIES.

ONGOING & CONTINUING ACTIVITIES

APPENDIX B

In addition to the projects in the 2026 fiscal budget, the City is **ALREADY** engaged and will continue to progress on the following, unless City Council directs otherwise. Although currently engaged, the City is not currently obligated to these efforts:

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RFP FOR DESIGN

CONST. FUNDING?

Wild Horse Village Parking Structure

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DECISION
TREE

Chesterfield Regional TIF Finances and debt issuance(s)

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Employee recruitment and retention WHITE PAPER –budget workshop #3

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ONGOING & CONTINUING ACTIVITIES

APPENDIX B

Additional Elementary School Resource Officers

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Pilot program @ PH&S
Committee

Bikeable-Walkable Plan

City Council adopted the Bicycle-Pedestrian Plan. While none of the identified concepts have been investigated and none of these projects have an associated funding source, City Council has expressed their desire to take advantage of opportunities to further the improvements should any opportunity arise.

Large \$ projects
\$26,000,00
PRIORITY PROJECTS

Document-Records Management – archival

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ONGOING ACTIVITIES

DEVELOPING A BODY OF KNOWLEDGE

THE THIRD PRIORITY, ARE ISSUES OR ACTIVITIES MAY BE DESCRIBED AS ONGOING LEARNING, FUTURE THREATS, FUTURE OPPORTUNITIES, OR SIMPLY MAINTAINING TOPICAL AWARENESS. WHILE THESE TOPICS MAY OR MAY NOT HAVE BEEN FORMALLY DISCUSSED BY CITY COUNCIL, STAFF SEEKS TO IDENTIFY OPPORTUNITIES AND DEVELOP A BODY OF KNOWLEDGE. THESE ARE NOT PROJECTS, BUT CONCEPTS/TOPICS AND THERE IS NO COMMITMENT OR OBLIGATION ON BEHALF OF THE CITY. SOMETHING MAY DEVELOP IN THE FUTURE, OR NOT. THE MAJORITY OF THESE ISSUES WILL LIKEY NOT COME TO EXECUTION, BUT REQUIRE ONGOING ATTENTION.

THESE ACTIVITIES REPRESENT **DEVELOPING A KNOWLEDGE BASE**. DATA IS CRITICALLY IMPORTANT TO MAKING INFORMATION DECISIONS. **NO OBLIGATION, NO COMMITMENT IS CREATED BY DEVELOPING A BODY OF KNOWLEDGE**. COUNCIL SHOULD BE FULLY AWARE OF SUCH ITEMS ON THE HORIZON. IT IS MY ASSUMPTION THAT COUNCIL DESIRES THAT STAFF BE PROFESSIONALLY ENGAGED ON ANY ISSUES THAT COULD IMPACT THE CITY.

IF THERE ARE SPECIFIC ISSUES THAT COUNCIL DESIRES US TO AVOID, STAFF WOULD APPRECIATE SUCH DIRECTION.

FUTURE ISSUES AND THREATS

THIRD, TERTIARY PRIORITIES

There are a number of “issues or initiatives” that have been informally discussed and/or considered by City Council, but **Council has not individually endorsed or provided consistent direction to City Staff**. Staff attempts to remain engaged, informed, and develop a body of knowledge on any relevant issues impacting the City of Chesterfield. Staff attempts to share information with City Council regarding relevant topics in order for City Council to act when City Council deems appropriate. Does Council desire to develop a more complete body of knowledge, or does City Council prefer that City Staff NOT consider or investigate these concepts further?

The following projects and initiatives have NOT been endorsed or individually prioritized by City Council. Certainly, it is understood that should conditions change or opportunities arise, that Council may re-categorize and amend their priorities.

St. Louis County-City Merger, Consolidation

Various political and legislative efforts continue to surface, which promote mergers, consolidation with the City of St. Louis. Staff monitors these developments through legislative advocacy, professional associations, media, Missouri Municipal League, and the Municipal League of Metro St. Louis.

St. Louis County Operations and fiscal issues

Given St. Louis County’s financial position, it should be anticipated that County will shift service costs to municipal contracts and will attempt to divest themselves of as many service obligations/liabilities as possible. The City of Chesterfield must remain vigilant and aware of the potential for substantial increased costs of operations, which in turn, will negatively impact the City’s ability to continue the current level of services without consideration of supplemental revenues. The City could easily find itself in a financial hole, not of its own doing. The City must be agile and prepared to address County’s actions politically, legally, and financially.

Acquisition of Parcel C-211

This is the parcel immediately west of Central Park, the 7.22 acres situated north of the aquatic facility, between the lake and August Hill, zoned for residential towers. Multiple elected officials have discussed acquisition of this parcel. While potentially a partial alternative to the Wild Horse Village parking garage, acquisition of parcel C-211 is also associated with the disposition of Central Park, the originally planned maintenance/equipment building, and the design/layout of the Aquatic Facility. This parcel is currently owned and intended to be developed by Proper Construction. If the City desires to acquire this property, the decision needs to be stated clearly and staff should be empowered to initiate foundational conversations to determine the availability and potential acquisition costs for the parcel.

Related to WH
Village Decision

APPENDIX C

Community Space

There are multiple potential solutions. Since the demolition of Chesterfield Mall, Staff has continuously investigated alternatives and is currently utilizing multiple other facilities. This need will continue to be evaluated with the development of Downtown Chesterfield, other public facilities, and the aquatic center.

Additional Revenue generation

Public Debt-bonds, certificates of participation
User Fees and charges
Use Tax
Lodging tax
Recreational marijuana tax

impacts virtually everything
Cadillac appetite
Static revenues

Valley Public Safety

As has been discussed repeatedly, there are concerns with ongoing public safety for retail, sports tourism, and park facilities in Chesterfield Valley. As a public perception issue, a fiscal issue, and impacts to tourism, it is critical that all visitors to Chesterfield Valley enjoy a safe environment for the person and property. Solutions should be considered to not only address the concerns with capacity, but how to fund that necessary capacity, in some fashion, potentially by a new public safety centered Special Business District, to address Chesterfield Valley Law enforcement and Park Rangers

Valley Road Improvements

We are currently experiencing significant capacity and safety concerns at the west end of Chesterfield Valley due to the intensity of tourism and other regional attractants. This activity generally involves State and County Roadways, e.g. Eatherton Road improvements, completion of the Olive Boulevard Connection, and Chesterfield Blue Valley Road improvements. No funding or potential solutions are currently presented, but it is an issue that requires us to continuously seek out opportunities.

Pickleball

As described, the City is in “pickleball purgatory”. We need to resolve our commitment towards providing facilities and funding for this activity. We have \$500,000 restricted for this purpose, but no location, or planned initiative to fully fund or locate new facilities. Concurrently, a private commercial provider is opening facilities within the District. Council has not provided direction whether the addition of Pickleball facilities remains viable and/or desired by the community.

Nooning Tree – Caliope Extension to Route 340 (Olive Blvd)

With potential development of the “Seeger” property adjacent to State Route 340, inquiries regarding the City’s requirements for construction/extension of Caliope Place have come forth. While this project was considered many years ago and while there remains a perception by some residents that construction of the Caliope Place extension will occur concurrently with the development of the “Seeger” property, there is no such plan or commitment to do so.

FUTURE ISSUES AND THREATS

APPENDIX C

Parks Community Survey

The following action items were identified from the Community Park Survey conducted by ETC. These action items are identified for future consideration.

- Address highest-priority repairs to aging park amenities
- Improve promotion of programs and events
- Adjust programming for seniors and teens
- Develop a phased plan for indoor community center space
- Improve pedestrian access to neighborhood parks
- Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.
- Implement citywide park reinvestment program

BIKEABLE WALKABLE PLAN

The following tables are taken from the approved Bikeable Walkable plan. The activities are not budgeted, funded, or even considered projects at this point in time. The City has not committed or obligated itself in any way. These are identified as potential projects that would be investigated, and the body of knowledge developed as opportunities present themselves.



City of Chesterfield Bikeable Walkable Plan

Adopted: November 3, 2025

Council Resolution #513



\$490,000
\$13,300,000
\$7,810,000
\$1,720,000
\$2,680,000

\$26,000,000

APPENDIX D

The Vision for the City of Chesterfield, as defined in the 2022 Strategic Plan, is: *Chesterfield is a premier community known for safe and beautiful neighborhoods, high quality development, and great schools, services, and amenities.* This Bikeable Walkable Plan (Plan) aligns with that Vision by consolidating community desires and professional recommendations for improving the health, mobility, and overall quality of life for Chesterfield residents, workers, and visitors.

The Plan is the result of a year-long process that solicited input from the public, elected officials, staff, and consultants to identify potential improvements to pedestrian and bicycle infrastructure, policies, and programs. The Plan summarizes the planning process and outcomes. The next steps of this Plan focus on an action-oriented, prioritized list of infrastructure improvements selected through input and preferences shared by the public at a February 2025 Open House as well as staff consideration and feasibility. The priority projects include:

- Edison Avenue Crossing, from Chesterfield Valley to the Monarch Chesterfield Levee Trail
- Ameren Powerline Trail, from Ladue Rd to Clarkson Rd (3 phases)
- Levee Trail Extension, from Edison Ave to Centaur Rd
- Logan University Trail, from Country Ridge Dr to Schoettler Rd
- Riparian Trail extension, from Old Chesterfield Rd to Chesterfield Valley (includes Old Chesterfield Road Sidewalk)





Vision

Chesterfield is a premier community known for safe and beautiful neighborhoods, high quality development, and great schools, services, and amenities.

Guiding Principles

- Safe
- Connected
- Inclusive
- Active
- Enjoyable

Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 3:</p> <p>Explore options to reduce services or modify how they are delivered to ensure optimal use of available resources.</p>	Maintenance of accreditation from CALEA (every 3 years)	 2022	Next evaluation in 2026	
	Maintenance of accreditation from APWA (every 4 years)	 2023	Next evaluation in 2027	
	Maintenance of accreditation from CAPRA (every 5 years)	 2023	Next evaluation in 2028	
	Maintenance of accreditation from GFOA (annual)	 2024	Next evaluation in 2025	
	Program review completion and recommendations submitted to Council			

CONTRADICTION, CONFLICTING,
and/or UNADDRESSED DIRECTION

Activities & Initiatives (Appendices A thru C):

Bikeable Walkable Plan (Appendix D)

ETC survey action items (Appendix E):

Parks Survey

Business Survey

Police survey

Employee Survey

Strategic Plan (Appendix F)

The 2026 budget includes an impressive and perhaps unprecedented volume of “projects”. These are in addition to the regular and routine operations of the City.

These are my priorities for 2026. I have no expectation that all of these projects will be completed in this fiscal year, but we will make every effort to advance each initiative.

From my perspective, the City Administrator’s goals and objectives are simple and concise:

- 1) Manage and oversee the day-to-day operations of the City in conformance with Missouri Statutes, City Code and City policies.
- 2) Manage and oversee the projects and initiatives as approved in the 2026 fiscal budget.
- 3) Monitor, manage and oversee the fiscal activities of the City in conformance with the City Council approved budget and budgetary procedures.

These are my three primary functions and define the expectations for my performance. If Council desires to supplement these goals and objectives, I encourage you to do so.

I AM AN “AT WILL” EMPLOYEE. YOU CAN TERMINATE ME AT ANY TIME!

Figure 1A: City Infrastructure Recommendations

PROJECT #	LOCATION/CORRIDOR NAME	ENDPOINTS/DESCRIPTION
1	Edison Ave Bike Lanes	Long Road to Cepi Dr
2	Ladue Rd Bike Lanes	North Woods Mill Rd to Olive Blvd
3	Country Ridge Dr / Schoettler Valley Dr Bike Boulevard	Clarkson Rd to Chesterfield Parkway East
4	Old Chesterfield Rd Sidewalk	Riparian Trail to Baxter Rd
5	Swingley Ridge Rd Sidewalk Gap	Post Office to Nardin Dr
6	Portico Dr / Monterra Dr Sidewalk Gap	North end of Portico Dr to Olive Blvd
7	Trailtop Dr to Wethersfield Terrace Ct Sidewalk Connection	Connect Existing Cul-de-sacs
8	Stablestone Ct / N. Green Trails Dr / Green Trails Elementary Sidewalk Connection	Stablestone Ct / N. Green Trails Dr to Green Trails Elementary
9	Edison Ave Crossing	Connect Monarch Chesterfield Levee Trail to Chesterfield Valley, across Edison Ave
10	Wilson Ave (Wilson Park Area) Side Path	Baxter Crossing Ln. to Wilson Woods Ct
11	Ameren Powerline Trail – A, B, C	Ladue Rd to Clarkson Rd
12	Monarch Chesterfield Levee Trail	Edison Ave Trailhead to Centaur Rd
13	Bonhomme Creek Riparian Trail	City limits to Long Rd
14	Logan University Trail Connection	Country Ridge Dr to Schoettler Rd
15	Riparian Trail Extension, includes #4 above within project limits	Riparian Trail Trailhead at Old Chesterfield Rd to Chesterfield Valley

Note: List is not in order of priority. See corresponding project numbers in Figure 1B.

Figure 2A: Opportunities for Agency Coordination

PROJECT # AGENCY	LOCATION/CORRIDOR NAME	ENDPOINTS/DESCRIPTION
1a STLCO	Wild Horse Creek Rd Sidewalk Gap	Kehrs Mill Rd to Wilson Ave
1b STLCO	Wild Horse Creek Rd Sidewalk Gap	Wilson Ave to Chesterfield Parkway
2 STLCO	Baxter Rd Sidewalk Gap	Old Chesterfield Rd to Monarch Chesterfield Levee Trail
3 MODOT	Clarkson Rd / Olive Blvd Sidewalk Gap	Swingley Ridge Rd, under I-64, to Lea Oak Dr
4 MODOT	Clarkson Rd Access Ramp Sidewalk Gap	Chesterfield Parkway to Lea Oak Dr
5 MODOT	Boones Crossing Sidewalk Connection	Monarch Chesterfield Levee Trail to Chesterfield Airport Rd
6 STLCO	Baxter Rd Crossing	Near August Hill Dr
7 MODOT	Olive Blvd Crossing	At Swingley Ridge Rd
8 STLCO	North Woods Mill Rd Shared Use Path	Olive Blvd to Parkway High School
9 MODOT	Clarkson Rd Sidewalk	Lea Oak Dr to Kehrs Mill Rd
10 MODOT	Wild Horse Creek Rd Shared Use Path	Eatherton Rd to Kehrs Mill Rd
11 STLCO	Kehrs Mill Rd Sidewalk Gap	Pacland Estates Dr to Pacland Pl
12 GRG	Missouri Greenway Trail	Monarch Chesterfield Levee Trail to Creve Coeur Park
13 STLCO	Spirit of St. Louis Airport to Monarch Chesterfield Levee Trail Connections	Goddard Ave to Spirit of St. Louis Blvd, to Monarch Chesterfield Levee Trail
14 STLCO	Conway Rd Sidewalk Gap	Chesterfield Parkway to City Limit

Note: List is not in order of priority. See corresponding numbers in Figure 2B.

BIKEABLE WALKABLE PLAN



City of Chesterfield

Ameren Utility Corridor Trail - A, B, C

Introduction

The Ameren Utility Corridor Trail will provide a 5.1 mile long recreational trail that is easily accessible for a large percentage of the City's residents as it traverses through the City from Ladue Rd, near Parkway Central High School to Clarkson Rd, near Marquette High School. The trail would be located on land within the existing Ameren easement. It is planned to be constructed in three separate phases – A, B, and C. Phase A is from Ladue Rd to Conway Rd. Phase B is from Conway Rd to Schoettler Rd. Phase C is from Schoettler Rd to Clarkson Rd.

Key Destinations and Connections

- Marquette High School
- Parkway High School
- Numerous adjacent subdivisions
- Major roads: Ladue Rd, Conway Rd, Schoettler Rd, Baxter Rd, Clarkson Rd

Opportunities

- Connect adjacent subdivisions to the trail to allow easily accessible recreational opportunities to a densely populated section of the City
- Each phase could be constructed independently of the other phases
- Many points of access to the trail at intersections with public streets

Challenges

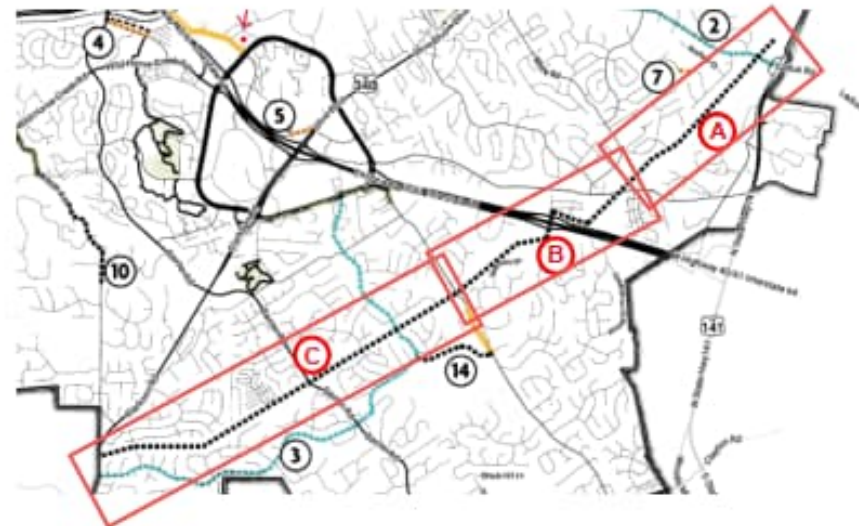
- Crossing I-64 and Outer Roads
- FEMA Floodway No-Rise analyses and certifications
- Obtaining the required easements from the necessary subdivisions
- Coordination with Ameren and proximity to power lines
- High cost –
 - Phase A = \$3,000,000
 - Phase B = \$5,300,000
 - Phase C = \$5,000,000

Trail Statistics:

- Length: 4.75 miles (Total)
- A: 1.2 mi, B: 1.3 mi, C: 2.6 mi
- Corridor width: 40-60 ft

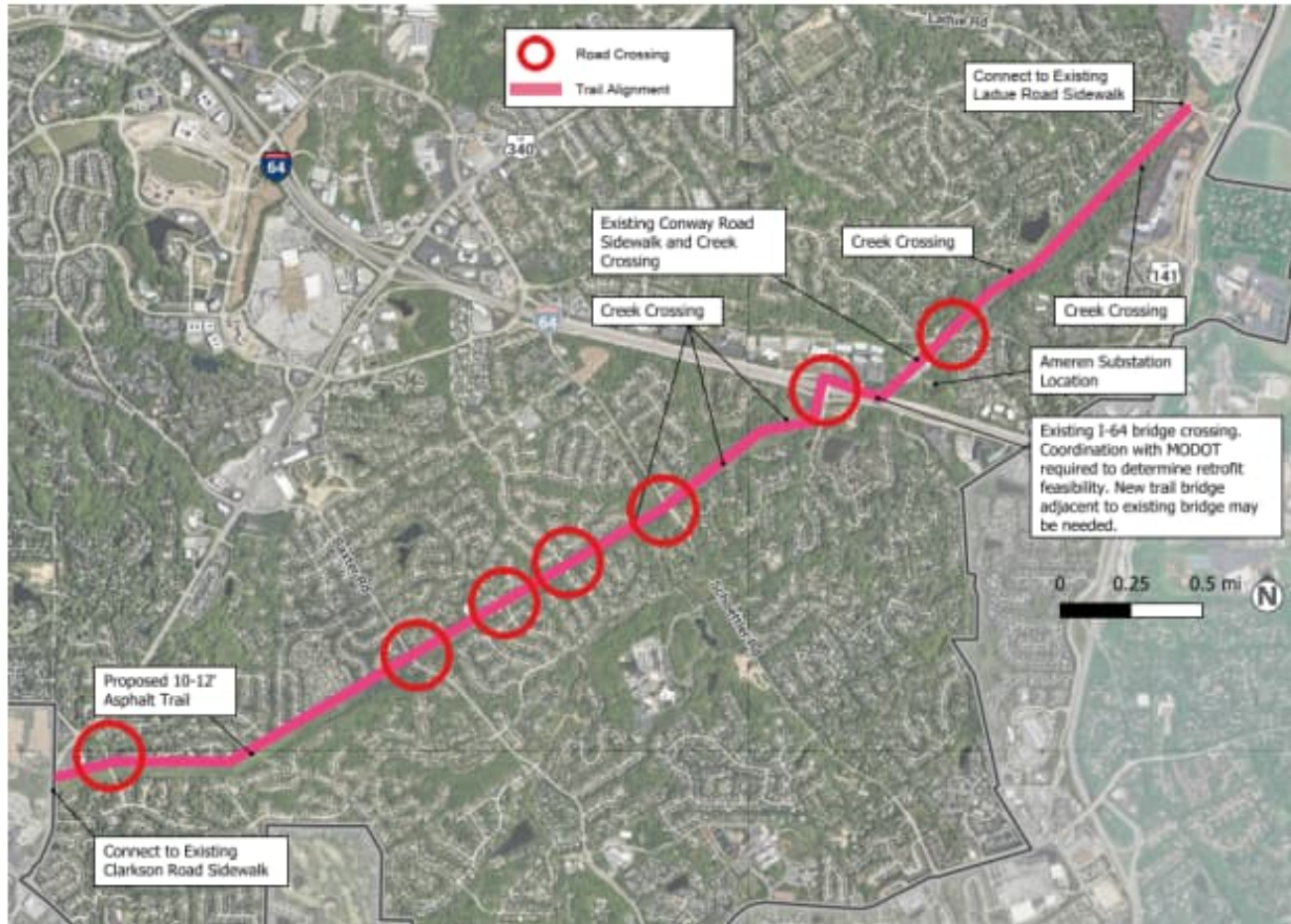
Land Use:

- Zoning: NU, R1, R2, C8, PC
- Ward: 03
- Subdiv: Multiple



CONCEPT EXHIBIT

BIKEABLE WALKABLE PLAN



Preliminary Cost Opinion

PRELIMINARY OPINION OF PROBABLE CONSTRUCTION COST - \$13,300,000



City of Chesterfield

Monarch Chesterfield Levee Trail Extension

Introduction

The Monarch Chesterfield Levee Trail Extension at the west end of the Valley provides an extension of the Levee Trail from the Edison Avenue trailhead, across Long Road, and ends at the City limits at Centaur Road. The trail would run through airport property and bypass the existing railroad corridor where the trail connection was originally planned. The City is not aware of any plans for the railroad to cease service on that line. After completion of this extension, only a 0.75 mile gap would remain along Centaur Road, within the City of Wildwood, to complete the long-planned loop around Chesterfield Valley.

Key Destinations and Connections

- Chesterfield Valley
- The Landings at Spirit Golf Course
- Centaur Rd
- Edison Ave
- Railroad Park

Opportunities

- Potential funding through the Chesterfield Valley Transportation Development District (TDD)
- One step closer to completing Levee Trail loop around Chesterfield Valley
- Most of the project is located on property owned by St. Louis County

Challenges

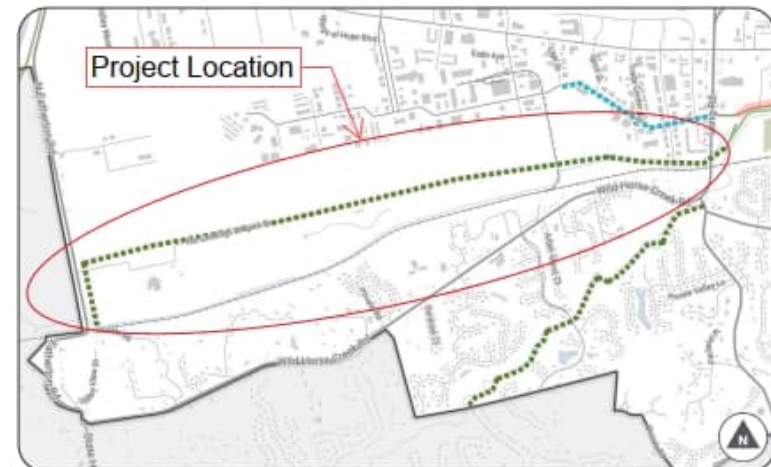
- Creek crossing at the south end of Chesterfield Industrial Blvd
- Trail located in floodplain could flood periodically and be unusable
- Pedestrian bridges over Long Road, railroad spur line, and creek
- Permitting through Army Corps of Engineers and Monarch Chesterfield Levee District for alteration of the levee

Trail Statistics:

- Length: 3.33 miles
- Corridor width: ≥ 40 ft

Land Use:

- Zoning: M3 (Planned Industrial)
- Ward: 04
- Subdiv: Spirit of St. Louis Air Park



CONCEPT EXHIBIT

BIKEABLE WALKABLE PLAN



Preliminary Cost Opinion

PRELIMINARY OPINION OF PROBABLE CONSTRUCTION COST - \$7,810,000



BIKEABLE WALKABLE PLAN



City of Chesterfield

Logan University Trail

Introduction

The Logan University Trail will create a pedestrian connection between Schoettler Rd and Country Ridge Dr, through the Logan University campus. The trail will expand access to Creve Coeur Creek and provide a safe, scenic access route connecting Country Ridge Dr and Schoettler Rd.

Key Destinations and Connections

- Logan University
- Logan Park

Challenges

- Would require significant earthwork and retaining walls
- FEMA Floodway No-Rise analyses and certifications

Opportunities

- Connect to existing paved path on subdivision common ground between 14924 Country Ridge Dr and 14918 Country Ridge Dr
- Obtain easements from only two property owners
- Create access for residents to walk or bike to Logan Park instead of drive

Trail Statistics:

- Length: 0.5 miles
- Corridor width: 60 ft

Nearby Connections:

- Baxter Rd
~0.5 mi west
- Clayton Rd
~1.25 mi south
- Chesterfield Pkwy
~1.25 mi north

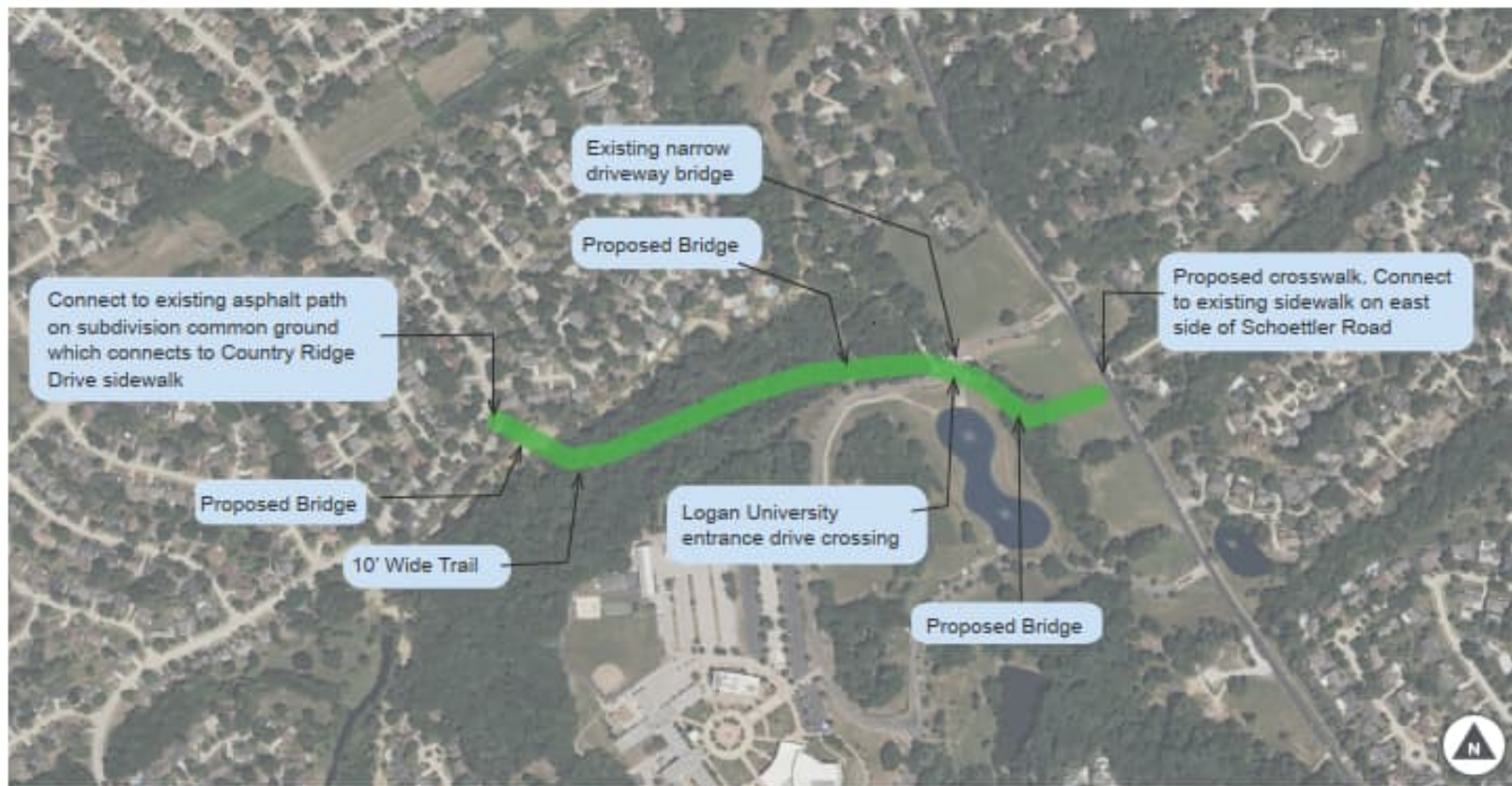
Land Use:

- Zoning: NU and R2
- Ward: 03
- Subdiv: Logan College,
Baxter Lanes Addition 2



BIKEABLE WALKABLE PLAN

CONCEPT EXHIBIT



Preliminary Cost Opinion

PRELIMINARY OPINION OF PROBABLE
CONSTRUCTION COST - \$1,720,000

BIKEABLE WALKABLE PLAN



City of Chesterfield Riparian Trail Connection

Introduction

The Riparian Trail Connection is a half-mile trail extension that would fill a gap in the City's trail system by connecting the Riparian Trail to the Monarch Chesterfield Levee Trail, Edison Ave Bike Lanes, and Chesterfield Valley via Old Chesterfield Rd

Key Destinations

- Chesterfield Valley
- Monarch Chesterfield Levee Trail
- Riparian Trail
- Old Chesterfield Rd

Opportunities

- Links the Riparian Trail with Monarch Levee Trail, Edison Avenue bike lanes, Chesterfield Valley, and Historic Chesterfield District
- Provides sidewalk on Old Chesterfield Rd for pedestrian access to local businesses
- Pedestrian connection linking Chesterfield Valley with Wild Horse Village and Downtown Chesterfield

Challenges

- Crossing Bonhomme Creek, existing levee, railroad, and floodwall
- FEMA Floodway No-Rise analyses and certifications
- Permitting improvements through Railroad, Army Corps of Engineers, and Monarch Chesterfield Levee District
- Connection located in floodplain could flood periodically and be unusable

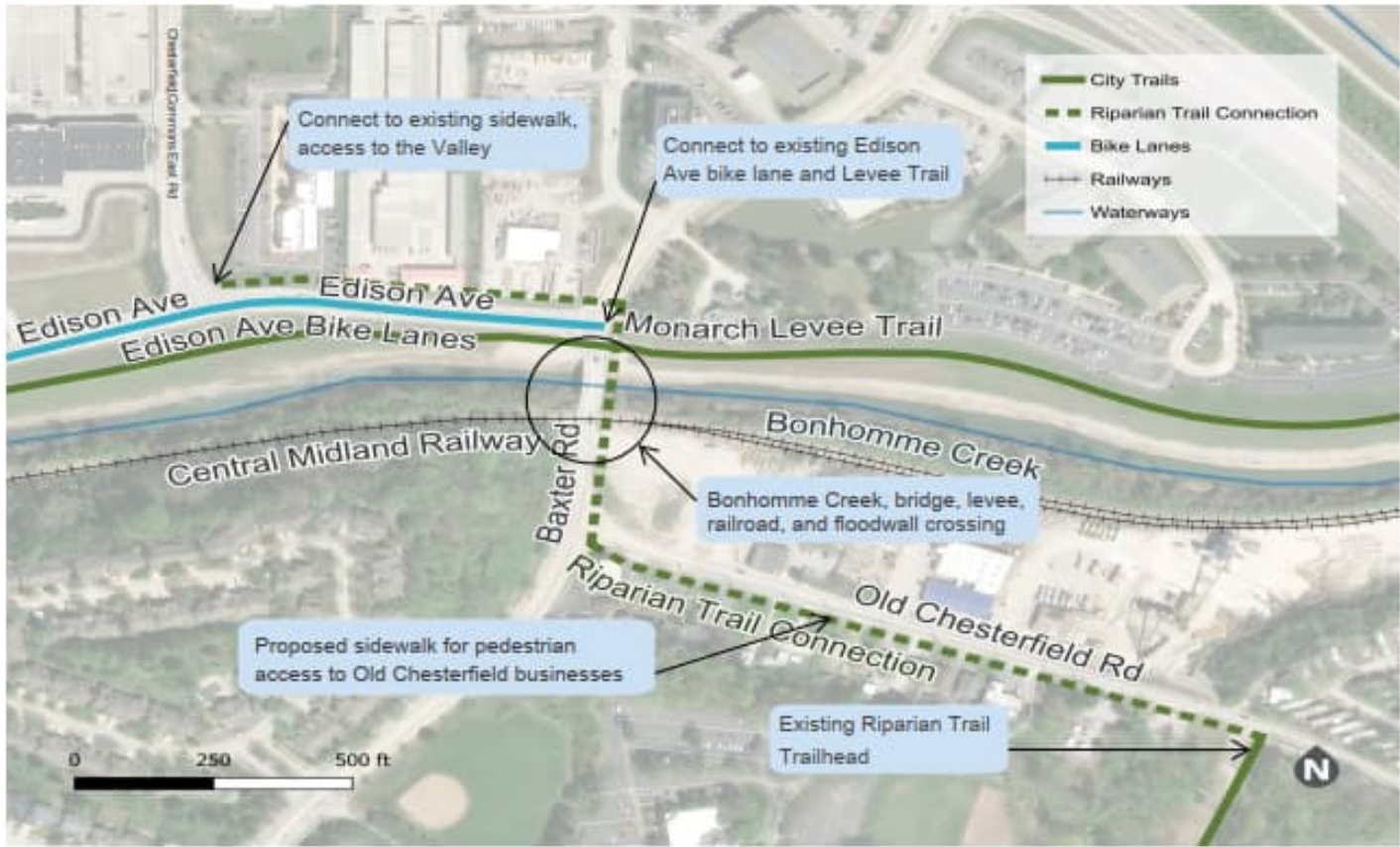
Trail Statistics:
Length: 0.49 mi
Corridor width: TBD

Land Use:
Zoning: Multiple zoning districts.
Ward: 4
Subdiv: Lena Burkhardt Estates,
Ascension School



BIKEABLE WALKABLE PLAN

CONCEPT EXHIBIT



Preliminary Cost Opinion

PRELIMINARY OPINION OF PROBABLE CONSTRUCTION COST - \$2,680,000

Summary: This document outlines short- (0-12 months), medium- (1-3 years), and long-term (3-5+ years) action items for City of Chesterfield Department Heads based directly on findings from the Community & Public Safety Survey, Business Survey, Employee Survey, and Parks, Recreation & Arts Survey. Each action item is paired with a brief summary of what respondents said and a page reference to the applicable survey report.

Parks, Recreation & Arts

Timeframe	Action Item	Primary Survey Driver	What the Surveys Said	Survey Source	Question Reference
Short-Term	Address highest-priority repairs to aging park amenities	Aging facilities	Upgrading aging park amenities ranked among top priorities	Parks Survey	Q12 (pg 24) Q13 (pg 25)
Short-Term	Improve promotion of programs and events	Awareness gaps	Respondents cited lack of awareness of parks and programs	Parks Survey	Q12 (pg 24) Q13 (pg 25) Q18 (pg34)
Short-Term	Adjust programming for seniors and teens	Program gaps by age group	High demand for additional senior and teen programming	Parks Survey	Q11 (pg 23)
Medium-Term	Develop a phased plan for indoor community center space	Indoor recreation demand	Strong support for indoor community recreation space	Parks Survey	Q12 (pg24) Q13 (pg 25)
Medium-Term	Improve pedestrian access to neighborhood parks	Access barriers	Pedestrian access cited as a limitation to park use	Parks Survey	Q3 (pg 11)
Medium-Term	Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.	Satisfaction gaps	Track progress over time.	Parks Survey	Throughout
Long-Term	Implement citywide park reinvestment program	Systemwide aging assets	Aging infrastructure identified as long-term system need	Parks Survey	Q12 (pg 24) Q13 (pg 25)

Public Works

Timeframe	Action Item	Primary Survey Driver	What the Surveys Said	Survey Source	Question Reference
Short-Term	Prioritize visible street and sidewalk repairs	Infrastructure quality	Street and sidewalk maintenance ranked highest in importance but not ranked high on satisfaction.	Community and Public Safety Survey & Business Survey	CPS: Q4-5 (pg 4-5) Q8 (pg 8) Q25 (pg26) I.S. Rating (pg vii) BS: Q2 (pg5)
Short-Term	Publicly communicate pavement rating process and results	Lack of understanding	Street and sidewalk maintenance ranked highest in importance but not ranked high on satisfaction.	Community and Public Safety Survey & Business Survey	CPS: Q4-5 (pg 4-5) Q8 (pg 8) Q25 (pg26) I.S. Rating (pg vii) BS: Q2 (pg5)
Medium-Term	Demonstrate increased emphasis on Public Works through targeted investment, project volume, and reporting tied to Public Works categories.	Priority alignment	Quality of public works/street maintenance ranked as highest priority over the next 2 years.	Community and Public Safety Survey	Q5 (pg 5)
Medium-Term	Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.	Satisfaction gaps	Track progress over time.	Community and Public Safety Survey	Throughout
Long-Term	Execute long-range reinvestment strategy for aging Public Works assets	Sustained quality of aging assets	Ratings across multiple Public Works asset categories suggest that residents are increasingly attentive to the condition of aging infrastructure beyond streets alone.	Community and Public Safety Survey	Q25 (pg26)
Long-Term	Make Public Works performance reporting a permanent component of annual reporting and budget communication.	Information expectations	Lower ratings related to information availability indicate that residents want clearer, ongoing communication about Public Works performance and investment decisions.	Community and Public Safety Survey	Q17 (pg 15) Q4 (pg 4)

Planning

Timeframe	Action Item	Primary Survey Driver	What the Surveys Said	Survey Source	Question Reference
Short-Term	Clarify development review timelines and requirements	Process clarity	Businesses and residents report lower satisfaction when planning and development processes feel unclear and unpredictable	Community and Public Safety Survey & Business Survey	CPS: Q4 (pg 4) Q8 (pg 8) BS: Q5 (pg 6)
Short-Term	Improve explanation of planning recommendations and decision	Decision transparency	Low satisfaction indicates residents don't understand how planning decisions are made.	Community and Public Safety Survey	Q17 (pg 15) Q8 (pg 8) Q4 (pg 4)
Medium-Term	Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.	Satisfaction gaps	Track progress over time.	Community and Public Safety Survey & Business Survey	Throughout
Medium-Term	Streamline development review processes	Efficiency	Planning ranked second-highest improvement priority	Community and Public Safety Survey	p. vii
Long-Term	Update long-range planning frameworks	Future readiness	Residents value clear planning for the City's future	Community and Public Safety Survey & Business Survey	CPS: Q8 (pg 8) BS: Q4 (pg 5)

Information Technology

Timeframe	Action Item	Primary Survey Driver	What the Surveys Said	Survey Source	Question Reference
Short-Term	Improve IT help desk responsiveness	Ease of support	Employees reported opportunities to improve IT responsiveness	Employee Survey	Q6 (pg 9) Q8 (pg 11)
Short-Term	Identify and correct recurring hardware, software, or network issues that interfere with daily tasks.	System reliability	A meaningful share of employees indicate that City technology does not consistently support their job needs or perform as expected.	Employee Survey	Q6 (pg 9) Q8 (pg 11)
Medium-Term	Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.	Satisfaction gaps	Track progress over time.	Employee Survey & Community and Public Safety Survey	Throughout
Medium-Term	Expand self-service tools and automate routine processes where feasible to reduce manual work.	Process efficiency	Employees identify empowerment, efficiency, and having the right tools as priorities for improvement over the next two years.	Employee Survey	Q3 (pg 4) Q9 (pg12)
Medium-Term	Implement city-wide document management system	File management/access	Employees note that collaboration between different departments can be improved.	Employee Survey	Q2 (pg 3) Q8 (pg 11)
Long-Term	Implement integrated digital service platforms	Efficiency	Desire for easier online access to City services	Community and Public Safety Survey	pp. 14–15
Long-Term	Ensure long-term IT planning reflects how employees actually work, not just system capabilities.	Organizational alignment	Employees want tools, information, and systems that better support their day-to-day responsibilities.	Employee Survey	Q6 (pg 9) Q8 (11)

Finance & Administration

Timeframe	Action Item	Primary Survey Driver	What the Surveys Said	Survey Source	Question Reference
Short-Term	Expand employee recognition efforts	Employee morale	Employee recognition ranked top improvement opportunity	Employee Survey	Q1 (pg 2)
Short-Term	Simplify and clearly communicate routine financial processes such as purchasing, reimbursements, and payroll timelines.	Process clarity	Employees report moderate satisfaction with citywide communication, indicating confusion or inconsistency around internal processes.	Employee Survey	Q5 (pg 6)
Short-Term	Identify and address pain points in purchasing, approvals, and payment workflows that slow down daily work.	Operational friction	Neutral responses related to resources and support suggest that processes, not funding levels, are limiting efficiency.	Employee Survey	Q6 (pg 9)
Medium-Term	Expand professional development pathways	Talent development	Employees desire more training and growth opportunities	Employee Survey	Q7 (pg 10)
Medium-Term	Enhance how budget information is presented to make priorities, tradeoffs, and financial decisions easier to understand.	Financial Transparency	Residents want clearer information about City services and decisions, including how resources are allocated.	Community and Public Safety Survey	Q17 (pg 15)
Medium-Term	Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.	Satisfaction gaps	Track progress over time.	Employee Survey & Community and Public Safety Survey	Throughout
Long-Term	Align long-term financial planning with infrastructure needs	Sustainability	Infrastructure investment prioritized by residents and businesses	Community and Public Safety & Business Surveys	CPS Q8 (pg 8) BS Q2 (Pg 3) Q17 (pg 55)
Long-Term	Ensure financial systems, policies, and institutional knowledge support leadership transitions and long-term organizational stability.	Organizational continuity	Employees prioritize stability, clarity, and consistent support as the organization evolves.	Employee Survey	Q9 (pg 12)

Police

Timeframe	Action Item	Primary Survey Driver	What the Surveys Said	Survey Source	Question Reference
Short-Term	Maintain consistent, visible patrol presence	Visibility	Residents and businesses strongly associate visible police presence with overall feelings of safety.	Community and Public Safety & Business Surveys	CPS Q1(pg 2) Q3 (pg 3) BS Q5 (Pg 7)
Short-Term	Expand communication and outreach on crime prevention, safety tips, and police services.	Prevention awareness	Residents value crime prevention and safety education as part of overall public safety.	Community and Public Safety	Q3 (pg 3) Q17 (pg 15)
Medium-Term	Establish measurable satisfaction improvement targets for services ahead of the next survey cycle.	Satisfaction gaps	Track progress over time.	All Surveys	Throughout
Medium-Term	Strengthen coordination with businesses to address safety concerns and crime prevention needs.	Business confidence	Businesses value police presence and responsiveness as key factors in feeling safe operating in Chesterfield.	Business Survey	Q3 (pg 4) Q5 (pg 6-7)
Medium-Term	Expand crime prevention and safety education	Prevention focus	Strong support for crime prevention programs	Community Survey	pp. 18-19
Long-Term	Sustain high public safety satisfaction	Community safety confidence	Residents and businesses overwhelmingly rate Chesterfield as a safe place to live and work.	Community and Public Safety & Business Surveys	CPS Q3 (pg 3) Q4 (pg 4) BS Q3 (pg 4)
Long-Term	Support officer retention, morale, and succession planning to ensure long-term service quality.	Workforce stability	Employee engagement, recognition, and support are essential to sustaining high-performing public safety services.	Employee Survey	Q8 (pg 11) Q9 (pg 12)
Long-Term	Ensure patrol visibility and deployment strategies adapt as redevelopment, traffic volumes, and activity centers grow.	Adapt to changing conditions	High sense of safety is closely associated with police visibility for residents and businesses, which must be sustained as the City becomes more active.	Community and Public Safety & Business Surveys	CPS Q1(pg 2) Q3 (pg 3) BS Q5 (Pg 7)

STRATEGIC PLAN

CITY OF CHESTERFIELD, MISSOURI STRATEGIC PLAN

VISION

Chesterfield is a premier community known for safe and beautiful neighborhoods, high quality development, and great schools, services, and amenities.

MISSION

The City of Chesterfield provides superior municipal services to its residents and businesses through innovation, professional management, and leadership.

VALUES

SERVICE-MINDSET.

We are here to serve and we do not drive the agenda. Our goal is to make life in Chesterfield as good as it can be as defined by our residents and public officials.

EXCELLENCE.

When we do something, we strive to do it well. The quality of our services is recognized through accreditation from professional associations for Parks, Police, Finance, and Public Works.

PROFESSIONAL.

We are highly qualified. Our well-trained and skilled team represents the City and their professions well. We treat the public and each other with respect.

RESPONSIVE.

We respond in a timely and comprehensive manner to requests. We do not do the bare minimum. We listen, we offer full explanations, and we are proactive problem-solvers.

APPROACHABLE AND TRANSPARENT.

We are an open book. We are approachable and we make information on city business easily accessible to all.

GOAL 1:

Ensure Adequate Resources to Continue Superior City Services

OBJECTIVES

- Attract and retain high-performing employees.
- Explore options to increase revenues.
- Explore options to reduce services or modify how they are delivered in order to ensure optimal use of available resources.
- Provide high-quality, efficient, and secure technology and communications.

GOAL 2:

Provide Exceptional Parks, Facilities, and Recreational Programming

OBJECTIVES

- Maintain and improve the Chesterfield Valley Athletic Complex to support increased use.
- Continue to build out the eight acres recently purchased in Central Park.
- Evaluate options for continuation of the Chesterfield Aquatic Center.
- Increase opportunities for multi-modal connectivity.
- Offer a variety of recreation opportunities to meet the needs of all residents.



GOAL 3:

Support High-Quality Development and Preservation of Open Space

OBJECTIVES

- Align development process to development goals.
- Continue to support development of the southwest quadrant in accordance with the Comprehensive Plan.
- Understand the needs of local businesses and look for opportunities to attract and retain them.
- Preserve open space and build the public's awareness of the City's ongoing efforts and accomplishments in open space preservation.

GOAL 4:

Build Trust in Local Government

OBJECTIVES

- Engage the public and encourage positive public dialogue.
- Provide proactive, consistent, and creative communications.
- Explore the possibility of becoming a Charter City.

GOAL 5:

Ensure a Safe, Secure, and Well-Maintained City

OBJECTIVES

- Continue to provide superior public safety services to the City of Chesterfield and the City of Clarkson Valley.
- Adapt public safety delivery to changing needs.
- Ensure well-maintained public sidewalks and streets.


Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Measures	Data
<p style="text-align: center;">Objective 1:</p> <p style="text-align: center;">Attract and retain high-performing employees</p>	Employee turnover by group.	2023-2025 Analysis: 12-14% (reasonable three-year average)
	Employee satisfaction survey results	68% of employees would recommend employment at the City to their friends and family 73% are satisfied with their employment with the City 77% think the City is a good employer 83% feel comfortable working with staff in other departments 83% feel the work they do is meaningful 94% feel that their supervisor treats them with respect
	Exit interview report data.	2025 Analysis: Primarily driven by external opportunities. Data confirmed workplace culture is a retention strength.



[Return to First Page](#)

Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Objective 1: Attract and retain high-performing employees	Implementation of work-life balance policies			
	Creation and distribution of Employee Satisfaction Survey			


Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Measures	Data
	General Fund balance – current year	12/31/2025: \$17,071,232 (65.7%) 2025 Budget: \$18,306,964 (75%)
<p align="center">Objective 2:</p> <p align="center">Explore options to increase revenues</p>	General Fund balance – 5-year forecast (compare both to 40% Policy)	12/31/2025: \$19,448,549 (59.8%) 12/31/2026: \$20,361,977 (86.9%) 12/31/2027: \$20,856,492 (86.8%) 12/31/2028: \$19,610,970 (75.1%) 12/31/2029: \$17,453,019 (63.8%) 12/31/2030: \$13,851,624 (47.5%)



[Return to First Page](#)

Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Objective 2: Explore options to increase revenues	Analysis of revenue options submitted to City Council			
	Decisions made regarding service reduction or revenue increases			



[Return to First Page](#)





Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Measures	Data
<p>Objective 3:</p> <p>Explore options to reduce services or modify how they are delivered to ensure optimal use of available resources.</p>	<p>Overall resident satisfaction with City services – SEE GOAL 4</p>	<p>2024 Survey Results:</p> <ul style="list-style-type: none">- Satisfaction with the City as a place to live is 49.6% above the regional average and 50.5% above the National average- Satisfaction is higher than regional and National averages for most City services- 94% of residents believe the Police Department does a good job enforcing the law and maintaining good relations with the community.



[Return to First Page](#)

Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 3:</p> <p>Explore options to reduce services or modify how they are delivered to ensure optimal use of available resources.</p>	Maintenance of accreditation from CALEA (every 3 years)	 2022	Next evaluation in 2026	
	Maintenance of accreditation from APWA (every 4 years)	 2023	Next evaluation in 2027	
	Maintenance of accreditation from CAPRA (every 5 years)	 2023	Next evaluation in 2028	
	Maintenance of accreditation from GFOA (annual)	 2024	Next evaluation in 2025	
	Program review completion and recommendations submitted to Council			



Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Measures	Data
<p>Objective 4: Provide high-quality, efficient and secure technology and communications</p>	Resident satisfaction with online reporting system	See-Click-Fix reporting system implemented Summer 2024. Resident feedback is collected on each closed work order and analyzed by staff.
	Employee satisfaction with online hiring process	58% of Employees were satisfied with the onboarding experience when joining the City. New hiring app to be completed Spring 2026



[Return to First Page](#)

Goal 1: Ensure Adequate Resources to Continue Superior City Services

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 4:</p> <p>Provide high-quality, efficient and secure technology and communications</p>	Completion of IT Strategic Plan			
	Implementation of citizen problem reporting system			
	Implementation of online hiring process			To Be Completed Spring 2026



[Return to First Page](#)

Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
Objective 1: Maintain and improve the Chesterfield Valley Athletic Complex to support increased use	Resident satisfaction with CVAC	2025 Parks Survey Results: 94% Satisfied or Very Satisfied. Utilizing data from Perfect Game (PG) and Chesterfield Baseball & Softball Association (CBSA) to assess in the future.
	CVAC attendance (measured by age/race/gender)	Estimated 2025: 1.2 million players/ spectators 1,104 Teams playing in PG tournaments 10,150 players in CBSA Leagues

Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 1:</p> <p>Maintain and improve the Chesterfield Valley Athletic Complex to support increased use</p>	Decision regarding park ranger program and – if pursuing – implementation of program			
	Improvements completed for Chesterfield Valley Athletic Complex			Contractor currently constructing sewer facilities along North Outer 40; Added permanent fencing on fields A1 & A2. Added bulbs on C and F Quads. Completed Parks Master Improvement Inventory List to address future projects.

Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
Objective 2: Continue to build out the eight acres recently purchased in Central Park	Resident satisfaction with Central Park	2025 Parks Survey Results: 95% Satisfied or Very Satisfied
	Central Park attendance (measured by age/race/gender)	2025 Parks Survey Results: 73% of respondents had visited in last two years



Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

Objective 2:	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Continue to build out the eight acres recently purchased in Central Park	Improvements completed for Central Park			Main Circle Drive constructed; Amphitheater back of house and restroom in construction; in the process of updating the conceptual drawings for the eight acres of Central Park to better reflect current needs and park usage.

Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
Objective 3: Evaluate options for continuation of Chesterfield Aquatic Center	Resident satisfaction with Chesterfield Aquatic Center	Aquatic Center Feasibility Study Completed 2023 Pool Survey completed in 2025 Parks Survey Completed 2025
	Chesterfield Aquatic Center attendance (measured by age/race/gender)	Attendance for 2025: 40,160

Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 3:</p> <p>Evaluate options for continuation of Chesterfield Aquatic Center</p>	Completion of analysis regarding Aquatic Center			Contracting with a firm to begin community engagement and financial strategies per Council direction.
	Decision regarding future of the Chesterfield Aquatic Center			

Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
<p>Objective 4:</p> <p>Increase opportunities for multi-modal connectivity</p>	<p>Resident satisfaction with bicycle and pedestrian facilities</p>	<p>2025 Parks Survey Results: 58% of respondents did not have pedestrian route to access nearest park.</p>
	<p>Linear feet of trail system added (annually)</p>	<p><u>2025</u> 2.5 Miles of trail completed at River's Edge 4,100 Ft extended to Monarch Levee Trail</p> <p><u>2024</u> 1.35 Miles of trail completed at River's Edge</p> <p><u>2023</u> 1,600 ft at Logan Park 3,090 ft at Eberwein Park</p> <p><u>2022</u> 4,700 ft Riparian Trail Extension</p>

Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

Objective 4:


Increase opportunities for multi-modal connectivity

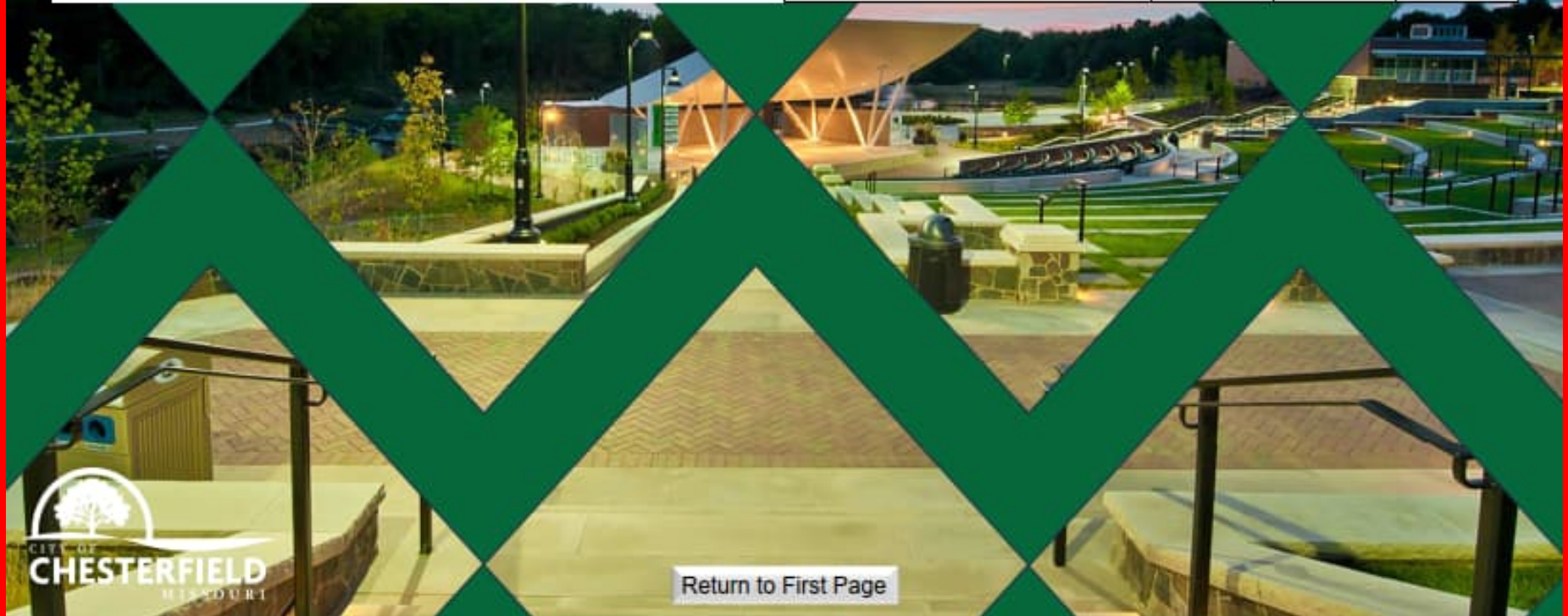
Milestones	Status		
	Complete	In-Progress	Revised / Notes
Council adoption of Bike/Ped Plan Update	<input checked="" type="checkbox"/>		Submitted to Council Summer of 2025
Connection of Riparian Trail to Levee Trail		<input checked="" type="checkbox"/>	Connection included in 2025 Bike-Ped Plan. Will begin to refine route and work to obtain funding.
Completion of Levee Trail from I-64 to Top Golf		<input checked="" type="checkbox"/>	Easements acquired. 1/3 of section constructed. Remaining section under construction as part of Levee District Project.
Receipt of grant for missing section of sidewalk on Schoettler Road	<input checked="" type="checkbox"/>		
Completion of Eberwein Park Trail	<input checked="" type="checkbox"/>		
Completion of Logan Park Trail	<input checked="" type="checkbox"/>		
Completion of Riparian Trail	<input checked="" type="checkbox"/>		Project complete. Trailhead at Old Chesterfield Rd. was restored & reopened in 2024.
Completion of River's Edge Park Bike Trails		<input checked="" type="checkbox"/>	Project 75% complete. Expected to open Summer 2025

Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Measures	Data
<p>Objective 5:</p> <p>Offer a variety of recreation opportunities to meet the needs of residents.</p>	Resident satisfaction with Parks and Recreation services	2025 Parks Survey Results: 94% Satisfied or Very Satisfied
	Parks program attendance (measured by age/race/gender)	Tracking number of program registrations.
	Parks events attendance (measured by age/race/gender)	Staff estimates the number of attendees at events.

Goal 2: Provide Exceptional Parks, Facilities and Recreational Programming

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 5:</p> <p>Offer a variety of recreation opportunities to meet the needs of residents.</p>	<p>Creation and distribution of Parks and Recreation survey</p>			<p>Parks Survey Completed by ETC Institute in 2025</p>



Goal 3: Support High-quality Development and Preservation of Open Space

	Measures	Data
Objective 1: Align development process to development goals	No Measures, See Milestones	

Goal 3: Support High-quality Development and Preservation of Open Space

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 1:</p> <p>Align development process to development goals</p>	Completion of review of UDC (zoning diagnosis)			
	Adoption of new design standards			
	Implementation of two-track development process			


Goal 3: Support High-quality Development and Preservation of Open Space

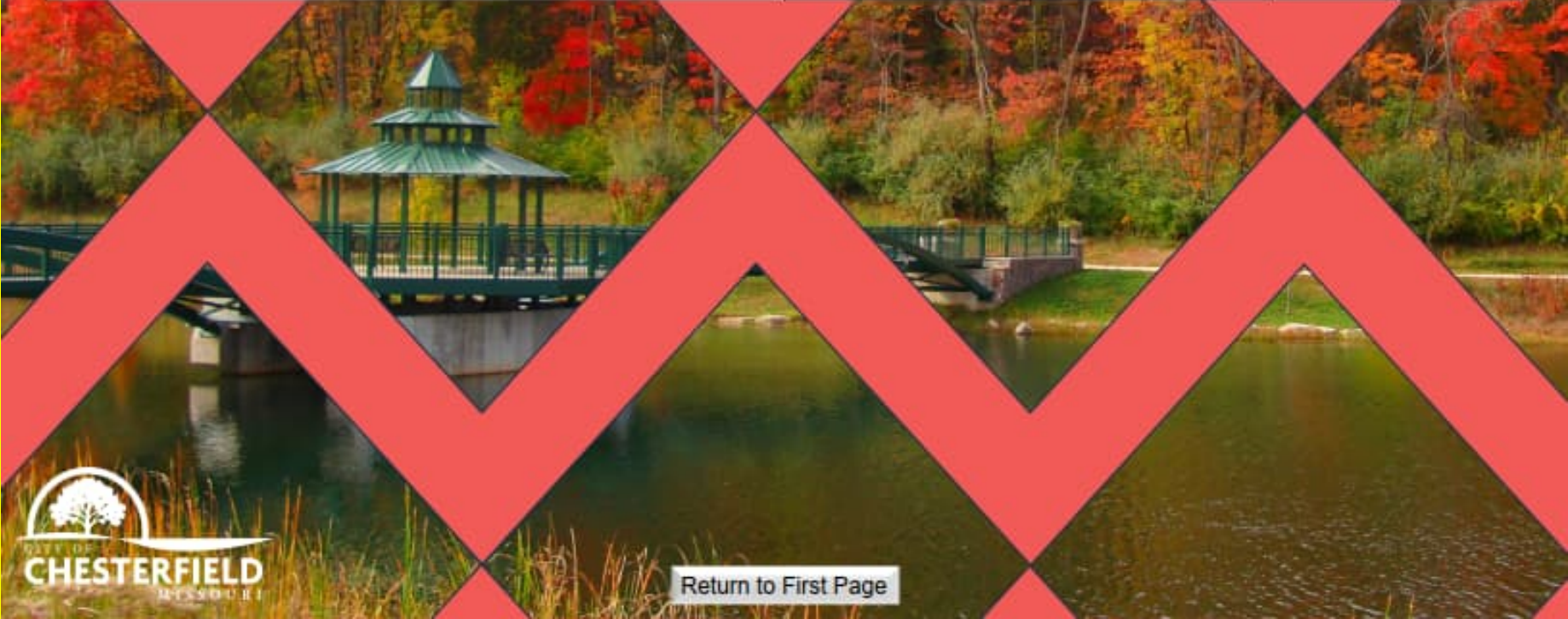
	Measures	Data
Objective 2: Continue to support development of the southwest quadrant in accordance with the Comprehensive Plan	Square feet of commercial and residential development in southwest quadrant	444 Dwelling Units



[Return to First Page](#)

Goal 3: Support High-quality Development and Preservation of Open Space

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Objective 2: Continue to support development of the southwest quadrant in accordance with the Comprehensive Plan	TIF and Special Business District Approved and Implemented			




[Return to First Page](#)

Goal 3: Support High-quality Development and Preservation of Open Space

	Measures	Data
<p>Objective 3:</p> <p>Understand the needs of local businesses and look for opportunities to attract and retain them</p>	No Measures, See Milestones	

Goal 3: Support High-quality Development and Preservation of Open Space

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Objective 3: Understand the needs of local businesses and look for opportunities to attract and retain them	Business survey completed distributed and analyzed			

Goal 3: Support High-quality Development and Preservation of Open Space

	Measures	Data
<p>Objective 4:</p> <p>Preserve open space and build the public's awareness of the City's ongoing efforts and accomplishments in open space preservation</p>	<p>Acres of designated open space</p>	<p>Undeveloped Nature Preserve Parkland: 231 acres</p> <p>Undeveloped Green Space Parkland: 8 acres</p>


Goal 3: Support High-quality Development and Preservation of Open Space

Objective 4:	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Preserve open space and build the public's awareness of the City's ongoing efforts and accomplishments in open space preservation	Newsletter article and social media posts explaining City's role in open space to citizens			

Goal 4: Build Trust in Local Government

	Measures	Data
Objective 1: Engage the public and encourage positive public dialogue	Resident satisfaction with City communications	74% of residents satisfied with City Communications

Goal 4: Build Trust in Local Government

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Objective 1: Engage the public and encourage positive public dialogue	Completion of resident satisfaction survey			

Goal 4: Build Trust in Local Government

Objective 2:

Provide proactive, consistent and creative communications

Measures	Data		
Number of followers on Facebook	76,201		
Number of followers on LinkedIn	1,252		
Number of followers on Instagram	7,435		
Number of visits to City website	142,955 YTD 2:23 min. Average Visit Duration		
Number of registered voters who vote on local elections April 8, 2025			
	Registered	Ballots Cast	Turnout %
Mayor	36,841	8,166	22.17
Ward 1	9,382	2,177	23.20
Ward 2	8,904	2,034	22.84
Ward 3	9,029	1,983	21.96
Ward 4	9,526	1,972	20.70
Total	36,841	16,332	22.17


Goal 4: Build Trust in Local Government

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Objective 2: Provide proactive, consistent and creative communications	Hiring of Communications Director (Assistant City Administrator hired in 2023 to oversee Citywide Communications)			
	Development of communications strategy			

Goal 4: Build Trust in Local Government

	Measures	Data
Objective 3: Explore the possibility of becoming a Charter City	No Measures – see Milestones	Staff analysis complete. Not feasible at this time.

Goal 4: Build Trust in Local Government

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Objective 3: Explore the possibility of becoming a Charter City	Decision regarding pursuit of becoming Charter City			



Goal 5: Ensure a Safe, Secure and Well-Maintained City

	Measures	Data
Objective 1: Continue to provide superior public safety services to the City of Chesterfield and the City of Clarkson Valley	Resident satisfaction with police services	94% of residents satisfied with Police services
	Resident satisfaction with community safety	96% of residents rate Chesterfield as safe



[Return to First Page](#)

Goal 5: Ensure a Safe, Secure and Well-Maintained City

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Objective 1: Continue to provide superior public safety services to the City of Chesterfield and the City of Clarkson Valley	Recommendations regarding policing at high-traffic locations			
	Decision regarding park ranger program			





[Return to First Page](#)

Goal 5: Ensure a Safe, Secure and Well-Maintained City

	Measures	Data
Objective 2: Adapt public safety delivery to changing needs	No Measures, See Milestones	







Goal 5: Ensure a Safe, Secure and Well-Maintained City

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
Objective 2: Adapt public safety delivery to changing needs	Participation in crime prevention programs			
	Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA)	 2022	Next evaluation in 2026	

Goal 5: Ensure a Safe, Secure and Well-Maintained City

	Measures	Data
<p align="center">Objective 3:</p> <p align="center">Ensure well-maintained public sidewalks and streets</p>	Pavement Condition Index Score	7.82 - Concrete Pavement Report submitted to Council and to be updated annually
	Resident satisfaction with streets and sidewalks	City Streets 67% - Excellent or Good City Sidewalks 59% - Excellent or Good PW / Street Maint. 71% - Excellent or Good
	Number of sidewalk faults and non-functioning or missing curb ramps	16,900 sidewalk faults (out of 260 miles); 257 missing or non-functioning curb ramps (out of 2,345 total locations)
	Length of sidewalk added to fill gaps	- 1,600 LF in design along Schoettler Road - 5,000 LF in design for Pathway on the Parkway and Schoettler Road - 2,400 LF in design for Wilson Avenue (Baxter Crossing to Todd Evan Trail)
	Number of street trees planted per year	654 trees planted in 2022 482 trees planted in 2023 386 trees planted in 2024 210 trees planted in 2025

Goal 5: Ensure a Safe, Secure and Well-Maintained City

	Status			
	Milestones	Complete	In-Progress	Revised / Notes
<p>Objective 3:</p> <p>Ensure well-maintained public sidewalks and streets</p>	Adjust five-year Capital Projects Plan to meet goals of the Strategic Plan			Pavement Manual is submitted to PPW annually
	Decision regarding sidewalk requirements on subdivision streets			Working to implement details in Bike-Ped Plan
	Council adoption of updated ADA Transition Plan			
	Incorporation of non-subdivision deficient streets into capital plan			Working to vacate Hog Hollow Rd.
	Council adoption of new NID policy	