



# Strategic Plan

November 2022



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## Acknowledgments

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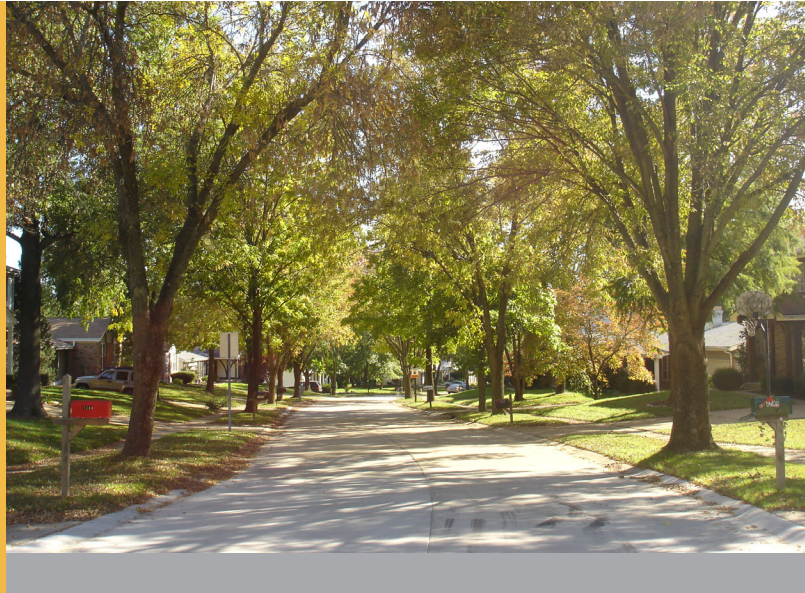
Justin Wyse  
Planning Director



# Vision

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



# Mission

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



# Values



Our actions are motivated by the core beliefs, or values, described below. City staff and elected officials strive to uphold these values as they go about their work.

## **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.

# Planning Context

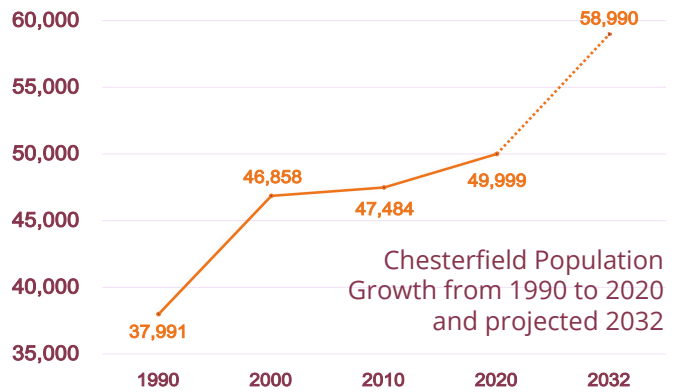
The ultimate goal of the Strategic Plan is to continue to provide excellent services to the residents of Chesterfield. Like the community it serves, Chesterfield's city government has high expectations for itself and a history of delivering the best. However, the City faces a difficult budget situation, with expenditures projected to exceed revenues on an annual basis beginning in 2024. Simply put, the reason for the anticipated structural deficit is that the City is providing more services to more people. In addition, revenue growth has not kept pace with inflation.

To understand the context for this Plan, it is useful to consider Chesterfield's growth in terms of both population and development and how the two impact the City's budget. Since its incorporation in 1988 to the present, Chesterfield has been in growth mode. Its population has steadily increased and residential and commercial development have increased consistently as well, placing an increasing demand on City services.

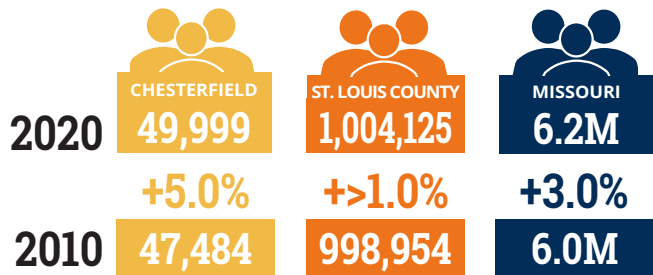
## Population Growth

In 1990, the City provided services to 37,991 residents. In 2020, the population had grown to 49,999 residents. Notably, Chesterfield's population increased by 5% between 2010 and 2020 while population growth in St. Louis County was less than 1% for the same time period (American Community Survey, 2020). This rate of growth is expected to continue; Chesterfield's population is projected to be 58,990 by 2032.

## Population (Decennial Census)

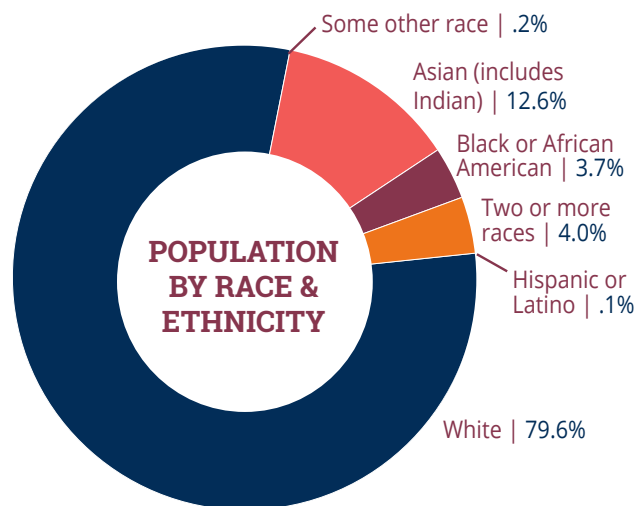


Sources: Census 2020 and City of Chesterfield



This data provides a comparison of population growth – Chesterfield has experienced a 5% growth in population since 2010 while St. Louis County and the State of Missouri have experienced slower growth.

Source: Census, 2020

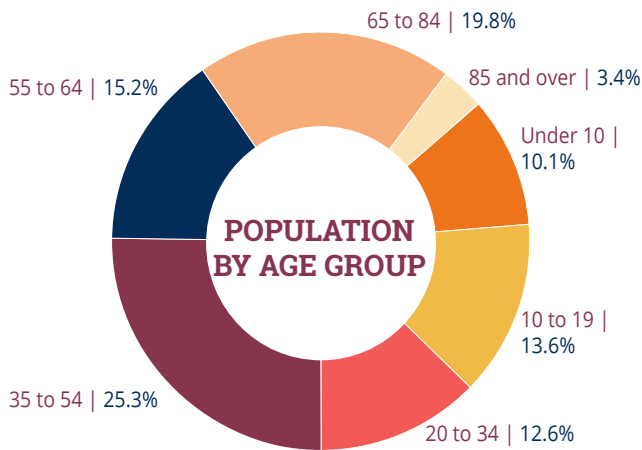


Source: ACS, 2020 (population 47,603)

Following national trends, Chesterfield's population has become older and more diverse since the 2010 census.

- **AGE: 35-54 year olds (-4%) | 65-84 year olds (+4%)**
- **RACE/ETHNICITY: White (-8%) | Asian, which includes residents with Indian ancestry, (+5%)\* Two or more races (+2.5%) | African American (+1.5%)**

*\*70% of the increase in the Asian population is due to an increase in Asian Indian residents.*



Source: ACS, 2020

## Growth in Commercial and Residential Development

High-quality new development has shaped and defined Chesterfield from its beginning. From the construction of the Chesterfield Mall in 1976 to the historic development in Chesterfield Valley following the 1993 floods, to recent developments like the \$500M mixed-use Wildhorse Village, Chesterfield grows and changes to meet market and resident needs.

## Recent Major Developments

Top Golf  
Aventura  
Pfizer Research Facility  
Wild Horse Village

## Coming Soon...

Wild Horse Village - Continued  
Gateway Studios  
Chesterfield Sports Complex  
Logan Park  
(Anticipated) Chesterfield Mall Property

Assessed values of both commercial and residential property showed significant growth from 2010 to 2020, reflecting a combination of additional development and increasing property values. The total assessed value of commercial property increased 27% and the total assessed value of residential property increased 21%.

## Assessed Value (in Thousands (000's) of Dollars)

	2010	2020
Residential	\$1,108,180	\$1,339,924
Commercial	\$496,507	\$628,138
Total	\$1,604,687	\$1,968,062

Source: ACFR

Assessed values and major new developments are evidence of Chesterfield's continued growth. While this growth has increased the demand for municipal services as described in the next section, there has been no resulting positive impact on the City's budget. The City does not collect a property tax so increases in assessed value do not translate to additional city revenue. Chesterfield's primary source of revenue is sales tax which is increasingly threatened by online sales. The 5-year forecast projects sales tax revenue to remain flat which presents a challenge amidst increasing demand and higher costs.

## Increasing Demand for Services

More people and more development have increased the demand for basic municipal services including police protection, code enforcement, parks, recreation programming, and street maintenance.

### Service Changes, 2010 to 2020



*Source: City of Chesterfield unless otherwise noted*

At the same time, the number of City employees has decreased. During the 10-year period from 2010 to 2020, the number of City employees (excluding Parks and Police)<sup>1</sup> decreased by 9%. Managers report that at this point there is little redundancy in job functions. If an employee leaves, there aren't others to "pick up the slack" until a new hire is in place. A priority in this Plan is to make sure there are enough City employees to provide consistent services. A related priority is attracting and retaining the best employees through competitive salary and benefits.

**Change in number of City employees, 2010 to 2020 (excluding Parks and Police)\***



*Source: City of Chesterfield*

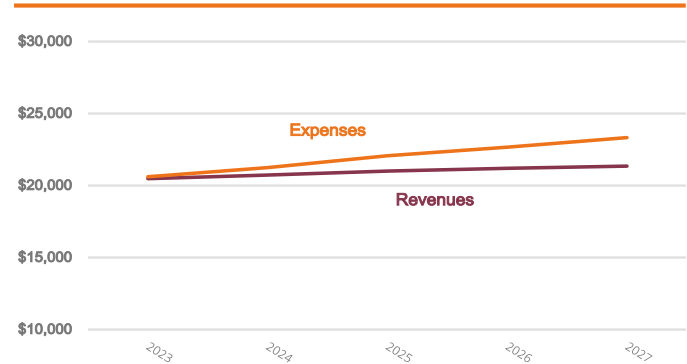
<sup>1</sup>Voters approved Public Safety (Prop P, 2017) and Parks Sales Tax (2004), resulting in increases in Police and Parks employees to support expanded services.

## Proactively Facing the Projected Budget Deficit

The end result of the increasing demand for services along with higher costs is a projected budget deficit where annual costs to provide services exceed annual revenue. In 2024, general fund expenditures are projected to exceed revenues for the first time which would require dipping into savings to fund operating costs.

If deficit spending continued, the 5-year forecast projects that the City will be unable to maintain its 40% general fund balance requirement by 2027.

### General Fund 5-Year Forecast (in Thousands (000's) of Dollars)



*Source: ACFR*

With a healthy amount in reserve to make up the difference, the annual deficit will not impact services for a few years...but that time will come if changes are not made. Elected officials and City staff are committed to maintaining the City's fiscal health into the future. City leaders realize that belt-tightening, which has been the norm over the past several budget cycles, will not solve the problem. New revenue sources or elimination of some services are needed to fill the gap. This Strategic Plan calls for a systematic evaluation of both options to support the City's elected officials as they guide the way forward.



## General Fund Balance (in Thousands (000's) of Dollars)

	2023	2024	2025	2026	2027
General Fund Balance	\$10,301	\$10,250	\$9,670	\$8,696	<b>\$7,226</b>
% of Total General Fund (General Fund Reserve Policy = 40%)	50%	49%	46%	41%	<b>34%</b>

Source: 2022 Adopted Budget

Despite budget challenges, this is not a status quo Strategic Plan. This Plan assumes the financial challenges will be met and the City can continue to provide the level of service expected by residents, even as the City continues to grow.

A few highlights:

- » upgrades to the Chesterfield Valley Athletic Complex (p. 14)
- » continued build-out of Central Park (p. 15)
- » additions to the City's trails and sidewalks (p. 16)
- » continued support for development in the southwest quadrant (p. 19)

The Plan also calls for consideration of policy changes to make operations more efficient including:

- » update design standards for new development (p. 18)
- » a citizen satisfaction survey to evaluate City services (p. 22)
- » hiring a Communications Director to enhance communications with residents and stakeholders (p. 22)

A final highlight: the Plan calls for an important decision on whether to pursue a vote of the people to change the City's legal designation, from a third-class City to a Charter City which would give it more rights under the State of Missouri's constitution (p. 23).

### Strategic Plan Terms: Quick Reference

The Plan is organized into sections, one for each goal. Each goal includes objectives, measures, and milestones. Definitions for each of these terms are below.

#### Goals

Goals define what will be achieved at the end of the 3-year Strategic Plan.

#### Objectives

Objectives provide the direction toward achieving the goals and move the community toward its vision. They answer the question "how?"

#### Milestones

Milestones mark a significant achievement or event. Milestones could be adopting a new policy, making a critical decision, or completing a major task.

#### Measures

Measures are objective ways of tracking and reporting progress toward goals. They are numerically based.



This icon, found in text boxes in the document, marks information that provides important context to goals and objectives.

# GOAL 1:



## Ensure Adequate Resources to Continue Superior City Services

Chesterfield provides superior services to its residents. Continuing to provide high quality services requires a solid financial position and excellent staff who have what they need to do their jobs efficiently and effectively.

Objective

1

### Attract and retain high-performing employees.

- Review retention and recruitment rates by different employee groups including front-line workers, middle-managers, and department directors. Compare to industry standards and make recommendations to City Council, including compensation and cross-training requirements.
- Evaluate current staffing levels and make recommendations to ensure continuity of operations. The evaluation will consider redundancy necessary to maintain service levels with expected turnover.
- Support a work environment that promotes work-life balance. Embrace remote-working and flexible schedules.
- Monitor service impacts of the southwest quadrant development and recommend additional staffing as needed.
- Continue to review hiring and recruitment strategies and bring recommendations to City Council as needed.

#### Measures

Employee turnover rate by group  
Employee satisfaction survey results  
Exit interview report data

#### Milestone

Implementation of work-life balance policies



247

EMPLOYEES

Full Time  
Equivalent

Objective

2

Explore options to increase revenues.

- Work with the Finance Committee of the City Council and the Finance and Administration Citizens Advisory Committee (FACAC) to conduct a comprehensive review of revenues and recommend options for generating additional revenue.
- Continue efforts to offer online applications for business licenses.
- Consider utilizing taxing districts for new development to mitigate impact on existing infrastructure and services.
- Continue to encourage sports tourism to increase cost recovery.



What about grants and community partnerships as sources of revenue?

Staff will continue to seek grants and public-private partnerships when possible. While these sources are certainly beneficial, their impact on the overall budget is modest.

Objective

3

Explore options to reduce services or modify how they are delivered in order to ensure optimal use of available resources.

- Continue to conduct comprehensive review of the annual budget.
- Conduct a program review whereby each department will identify opportunities for savings and strategic reductions if needed. The program review will consider:
  - » Programs and services that are underutilized.
  - » Programs and services that are considered premium compared to peers.
  - » Time-consuming internal processes and ways to improve them.

Measures, Objectives 2 and 3

General fund balance, current year and 5-year forecast  
Overall citizen satisfaction with City services

Milestones, Objectives 2 and 3

Program/service review completion and recommendations  
Decisions made regarding service reduction or revenue increases  
Maintenance of accreditations from the:  
Commission of Accreditation for Law Enforcement Agencies (CALEA)  
American Public Works Association (APWA)  
Commission for Accreditation for Parks and Recreation Agencies (CAPRA)  
Government Finance Officers Association (GFOA)

## Provide high-quality, efficient, and secure technology and communications.

- Develop a high-level IT Strategic Plan.
- Continue to provide technical and strategic leadership to city departments.
  - » Improve IT best practices.
  - » Educate employees on new and emerging technologies.
  - » Help City staff identify ways to improve their operations through the use of technology.
  - » Identify technologies to facilitate communication between departments and citizens.
    - Develop a user-friendly umbrella problem reporting system to allow the public to quickly report problems and streamline the process of receiving, executing, and tracking requests for action across departments.
    - Continue development of an online hiring process.
- Anticipate and plan for information technology needs to support southwest quadrant development.
- Improve IT infrastructure.
  - » Enhance the network and internet connectivity between City facilities.
  - » Enhance data and document storage, retrieval, organization, sharing, and access.
- Improve communications.
  - » Expand the use of internet technology to enhance two-way communication with the public.
  - » Investigate new ways for citizens to communicate with the City utilizing smartphone applications and GIS.

### Milestones

Completion of IT Strategic Plan

Implementation of citizen problem reporting system

Implementation of online hiring process



Back  
Beat  
PHOTOGRAPHY  
© Todd Morgan

# GOAL 2:



## Provide Exceptional Parks, Facilities, and Recreational Programming

City-owned and managed parks, park facilities, and recreational programming are critical community assets. Vibrant parks and recreational programming bring the community together and provide opportunities for active and healthy lifestyles.

Objective

1

**Maintain and improve the Chesterfield Valley Athletic Complex to support increased use.**

- Complete conversion of twelve (12) dirt-surface fields to synthetic-surface fields allowing play through poor weather conditions.
- Police and Parks Departments to explore a Park Ranger Program to enhance security at activity centers including the Chesterfield Athletic Complex, Chesterfield Amphitheater, Rivers Edge, Logan Park, and on trails. Park rangers may or may not be commissioned officers.
- Plan for water, storm sewer, and sanitary sewer upgrades to ensure continuous operation of the Chesterfield Valley Athletic Complex.

### Measures

Citizen satisfaction with parks and recreation services

Participation in parks programs and at park events (measured by age/race/gender)

### Milestones

Decision regarding Park Ranger Program and, if pursuing, implementation of program

Improvements completed for Chesterfield Valley Athletic Complex

### Accreditations for City Services

Both the Public Works and Parks, Recreation & Arts Departments are recognized for excellence through accreditation from their professional associations.

**PUBLIC WORKS:** American Public Works Association

**PARKS, RECREATION & ARTS:** Commission for Accreditation for Parks and Recreation Agencies

Objective

2

Continue to build out the eight acres recently purchased in Central Park.

- Complete Park Circle Drive Road to Veterans Place Drive.
- Landscape and improve the eight-acre site per the approved Master Plan.
- Merge the Awakening one-acre property to the five-acre event space.
- Create additional parking for the Chesterfield Amphitheater.
- Additional improvements pending capital funding.

Measures

- Citizen satisfaction with parks and recreation services
- Participation in parks programs and at park events (measured by age/race/gender)

Milestone

Improvements completed for Central Park

Objective

3

Evaluate options for continuation of the Chesterfield Aquatic Center.

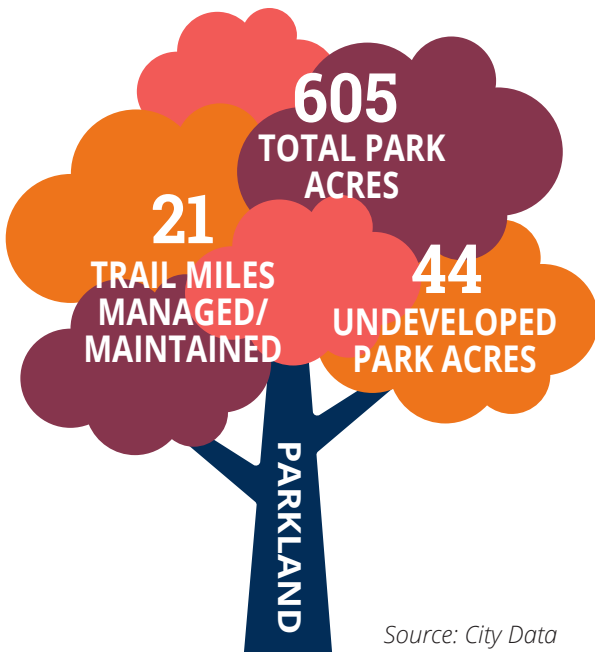
- Pursue planning grant to explore options.
- (Through planning grant) Work with consultant to gather input from the public and evaluate options and costs.

Measures

- Citizen satisfaction with parks and recreation services
- Participation in parks programs and at park events (measured by age/race/gender)

Milestone

Decision regarding future of the Chesterfield Aquatic Center



Source: City Data

CHESTERFIELD	COUNTY	NATIONAL AVERAGE
12.1	12.7	9.3
ACRES OF PARKLAND PER 1,000 RESIDENTS	ACRES OF PARKLAND PER 1,000 RESIDENTS	ACRES OF PARKLAND PER 1,000 RESIDENTS

Source: City Data

## 4

**Increase opportunities for multi-modal connectivity.**

- Update current Bicycle and Pedestrian Plan (2010).
- Engage State and County to advocate for pedestrian and bike accommodations on their roadways.
- Connect parks to residential uses and other areas.
- Add to existing trails and sidewalks.
  - » Finalize construction of Riparian Trail Phase 2 and plan for connection to the Levee Trail.
  - » Construct Levee Trail from I-64 to Top Golf.
  - » Submit grant for missing sections of sidewalk on Schoettler Road and Chesterfield Parkway.

**Measures**

Citizen satisfaction with bicycle and pedestrian facilities

Linear feet of trail system added (annually)

**Milestones**

Council adoption of Bike/Ped Plan Update

Connection of Riparian Trail to Levee Trail

Completion of Levee Trail from I-64 to Top Golf

Receipt of grant for missing section of sidewalk on Schoettler Road

## 5

**Offer a variety of recreation opportunities to meet the needs of all residents.**

- Maintain active membership and participation in professional organizations that advocate on behalf of parks, recreation, and the arts.
- Complete program evaluations for each program to identify the viability of the program.
- Reference the Parks Master Plan, created through public input, to identify citizens' program interests.

**Measures**

Citizen satisfaction with parks and recreation services

Participation in parks programs

Program evaluation results





ltec

SAFETY FIRST

WYLLIDGE DR

# GOAL 3:



## Support High-Quality Development and Preservation of Open Space

Chesterfield is in the fortunate position of being attractive to residential and commercial development. The City's role is to ensure the community's high standards for the built and natural environment are met as development and redevelopment occurs.

Objective

1

### Align development process to development goals.

- Review the Unified Development Code (UDC) to ensure outcomes of development are being achieved with the lowest cost to the City.
- Develop design standards that reflect community expectations for high-quality development. Refine with input from the Planning Commission and bring to City Council for consideration.
- Prepare recommendation for a two-track development process with an expedited process for developments that meet new design standards and another track for developments that seek exceptions to the design standards, which would require a longer review process.

#### Milestones

- Completion of review of UDC (zoning diagnosis)
- Adoption of new design standards
- Implementation of two-track development process



## Continue to support development of the southwest quadrant in accordance with the Comprehensive Plan.

- Continue to invest in multi-modal improvements and ensure developments appropriately connect to improvements to provide for a variety of transportation options.
- Coordinate with other public agencies on infrastructure development to ensure adequate public facilities to accommodate redevelopment.
- Adopt development criteria that supports the form of development proposed within the Comprehensive Plan.
- Work with adjacent property owners to minimize impacts of development.

### Measure

Square feet of commercial and residential development in southwest quadrant



## Understand the needs of local businesses and look for opportunities to attract and retain them.

- Maintain working relationships with the business community.
- Ensure a transparent, predictable, fair, and balanced regulatory environment for business retention and growth, while ensuring protection of the public's health, safety, and welfare.
- Continue the physical enhancement of the City to promote a strong first impression and community attractiveness to businesses and visitors.
- Define and clarify the City's role in attracting economic development.

## 4

## Preserve open space and build the public's awareness of the City's ongoing efforts and accomplishments in open space preservation.

- Continue to regulate development in order to:
  - » Preserve trees and understory.
  - » Preserve open space.
  - » Maintain and improve water management and quality.
- Empower and encourage staff to take advantage of opportunities to preserve open space as they arise.
  - » Track ownership of large parcels of medium (10 acre) and large (10-30 acre) parcels of land that could transition in the near future.
  - » If a large parcel of property becomes available, act quickly to bring it to Council attention.
  - » Consider purchasing/acquiring properties to connect greenways.
- Share information with the public on the City's role in open space preservation.



### What is the City's role in protecting open space?

The City does not typically own developable land to set aside as open space, but it uses its regulatory authority to require open space preservation on land as development occurs. In many cases, regulations have actually increased the amount of landscaping and tree coverage compared to pre-development conditions.

### Measure

Acres of designated open spaces





UNITED STATES  
1772

UNITED STATES MARINE CORPS  
1776

UNITED STATES NAVY  
1775

UNITED STATES OF AMERICA

UNITED STATES AIR FORCE  
1776

UNITED STATES ARMY  
1776

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United States Uniformed Services - Oath of Office:  
I, \_\_\_\_\_, solemnly swear (or affirm) that I will support and defend  
the Constitution of the United States against all enemies, foreign and domestic;  
that I will bear true faith and allegiance to the same; that I take this obligation  
without any mental reservation or purpose of evasion; and that I will well and  
faithfully discharge the duties of the office on which I am about to enter. So help me God.

# GOAL 4:



## Build trust in local government

By increasing communication and engaging the community, the City will build public trust and increase public participation in local government. Elected officials, appointed officials, City staff, residents, and businesses must work together to create and nurture a culture of trust and willingness to act collectively for the good of the whole.

### Objective

# 1

## Engage the public and encourage positive public dialogue.

- Conduct a statistically-valid citizen survey every three years to evaluate City services and understand community needs.
- Practice and encourage civil discourse. City leaders including elected officials, appointed officials, and City staff will practice and encourage civil discourse. Disagreement is to be expected but needs to be respectful, assume good will on the part of both parties, and prioritize ongoing relationships over being right or getting one's way.

### Objective

# 2

## Provide proactive, consistent, and creative communications.

- Draft a communication strategy to provide consistent two-way communication to residents in a variety of formats. Communication strategy will:
  - » Coordinate activities of all departments.
  - » Consider how residents currently receive information including through subdivision trustees.
  - » Define City's brand including logo and design guidelines to be used by all City departments and publications.
  - » Include social media strategies using (at least) Facebook, Twitter, and Instagram.
- Hire a Communications Director to develop and implement the communications strategy.
- Increase efforts to share financial information with residents including the City's budget deficit and the need for service reduction or new revenue sources to maintain current service levels. Consider creating webinars and preparing a standard presentation to be used by elected officials and City staff.
- Live-stream City Council meetings.

# 3

## Explore the possibility of becoming a Charter City.

- Develop a proposal to take to City Council that evaluates the pros and cons of becoming a Charter City. Consider longer terms of office for City Council.
- Seek public input on proposed changes.



### What does it mean to be a Charter City?

Chesterfield incorporated in 1988 as a 3rd class City. Under Missouri State Statute, 3rd class cities have less authority than Charter Cities. Charter Cities are more autonomous and have more rights, including being able to develop and more attentively enforce municipal code. Becoming a Charter City requires a vote of the people.

### Goal 4 Measures

- Resident satisfaction (based on citizen survey) with City communications
- Number of followers on Facebook, Twitter, and Instagram
- Number of visits to City website
- Number of registered voters who vote in local elections



### Goal 4 Milestones

- Completion of resident satisfaction survey
- Decision regarding pursuit of becoming Charter City
- Hiring of Communications Director and development of communications strategy



# GOAL 5:



## Ensure a Safe, Secure, and Well-Maintained City

The most basic and essential service provided by the City is public safety; it is the foundation that enables residents, businesses, and visitors to thrive. Well-maintained streets and sidewalks support safe movement of people and vehicles in the City.

Objective

1

**Continue to provide superior public safety services to the City of Chesterfield and the City of Clarkson Valley.**

- Fulfill all requirements to meet best practice standards in policing as defined by the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Continue to partner with the community to prevent crime through programs including:
  - » Vacation Watch Program
  - » Garage Door Letter Program
  - » Business Watch/Business Patrol
  - » Neighborhood Watch
  - » Crime Prevention through Environmental Design
  - » Ongoing communications including social media and presentations to community groups
- Partner with area schools to maintain appropriate staffing levels in the School Resource Unit.



### **What does it mean to be a CALEA-accredited Police Department?**

In order to be accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA), public safety agencies must go through a rigorous third-party evaluation to confirm they adhere to an established set of professional standards including:

- reports and analyses to make fact-based and informed management decisions,
- preparedness to address natural or man-made critical incidents,
- community relationship-building and maintenance,
- comprehensive written directives that clearly define authority, performance, and responsibilities, and
- continuous pursuit of excellence through annual reviews and other assessment measures.



# 2

## Adapt public safety delivery to changing needs.

- Monitor high-traffic destinations including Top Golf, The Factory, the Chesterfield Valley Athletic Complex, and the Main Event and make recommendations for increased police presence as needed.
- Work with the Parks, Recreation, and Arts Department to explore a Park Ranger program to enhance public safety at high-traffic parks facilities including Chesterfield Athletic Complex, Chesterfield Amphitheater, Rivers Edge, and on trails. Park Rangers may or may not be commissioned officers.
- Acquire and utilize the latest in technological advances in law enforcement.
  - » Utilize the AXON body worn and vehicle camera systems for all designated officers and supervisors.
  - » Continue to utilize and enhance the department unmanned aerial system (drone) by adding additional equipment and training additional officers as drone pilots.
  - » Implement a new Automatic License Plate Reader (ALPR) system throughout the City (FLOCK Camera system).

### Objectives 1 & 2 Measures

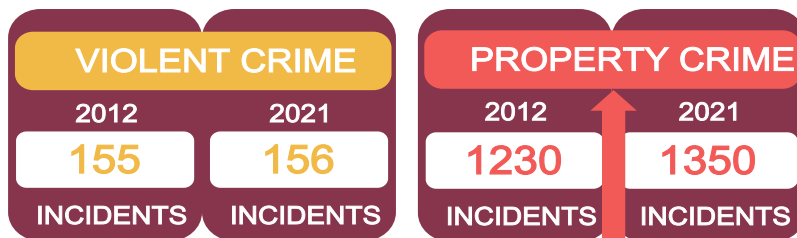
- Citizen satisfaction with police services
- Citizen rating of community safety
- Accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA)

### Objectives 1 & 2 Milestones

- Recommendations regarding policing at high-traffic locations
- Decision regarding Park Ranger program
- Participation in crime prevention programs



### Crime Rate



Source: City of Chesterfield Police Department



## Ensure well-maintained public sidewalks and streets.

- Update Capital Project 5-Year Plan based on forecasted revenue and costs to ensure adequate funding.
- Share available information on State and County plans for State/County roads in Chesterfield.
- Determine how to handle “non-subdivision” sub-standard streets such as Hog Hollow, Old Clarkson, and West Drive.
- Review Sidewalk Program and prioritize improvements.
  - » Review sidewalk gaps on City streets and develop procedure for evaluating requests to fill the gaps.
  - » Review development standards to determine whether sidewalk should be required on both sides of low volume subdivision streets.
- Regularly update ADA Transition Plan including plan to address sidewalk and ADA ramps over the next 5-10 years. *Most recent plan update approved during planning process.*
- Review policy/procedure regarding Neighborhood Improvement District (NID) and clarify procedure to recoup City's cost. *Completed during planning process.*
- Continue Street Tree Program.

# 183

**CITY-MAINTAINED  
STREET MILES**

There are 60 miles of  
private streets

# 254

**SIDEWALK  
MILEAGE IN  
CHESTERFIELD**

*Source: City Data*



### Who maintains roads in Chesterfield?

The City maintains subdivision streets and sidewalks. Major arterials such as Baxter Road, Conway Road, White Road, Clayton Road, Woodsmill, Wildhorse Creek Road, and Kehrs Mill Road are maintained by St. Louis County; others such as I-64, Clarkson/Olive, Wildhorse Creek Road west of Long Road, and Long Road are maintained by the Missouri Department of Transportation. Roads maintained by others are not always maintained to the City's standards.

### Measures

Pavement Condition Index score

Citizen satisfaction with streets and sidewalks

Number of sidewalk faults and non-functioning or missing curb ramps

Length of sidewalk added to fill gaps

Number of street trees planted per year

### Milestones

Adjustments to five-year capital projects plan

Decision regarding sidewalk requirements on subdivision streets

Council adoption of updated ADA Transition Plan  
*Completed during planning process.*

Incorporation of non-subdivision deficient streets into Capital Plan

Council adoption of new NID Policy  
*Completed during planning process.*



# Implementation



Elected officials and city staff are committed to full implementation of the Strategic Plan over the next three years. The Plan will be referenced routinely during Council deliberations, Committee meetings, and staff discussions to retain focus on its priorities.

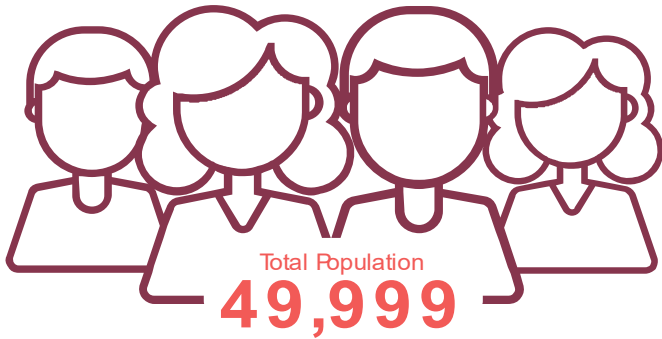
Staff will track measures and milestones on an ongoing basis. Each year, a Strategic Plan progress report will be shared with the public and made available on the City's website.

After three years, the Plan will be comprehensively evaluated to determine if goals and objectives continue to reflect the City's priorities or if an update is warranted.

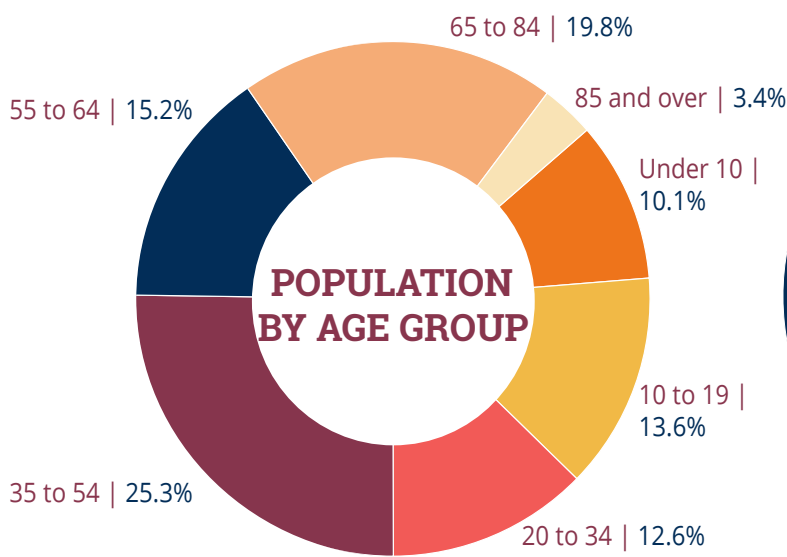
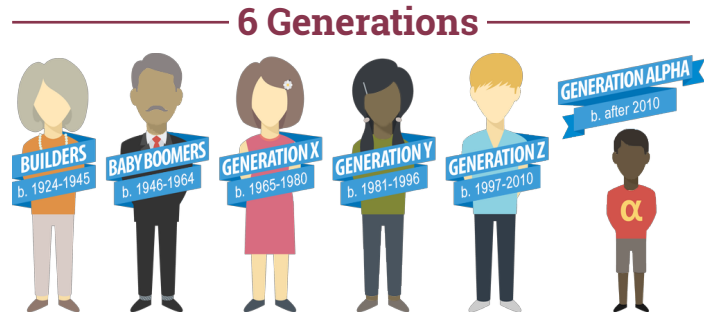
# APPENDIX



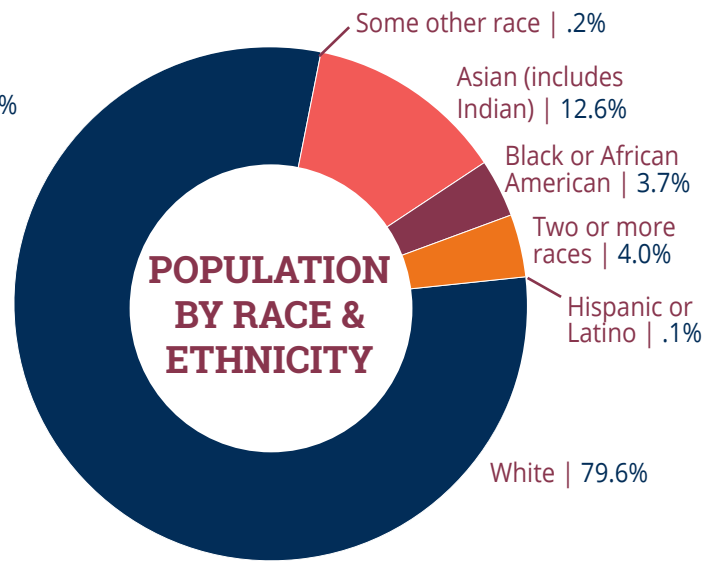
# Community Profile



Source: Census, 2020



Source: ACS, 2020



Source: ACS, 2020 (population 47,603)

**Following national trends, Chesterfield's population has become older and more diverse since the 2010 Census.**

- AGE:** 35-54 year olds (-4%) | 65-84 year olds (+4%)
- RACE/ETHNICITY:** White (-8%) | Asian, which includes residents with Indian ancestry, (+5%)\*  
Two or more races (+2.5%) | African American (+1.5%)

\*70% of the increase in the Asian population is due to an increase in Asian Indian residents.



Median Age

CHESTERFIELD	46.8
ST. LOUIS COUNTY	40.4
Missouri	38.7

Source: ACS, 2020

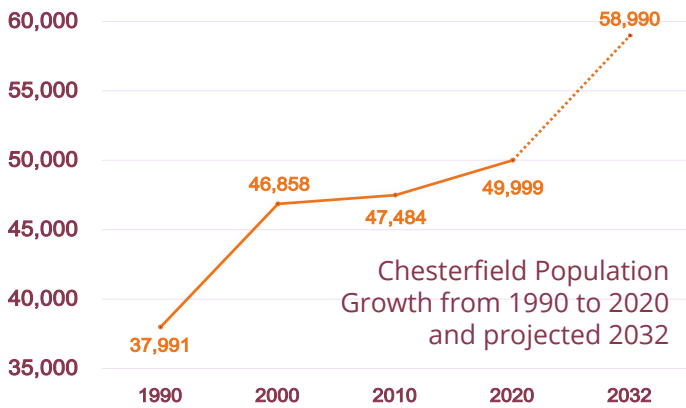
Median Household Income

CHESTERFIELD	\$120,394
ST. LOUIS COUNTY	\$68,661
Missouri	\$57,290

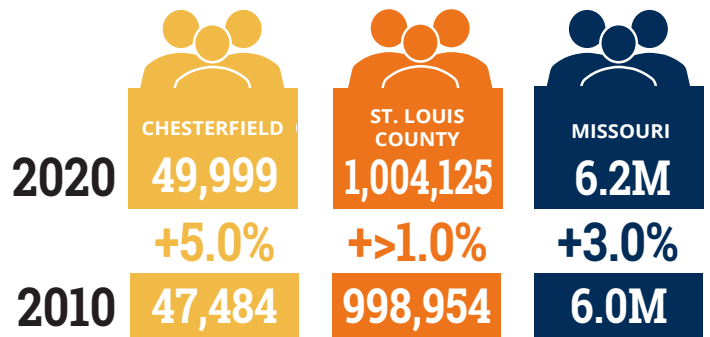
Source: ACS, 2020

# Community Profile

## Population (Decennial Census)



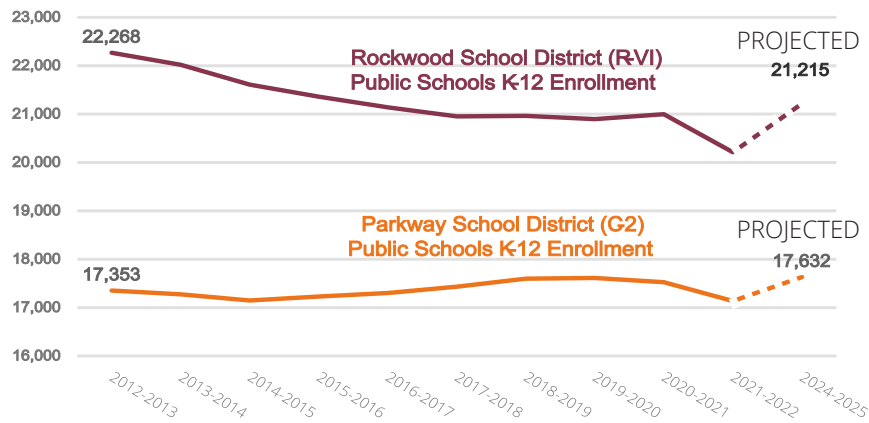
Sources: Census 2020 and City of Chesterfield



This data provides a comparison of population growth – Chesterfield has experienced a 5% growth in population since 2010 while St. Louis County and the State of Missouri have experienced slower growth.

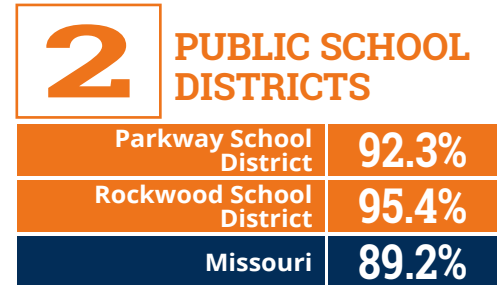
Source: Census, 2020

## School Enrollment



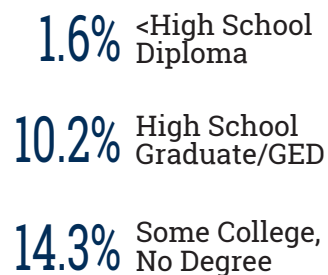
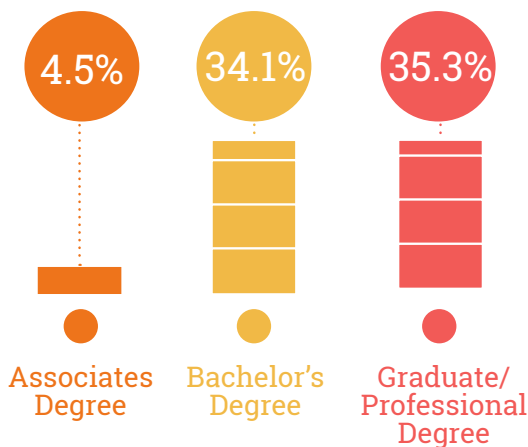
Source: State MO Department of Education /State Report Card

## 2021 Graduation Rate



Source: State MO Department of Education / State Report Card

## Educational Attainment



Source: ACS, 2020

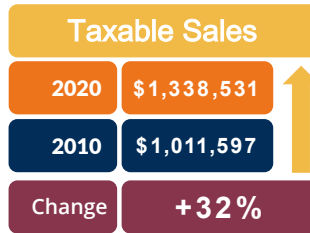
# Economy and Growth

## Recent Major Developments

Top Golf  
Aventura  
Pfizer Research Facility  
Wild Horse Village

## Coming Soon...

Wild Horse Village - Continued  
Gateway Studios  
Chesterfield Sports Complex  
Logan Park  
(Anticipated) Chesterfield Mall Property



Source: ACFR

## Top Ten Retailers of 2021

1	Sam's Club
2	Walmart Stores East
3	Dierbergs Markets, Inc.
4	Daikin TMI
5	The Home Depot
6	Target Stores
7	Best Buy Stores
8	Total Wine & More
9	Lowes Home Centers
10	Vermeer Sales and Service

Source: City Data

## Total Cost of Building Permits by Sector

	2017	2018	2019	2020	2021
Single Family	\$55,701,074	\$59,371,252	\$82,296,972	\$100,732,275	\$76,559,394
Multi Family	\$38,264,165	\$7,377,946	\$22,475,455	\$16,277,821	\$2,845,999
Commercial	\$297,585,542	\$373,327,657	\$125,915,930	\$108,480,023	\$113,890,069
<b>TOTAL</b>	<b>\$391,550,781</b>	<b>\$440,076,855</b>	<b>\$230,688,357</b>	<b>\$225,490,119</b>	<b>\$193,295,462</b>

Source: City Data

## Assessed Value (in Thousands (000's) of Dollars)

	2010	2020
Residential	\$1,108,180	\$1,339,924
Commercial	\$496,507	\$628,138
Total	\$1,604,687	\$1,968,062

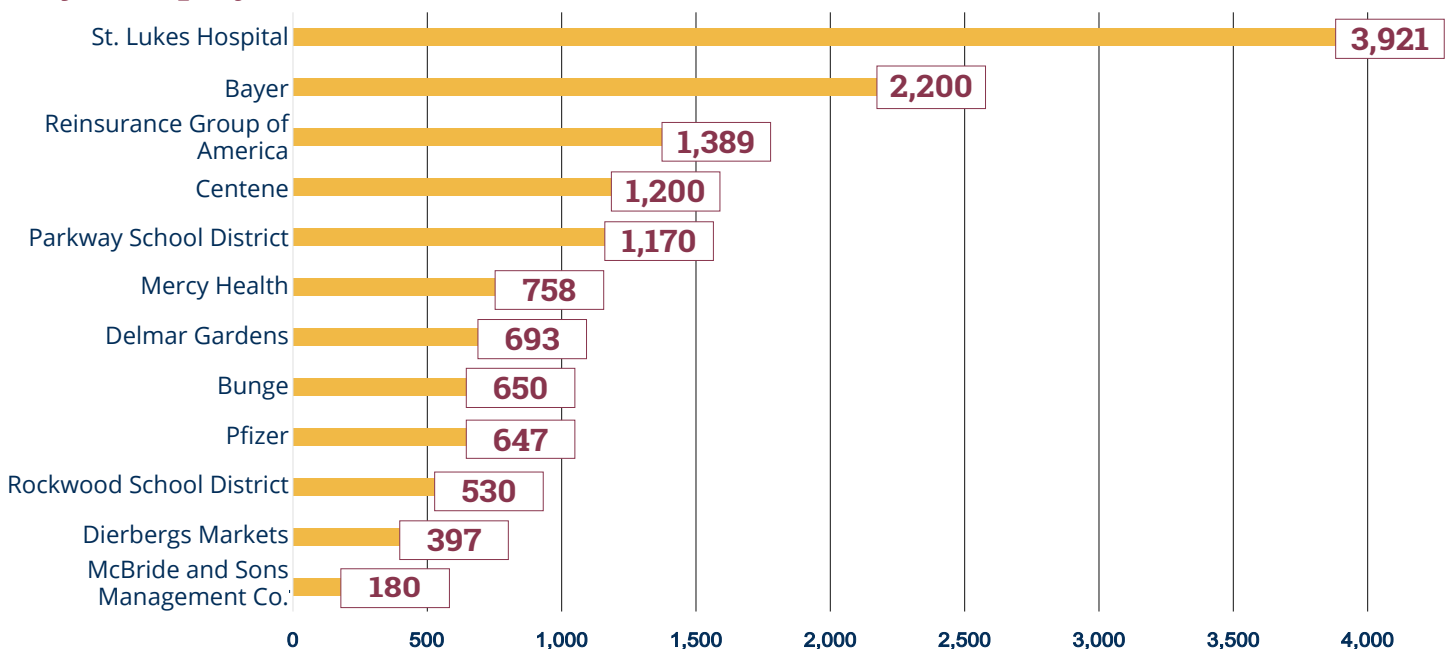
Source: ACFR

## Cost of Living

	Chesterfield	USA
Overall	117.8	100
Housing	163.2	100
Transportation	90.5	100
Grocery	105.6	100
Miscellaneous	105.3	100
Health	91.5	100
Utilities	94.2	100

Source: BestPlaces.net

## Major Employers

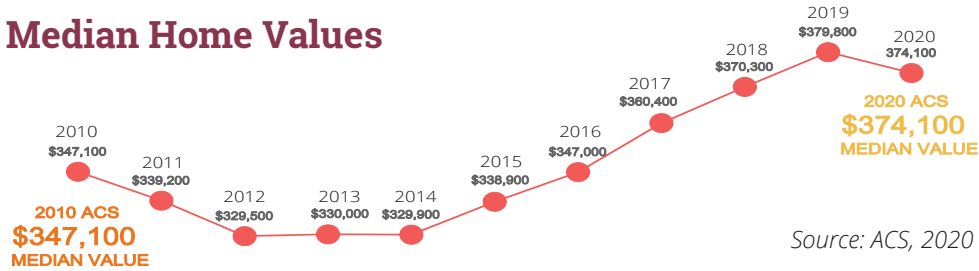


Source: 2020, ACFR



# Housing

## Median Home Values



Source: ACS, 2020

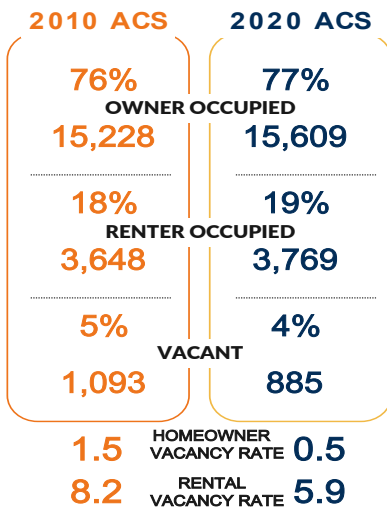
## Median Home Value



CHESTERFIELD	<b>\$374,100</b>	ST. LOUIS COUNTY	<b>\$206,700</b>
ST. LOUIS MGL METRO AREA	<b>\$179,200</b>	MISSOURI	<b>\$163,600</b>

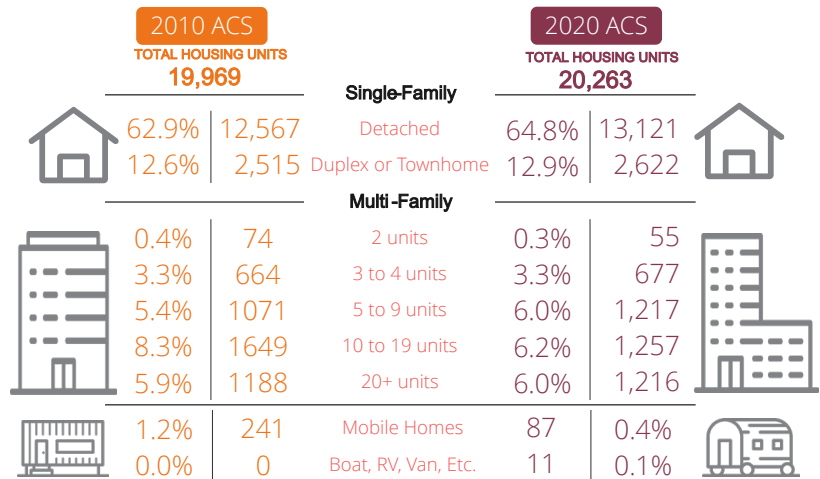
Source: ACS, 2020

## Housing Units



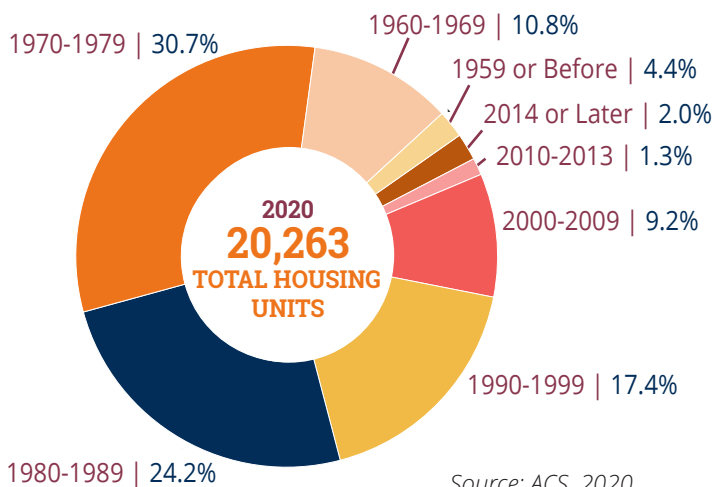
Source: ACS, 2020

## Housing Units by Structure



Source: ACS, 2020

## Age of Housing Stock (Year Built)



**46%** OF THE HOUSING STOCK IS 40+ YEARS OLD  
**9,291**

**668** UNITS BUILT SINCE 2010 AFTER GREAT RECESSION  
**3%**

Source: ACS, 2020

## AARP Livability Index Score



The livability score rates the overall livability of Chesterfield from 0 - 100. It's based on the average score of seven categories - housing, neighborhood, transportation, environment, health, engagement, and opportunity. Scoring measurements begins at the neighborhood level and outward to the state level.

Source: AARP

# Municipal Services

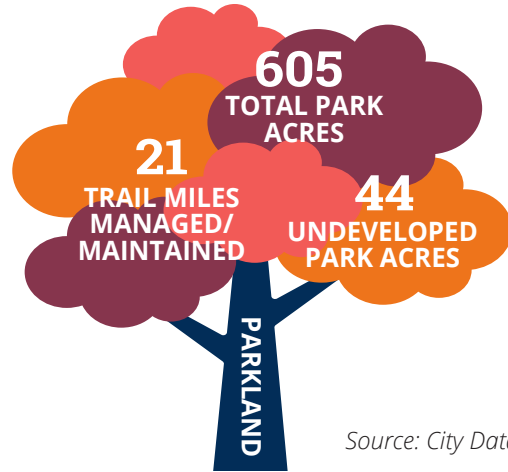


**247**  
EMPLOYEES  
Full Time  
Equivalent

**183**  
CITY-  
MAINTAINED  
STREET MILES  
There are 60 miles of  
private streets

**254**  
SIDEWALK  
MILEAGE IN  
CHESTERFIELD

Source: City Data



Source: City Data

CHESTERFIELD	COUNTY	NATIONAL AVERAGE
12.1 ACRES OF PARKLAND PER 1,000 RESIDENTS	12.7 ACRES OF PARKLAND PER 1,000 RESIDENTS	9.3 ACRES OF PARKLAND PER 1,000 RESIDENTS

Source: City Data

Bond Rating **Aaa**

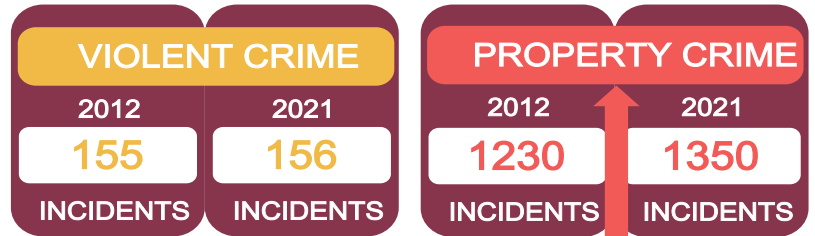


**2,361**  
FOLLOWERS



**5,600**  
FOLLOWERS

## Crime Rate



Source: City of Chesterfield Police Department

## Accreditations for City Services

**POLICE:** Commission of Accreditation for Law Enforcement Agencies (CALEA)

**PUBLIC WORKS:** American Public Works Association

**PARKS AND RECREATION:** Commission for Accreditation for Parks and Recreation Agencies

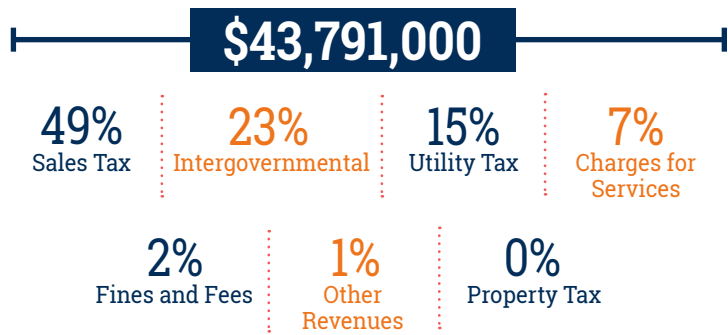
**FINANCE:** Certificate of Achievement for Excellence in Financial Reporting, Government Fiscal Officers Association



Source: City of Chesterfield Police Department

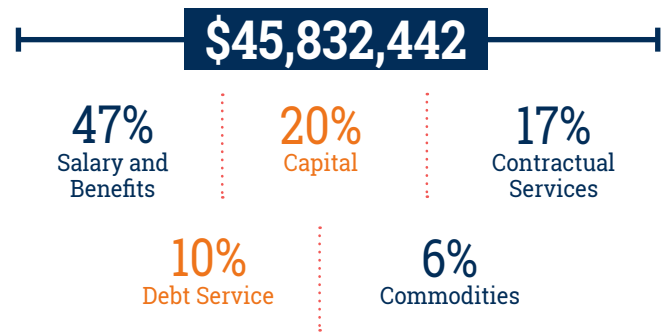
# Budget

## Citywide Revenues



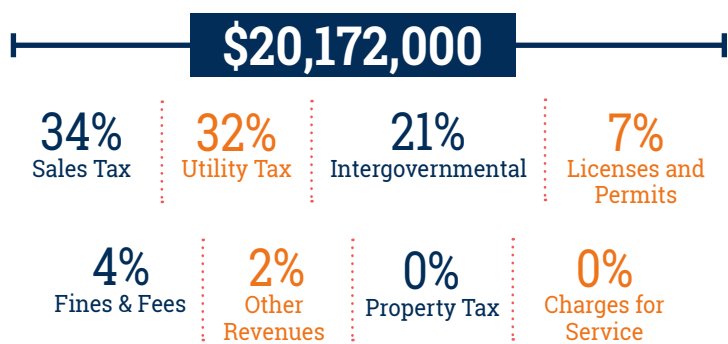
Source: 2022 Adopted Budget

## Citywide Expenditures



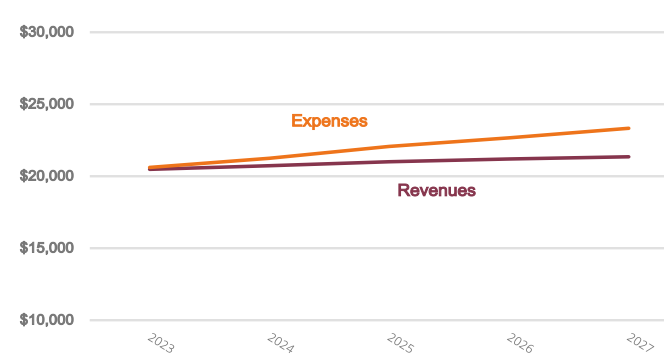
Source: 2022 Adopted Budget

## General Fund Revenues



Source: 2022 Adopted Budget

## General Fund 5-Year Forecast (in Thousands (000's) of Dollars)



Source: ACFR

## General Fund Balance (in Thousands (000's) of Dollars)

	2023	2024	2025	2026	2027
General Fund Balance	\$10,301	\$10,250	\$9,670	\$8,696	<b>\$7,226</b>
% of Total General Fund (General Fund Reserve Policy = 40%)	50%	49%	46%	41%	<b>34%</b>

Source: 2022 Adopted Budget

## Change in number of city employees, 2010 to 2020 (excluding Parks and Police)\*



Source: City of Chesterfield

\* Voters approved Public Safety (Prop P, 2017) and Parks Sales Tax (2004), resulting in increases in Police and Parks employees to support expanded services.

## Service Changes, 2010 to 2020



Source: City of Chesterfield unless otherwise noted

