

RESOLUTION NO. 375

A RESOLUTION TO ADOPT A STRATEGIC PLAN FOR COMMUNITY SERVICES AND ECONOMIC DEVELOPMENT FOR THE CITY OF CHESTERFIELD, MISSOURI

WHEREAS, the Community Services & Economic Development staff at the City of Chesterfield, Missouri (the "City") began to prepare a Strategic Plan (the "Plan") for the department in 2009; and

WHEREAS, input meetings were held with staff and a committee of persons from the Chesterfield Development Advisory Council to help form the goals, activities and objectives of the Plan; and

WHEREAS, the Chesterfield Development Advisory Council reviewed the Plan and recommended approval at their meeting on September 16, 2010; and

WHEREAS, the plan went before the Finance & Administration Committee of City Council who recommended approval at their meeting on October 4, 2010; and

WHEREAS, the City Council has encouraged and supported economic development and community services within the City; and,

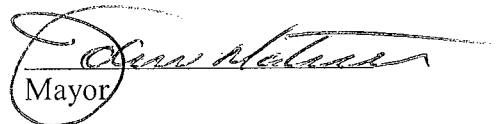
WHEREAS, the City wishes to formally adopt the Strategic Plan for Community Services and Economic Development as a guide to the City's future in this area; and,

WHEREAS, the City Council has determined that it is in best interest of the City and its citizens that the City have such a Plan.


NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CHESTERFIELD, MISSOURI AS FOLLOWS:

1. That the City of Chesterfield hereby adopts the attached Strategic Plan for Community Services & Economic Development for the City of Chesterfield, Missouri.
2. That this Resolution shall be in full force and effect from and after its passage and approval.

Passed and approved this 30th day of OCTOBER, 2010


Mayor

ATTEST:


City Clerk



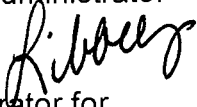
Community Services & Economic Development
636-537-6721

M E M O

DATE: October 11, 2010

TO: Mayor John Nations and City Council

COPY: Michael Herring, City Administrator

FROM: Libbey Malberg-Tucker 
Assistant City Administrator for
Community Services & Economic Development

RE: Strategic Plan for Community Services & Economic Development

For the past several months, our department has been working on preparing a Strategic Plan for Community Services & Economic Development. This has been done with a great deal of input from staff, interns, and a committee from the Chesterfield Development Advisory Council (CDAC). The document gives a "demographic snapshot" of Chesterfield at this time and provides for four overarching goals, along with several objectives and activities for each of those goals.

The CDAC members were presented with the goals at their meeting in September, suggested a few additions, and approved the plan. The Finance & Administration Committee recommended approval at their October 4 meeting. The complete Strategic Plan is attached for review and approval by City Council for the October 18 meeting. If you have any questions or comments prior to the meeting, do not hesitate to contact me.

Attachment



Community Services & Economic Development Strategic Plan

Mission Statement

To enhance the economic stability and quality of life for the City of Chesterfield by attracting and retaining viable diverse businesses, supporting entrepreneurship and encouraging a sense of community.



Acknowledgments

Community Services & Economic Development Staff:

Angela Crawford, Intern

Sarah Cantlon, Community Services & Economic Development Specialist

Libbey Malberg-Tucker, Assistant City Administrator for Community Services & Economic Development

With particular thanks to Will Carpenter, Doug Elliott, Jack Hoffman, Dan Hurt, and John Langa, members of the Chesterfield Development Advisory Council, who provided a great deal of insight and input for the Plan.



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Executive Summary

The Assistant City Administrator for Community Services & Economic Development position was created in 2005 under the direct supervision of the City Administrator. Additionally, the Customer Service and Information Technologies divisions are managed by the Assistant City Administrator for Community Services & Economic Development; however, the Plan does not address those divisions. This strategic plan has been designed to act as an ongoing guide to the leadership of the Community Services & Economic Development department as the community continues to grow and evolve.

A mission statement was created, working from the City's overall mission statement, and four overarching goals were developed in order to strive toward that mission. Those goals are: 1) Attract businesses to the community that foster economic growth. 2) Retain and encourage expansion of existing Chesterfield businesses. 3) Foster an environment that supports entrepreneurship and small businesses. 4) Encourage a sense of community to establish Chesterfield as a city of choice for businesses and residents. Within each of the goals are objectives and activities to meet those goals, which will serve as a guide for the staff involved.

The contents of this Plan were created by the Community Services & Economic Development staff with considerable input from the Chesterfield Development Advisory Council (CDAC-see information in Appendix A). The CDAC participated in a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) of Chesterfield in July of 2009 led by an outside facilitator from the University of Missouri Extension Small Business & Technology Development Center. The SWOT Analysis was used by staff to help guide the formation of this strategic plan (See Appendix C for the SWOT Analysis).

Implementation Strategy

Following the adoption of this plan by the Chesterfield City Council after review and recommendations from the Finance & Administration Committee of City Council, the Assistant City Administrator for Community Services and Economic Development (CSED) will acquire direction from the City Administrator on how to prioritize the goals, objectives, and activities of this plan to the extent that adequate budget funds are available. Certain items in this plan require budgetary support, and will be subject to implementation based on funding.

A bi-annual review will then be completed with the City Administrator to determine individual and departmental progress to goals. In addition to that review, there will be an annual review presented to the CDAC and any updates or changes will be completed at that time. A list of resources including partner organizations, economic development databases, small business resources and other contacts has been developed to help aid staff in the implementation process (See Appendix E for Implementation Resources).



Chesterfield-At a Glance

Within Chesterfield's present city limits, there were once six towns/communities - each with their own post office. In addition, there were two other communities (Orrville and Centaur Station), on the western edge of present day Chesterfield, that were also influential in Chesterfield's early development. One by one, post offices closed/transferred, until only the Chesterfield post office remained. The City was incorporated in 1988 and has since experience tremendous growth and development to achieve the status as one of the premier cities in the Country, and the second largest city in St. Louis County.

Chesterfield is located approximately 25 miles or 30 minutes from downtown St. Louis, in the western-most part of St. Louis County, and bordering the Missouri River. The St. Louis Region is considered a transportation hub with four major highways (I-44, I-55, I-64 and I-70) connecting it to all areas of the United States, and Chesterfield is bisected by I-64, making it a premium choice for those looking for convenient Interstate-highway access. Cities within 500 miles of St. Louis include Birmingham, Chicago, Cincinnati, Cleveland, Dallas, Detroit, Kansas City, Louisville, Milwaukee, Minneapolis and Nashville.

Chesterfield enjoys a robust economy and steady commercial growth having more than 2,000 businesses and over 36,000 employees working in the community. It's a community where you'll find high-tech companies, top-rated health care centers and major manufacturing firms. Small businesses and entrepreneurial start ups are abundant and thrive in a community that supports and nurtures this sector of our economy. Endless shopping opportunities include Chesterfield Mall and the Chesterfield Commons with most big box and specialty retailers represented. Dining choices include everything from national chains to smaller, locally owned restaurants.

Chesterfield Valley

- In 1994, the City of Chesterfield created the Chesterfield Valley Tax Increment Financing (TIF) District with a spending cap of \$72.5 million. Because of the accelerated growth in the Chesterfield Valley, the TIF was retired 10 years early in 2007. The funding for the TIF was earmarked for the following public infrastructure:
 - \$21.27 million of levee improvements
 - \$29.894 million of road and highway improvements
 - \$9.77 million of storm water drainage improvements
 - \$10.853 million of utility improvements (sanitary & water systems)
 - \$720,000 in professional services

Transportation

- Lambert - St. Louis International Airport
 - As the St. Louis area's main airport, Lambert-St. Louis International Airport, is a national hub with two terminals, four concourses, and 88 gates serving 13 passenger airlines.
- Spirit of St. Louis Airport
 - Located in Chesterfield, the Spirit of St. Louis Airport is the Business Aviation Center of the Midwest and a port of entry for U.S. Customs. As the second busiest business aviation airport in the four-state



central region encompassing Missouri, Kansas, Nebraska and Iowa, Spirit Airport offers corporate hangers, business charter flights, five full-service Phillips Aviation Performance Centers and has over 150 businesses located on-site.

- Public Transportation
 - Chesterfield is served by the Metro bus system, which provides connections to the Metro light rail system that serves the region.

Economic Data & Demographics

This Plan was created with the recognition that various external forces can affect the content of this Plan, such as the availability of resources, the economic climate, and political leadership. The content was created with an extensive understanding of the following data and statistics, which provide a basis for the current conditions upon which this plan was formed. Additionally, it is understood that not all of the activities of the Plan may be accomplished due to those economic factors and physical capabilities of the available staff. Rather, it is a broad based plan that can be utilized as a fluid document over time as conditions change.

- Population (U.S. Census Estimates)

Year	Population Estimate
2009	46,096
2008	46,064
2007	46,196
2006	46,470
2005	46,790
2004	46,886
2003	46,928
2002	46,947
2001	46,952
2000 (Census)	46,802

- Median Household Income (2006-2008 U.S. Census American Community Survey)
 - \$97,321
- Median Home Sale Price (12 Months Preceding 3rd Quarter 2010- stlouis.blockshopper.com)
 - Chesterfield 63005 \$484,500
 - Chesterfield 63017 \$285,000



- Housing
 - Household Counts as of January 2008
 - Total Household Count = 22,141
 - Single Family Homes = 12,612
 - Single Family Attached Homes = 2,571
 - Apartments = 3,492
 - Multi-Family = 1,808
 - Retirement Community = 1,658 Including beds

○ Chesterfield Foreclosure Data

2007 Annual	2008 Annual	2009 Annual
33	51	48

Source: St. Louis County Department of Revenue (includes some non-residential properties and vacant lots)

- Workforce (Missouri Economic Research and Information Center 'MERIC')
 - Workforce - St. Louis MSA – May 2010
 - Total Labor Force 1,430,145
 - Total Employment 1,299,483
 - Total Unemployment 130,662
 - Unemployment Rate 9.1%
 - Chesterfield Unemployment Rate 6.2%

- Education (2006-2008 U.S. Census American Community Survey)
 - Associate or Bachelor Degree 39%
 - Graduate or Professional Degree 28%

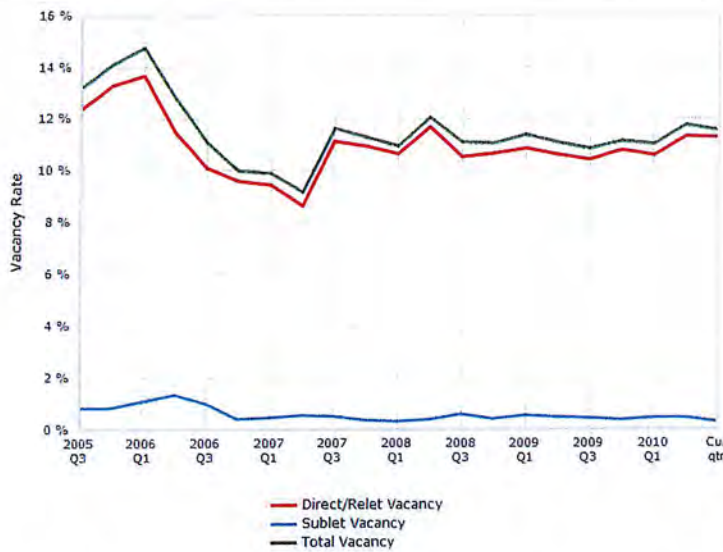
• Population Age

	2000 Census	2006-2008 Census Estimates
Total Population	46,802	48,328
Median Age	41.8	46.0
Under 5 years	2,606 (5.6%)	2,263 (4.7%)
5 to 19 years	9,793 (20.9 %)	9,158 (18.9%)
20 to 34 years	6,046 (12.9 %)	5,754 (11.9%)
35 to 59 years	19,243 (41.1%)	18,667 (38.6%)
60 to 84 years	7,935 (17 %)	10,863 (22.5%)
85 years and over	1,179 (2.5 %)	1,623 (3.4%)

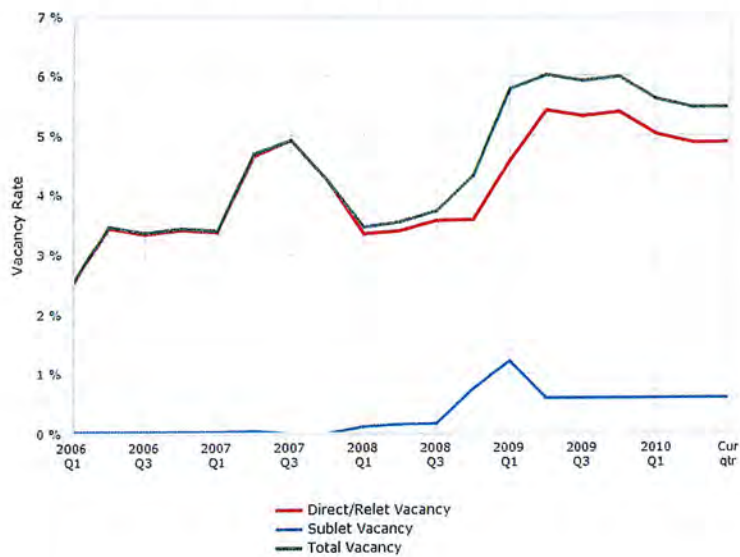


Chesterfield Economy

- 2,057 licensed businesses as of April 2010
 - New Business Licenses Issued
 - 192 Total in 2008
 - 147 Total in 2009
 - Business Licenses Not Renewed
 - 305 in License Year 7/1/2008 – 6/30/2009
- Over 36,000 Jobs in Chesterfield
- Vacancy Rates: (Source: CoStar Property Database)
 - Office 3rd Quarter 2005 to 2nd Quarter (current quarter) 2010

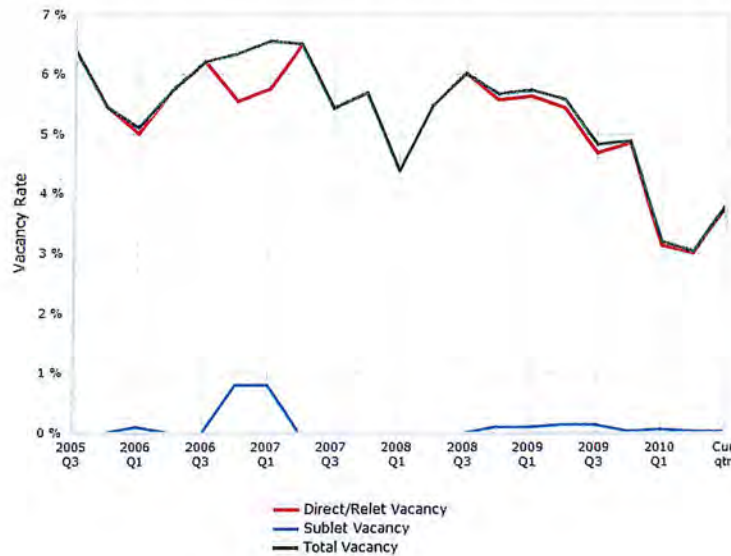


- Retail 1st Quarter 2006 to 2nd Quarter (current quarter) 2010





o Industrial/Flex 3rd Quarter 2005 to 2nd Quarter (current quarter) 2010



• Unemployment Rates:

Year (Annual Average)	Labor Force	Employment	Unemployment	Rate
2009	23,598	22,146	1,452	6.2%
2008	23,882	22,967	915	3.8%
2007	24,313	23,550	763	3.1%
2006	24,505	23,774	731	3%
2005	24,636	23,828	808	3.3%

Source: Produced by MERIC in cooperation with U.S. Department of Labor, Bureau of Labor Statistics



- Taxes
 - Chesterfield 2009 Real Estate Tax Rates

Category	Residential	Commercial
State of Missouri	0.0300	0.0300
St. Louis County	0.5230	0.5230
City of Chesterfield (Parks)	0.0300	0.0300
County Library District	0.1400	0.1630
St. Louis Community College	0.2136	0.2136
Parkway School District	3.4100	3.8832
Rockwood School District	4.0083	4.0083
Special School District	0.9384	0.9384
Sheltered Workshop	0.0740	0.0790
Metropolitan Zoo & Museum District	0.2493	0.2493
Monarch Fire District	0.8260	0.9300
Metro West Fire District	0.9770	1.0160
Totals:		
Parkway/Monarch Fire District	6.4343	7.0395
Parkway/Metro West Fire District	6.5853	7.1255
Rockwood/Monarch Fire District	7.0326	7.1646
Rockwood/Metro West Fire District	7.1836	7.2506

- Sales Tax Rates

State of Missouri	4.225%
St. Louis County	2.700%
City of Chesterfield	1.000%
Zip Code 63017 Sales Tax	7.925%
Chesterfield Valley TDD Tax	0.375%
Zip Code 63005 Sales Tax	8.300%



• Largest Full Time Employers City Wide as of Summer 2010

Rank	<u>Company</u>
1.	St. Luke's Hospital - Full service 493-bed community medical facility
2.	Parkway School District - Accredited K-12 public school district and administration
3.	McBride & Son Companies - Homebuilder, developer, contractor
4.	Delmar Gardens Enterprises - Skilled nursing centers and retirement communities
5.	Reinsurance Group of America, Inc. - Reinsurance for life insurance companies
6.	Amdocs, Inc. - Billing and customer relationship management software
7.	Monsanto - Bio-tech plant science research and development
8.	Pfizer, Inc. - Pharmaceutical research and development
9.	Rockwood School District - Accredited K-12 public school district
10.	Technology Partners, Inc. - Information technology solutions and resources
11.	IKON Office Solutions - Office equipment sales & service
12.	Mark Andy, Inc. - Manufacturer of printing presses for labeling & packaging
13.	Mercy Health Plans - Integrated healthcare delivery systems
14.	Missouri Higher Education Loan Authority (MOHELA) - State student loan provider
15.	Insituform Technologies, Inc. - Rehab and repair service for underground utilities
16.	Dierbergs - Supermarket Headquarters
17.	Reliv International, Inc. - Manufacturer and distributor of nutritional supplements

• Largest Full Time Employers in Chesterfield Valley as of Summer 2010

Rank	<u>Company</u>
1.	McBride & Son Companies - Homebuilder, developer, contractor
2.	Technology Partners, Inc. - Information technology solutions and resources
3.	Mark Andy, Inc. - Manufacturer of printing presses for labeling & packaging
4.	Missouri Higher Education Loan Authority (MOHELA) - State student loan provider
5.	Insituform Technologies, Inc. - Rehab and Repair Service for underground utilities
6.	Reliv International, Inc. - Manufacturer and distributor of nutritional supplements
7.	First Community Credit Union - Credit Union headquarters
8.	Ambassador Floor Company - Flooring products distributor and installer
9.	Smurfit-Stone, Inc. - Fabricator of shipping containers
10.	Jet Corp Technical Services, Inc - Aircraft Maintenance
11.	AVMATS - Aviation Materials
12.	Cambridge Engineering, Inc. - Manufacturer of heating and ventilation systems for large areas



• St. Louis County Growth Data from 2005-2007

Establishments	2005	2007	Change	%	Jobs	2005	2007	Change	%
Total	59,894	65,713	5,819	9.7%	Total	749,020	736,059	-12,961	-1.7%
Noncommercial	3,945	4,053	108	2.7%	Noncommercial	89,034	81,855	-7,179	-8.1%
Nonresident (Outside the State)	4,669	4,532	-137	-2.9%	Nonresident (Outside the State)	210,227	197,718	-12,509	-6.0%
Resident (Within the state)	51,280	57,128	5,848	11.4%	Resident (Within the state)	449,759	456,486	6,727	1.5%
Self employed (1)	15,029	17,942	2,913	19.4%	Self employed (1)	15,029	17,942	2,913	19.4%
Stage 1 (2-9)	28,343	31,358	3,015	10.6%	Stage 1 (2-9)	95,769	102,379	6,610	6.9%
Stage 2 (10-99)	7,290	7,227	-63	-0.9%	Stage 2 (10-99)	180,566	180,809	243	0.1%
Stage 3 (100-499)	563	548	-15	-2.7%	Stage 3 (100-499)	99,337	96,903	-2,434	-2.5%
Stage 4 (500+)	55	53	-2	-3.6%	Stage 4 (500+)	59,058	58,453	-605	-1.0%

Source: Edward Lowe Foundation YourEconomy.org

• Job growth ranked by Industry: St. Louis, MO-IL MSA 2005-2007

Rank	NAICS	Total	Noncommercial	Nonresident	Resident
1	62 Health Care and Social Assistance	7,062	0.0%	-0.3%	4.5%
2	56 Administrative, Support, Services	4,156	0.0%	-1.2%	6.6%
3	54 Professional, Scientific, and Technical Services	3,029	0.0%	0.3%	2.2%
4	53 Real Estate and Rental and Leasing	2,581	0.0%	-0.3%	5.9%
5	42 Wholesale Trade	1,309	0.0%	-0.0%	1.6%
6	23 Construction	789	0.0%	-0.4%	1.2%
7	11 Agriculture, Forestry, Fishing and Hunting	117	0.0%	-0.2%	1.8%
8	21 Mining, Quarrying, and Oil and Gas Extraction	45	0.0%	6.5%	-5.3%
9	81 Other Services (except Public Administration)	-298	-0.6%	-0.3%	0.5%
10	22 Utilities	-329	0.0%	-1.7%	-1.2%
11	55 Management of Companies and Enterprises	-374	0.0%	0.0%	-17.5%
12	71 Arts, Entertainment, and Recreation	-1,783	0.7%	3.3%	-10.0%
13	44 Retail Trade	-2,029	0.0%	-1.1%	-0.1%
14	52 Finance and Insurance	-2,138	0.0%	-2.9%	0.1%
15	51 Information	-3,805	0.1%	-7.5%	0.3%
16	61 Educational Services	-4,489	-4.2%	0.0%	0.0%
17	72 Accommodation and Food Services	-6,166	0.0%	-6.3%	0.8%
18	92 Public Administration	-7,978	-10.8%	0.0%	0.0%
19	48 Transportation and Warehousing	-11,956	-0.8%	-11.4%	-6.2%
20	31 Manufacturing	-14,806	0.0%	-6.8%	

Source: Edward Lowe Foundation YourEconomy.org



Goals, Objectives, and Activities

Goal #1 Attract businesses to the community that foster economic growth.

Objective A. Increase quality employment opportunities in Chesterfield.

- Activity 1) Aim to attract businesses that offer employment opportunities that match the current regional workforce skill level, experience and needs.

Objective B. Expand the current Chesterfield tax base.

- Activity 1) Support developers and corporate realtors in attraction efforts for office, industrial, and retail markets by maintaining relationships with them and providing any demographic or community information they may need.
- Activity 2) Increase the City's presence at industry trade shows, utilizing regional and state economic development partnerships.
- Activity 3) Participate in direct marketing efforts to targeted site selectors and identified business clusters.
- Activity 4) Promote Chesterfield's unique advantages, current announcements, new sites/buildings, and local business owner endorsements to corporate executives and site selection consultants through active public relations.

Objective C. Foster a diverse economy in Chesterfield.

- Activity 1) Conduct economic research to forecast, local, national, and global trends and to determine industry/service gaps and opportunities.
- Activity 2) Determine where business clusters and synergies exist in the current local economy and target identified businesses in attraction efforts.
- Activity 3) Explore opportunities with educational institutions in the region.
- Activity 4) Utilize economic development partnerships to market Chesterfield to the global economy.

Objective D. Build and maintain strong relationships with influential attraction partners in Missouri and the St. Louis Region.

- Activity 1) Maintain relationships through ongoing contact with the Missouri Partnership staff or the designated state marketing and attraction agency.
- Activity 2) Maintain involvement with the Missouri Department of Economic Development by inviting project managers and the Director for periodic community tours/updates and by attending Missouri Economic Development Council conferences.
- Activity 3) Participate in the St. Louis Regional Chamber & Growth Association (RCGA) Economic Development Network Meetings and seminars to build relationships with the RCGA economic development project managers and staff to ensure lines of communications exist relative to Chesterfield's available sites and properties and RCGA project opportunities.
- Activity 4) Maintain contact with St. Louis County Economic Council (SLCEC) project managers and staff to ensure lines of open communication exist relative to Chesterfield's available sites and properties and SLCEC project opportunities.



Goal #2 Retain and encourage expansion of existing Chesterfield businesses.

Objective A. Initiate relationships with existing businesses and work to meet business needs.

- Activity 1) Conduct 24 retention visits annually utilizing Executive Pulse business retention software system targeting high employment, high capital investment, and high growth businesses.
- Activity 2) Assist businesses by following up on needs that are identified during retention visits utilizing local economic development allies.
- Activity 3) Maintain contact with the Missouri Division of Workforce Development, the Center for Business, Industry & Labor (CBIL), local educational institutions, and local industry to make certain that the employee training needs of businesses are being met.
- Activity 4) Partner with the Chesterfield Chamber of Commerce and other key organizations to network with existing businesses.

Objective B. Create a supportive environment for Chesterfield businesses.

- Activity 1) Conduct outreach visits to distribute New Business Welcome Packets as new businesses open in Chesterfield.
- Activity 2) Recognize and seek opportunities for partnering and providing assistance to management of Spirit of St. Louis Airport & St. Louis County in their business growth efforts.

Objective C. Stay apprised of legislative actions that affect businesses and economic development and advocate when appropriate.

- Activity 1) Maintain relationships with state and federal elected officials.

Objective D. Provide adequate infrastructure to maintain and promote business development.

- Activity 1) Work with other City departments and utility agencies to ensure that infrastructure is maintained at a safe and appropriate.
- Activity 2) Work with Ameren Missouri to ensure that a sufficient amount of electricity is being provided to meet the needs of the City as it continues to build out.

Goal #3 Foster an environment that supports entrepreneurship and small businesses.

Objective A. Provide up-to-date resource information to assist small businesses.

- Activity 1) Be knowledgeable of state, regional, and local small business resources by staying current with information regarding small businesses and assistance organizations.
- Activity 2) Use List Serve feature on the City's website and other technology driven avenues to disseminate information to those interested in new business ventures.
- Activity 3) Utilize networking avenues to promote the business resources and Economic Development services that are readily available.
- Activity 4) Continually update business resources to have the most current information available.

Objective B. Grow the established small business assistance program and brand.

- Activity 1) Continue to offer the Fundamentals of Small Business Program yearly.
- Activity 2) Offer a Business Roundtable program to targeted growth businesses.



Goal #4 Encourage a sense of community to establish Chesterfield as a city of choice for businesses and residents.

Objective A. Assist in planning and promoting City sponsored and community events when appropriate.

Activity 1) Utilize resources such as the quarterly Citizen Newsletter for low cost promotion and information delivery.

Activity 2) Promote events using Chesterfield's Web Site-Community Event Calendar.

Activity 3) Support community events by issuing media releases that increase visibility.

Objective B. Showcase positive events, activities, and milestones around Chesterfield to foster community pride.

Activity 1) Increase articles in resources such as the quarterly Citizen Newsletter, continuously update the City's Website, and issue media releases that recap successful community events and highlight positive happenings within the community.

Activity 2) Utilize public art and art activities to increase a sense of community by partnering with local art agencies.

Objective C. Leverage networking opportunities with businesses, non-profits and community stakeholders to connect organizations with common goals and existing community resources.

Activity 1) Attend non-profit, civic minded, and community events to enhance relationships with Chesterfield based organizations.

Activity 2) Participate in Chesterfield Chamber of Commerce and other community organizations boards/committees, when appropriate.

Objective D. Promote Chesterfield tourism activities.

Activity 1) Enhance the City's relationship with St. Louis Convention and Visitor's Bureau with the assistance of the Chamber of Commerce through increased participation opportunities.

Activity 2) Keep the City's website up to date with information on local attractions.

Objective E. Encourage organizations to hold community events and festivals within Chesterfield and assist in promoting them when appropriate.

Objective F. Advocate for adequate and progressive transportation systems.

Activity 1) Advocate for proper Metro services.

Activity 2) Assist in efforts to promote and expand services at Lambert-St. Louis International Airport.



Objective G. Ensure that the needs of Chesterfield residents are being met to the best of the City's ability.

Activity 1) Assist other departments with their ongoing efforts to determine community-wide satisfaction with City's services activities and amenities. Serve as a resource to job seekers and offer referrals to employment supports service agencies whenever necessary.

Activity 2) Promote a healthy and sustainable environment within the City of Chesterfield.

Objective H. Partner with local agencies to create community programs that meet the resident's needs.

Activity 1) Engage in 50+ community programming.

Activity 2) Support the growth of young professionals through Chesterfield organizations.

Activity 3) Engage youth by creating awareness of municipal government roles and services.

Objective I. Encourage existing community leadership and work to develop new community leaders.

Activity 1) Support the development of new leaders through involvement with community organizations.

Activity 2) Showcase successful community leaders through the Citizen of the Year program.

Objective J. Stay apprised of legislative actions that affect the City and advocate when appropriate.



Chesterfield Development Advisory Council

This plan was created with input from the Chesterfield Development Advisory Council (CDAC), which is a non-statutory council, comprised of leaders from all aspects of the community (See Appendix D for CDAC member listing). Appointments of citizen members are made by the Mayor, with concurrence by the Council members in whose Ward the citizens reside. For all others who may be business owners or executive-level employees, but not residents, the Mayor makes the appointment, with input from the President Pro Tem of City Council, and the Assistant City Administrator for Community Services & Economic Development.

The purpose of the CDAC is to assist with public relations and input as it relates to the City and economic development. Meetings are held quarterly, or as needed, with the Mayor and the CSED staff having the opportunity to provide community updates to the membership regarding City activities, especially as they relate to economic & community development. The Advisory Council creates another important network of communication. It enhances The City's ability to facilitate and encourage important dialogue regarding City operations and community & economic development planning. It establishes a process of formal and on-going interaction with some of Chesterfield's top business and community leaders, along with their considerable talents and expertise, and provides them with a more direct role in assisting the City. The Advisory Council plays an important role in providing input for the Community Services & Economic Development Strategic Plan, and they assist the City with specific projects, as needed.

The CDAC is comprised of the following sectors of our local economy, having at least one representative in each:

Manufacturing	Home-Based Business
Education	Residential Development
Retail	Commercial Development
Banking	Arts & Culture
Service Industry	Health/Medical
Chesterfield Chamber of Commerce	Chesterfield Valley Coalition

Persons representing these sectors would preferably hold a position of President or CEO, or other "executive status" in their field. A minimum of four members shall be Chesterfield residents.

Terms are for two years, with one-half of the initial appointments having one-year terms and one-half having two-year terms. The liaison from City Council is the President Pro Tem and he or she may serve as the Chairperson of the Advisory Council, at the direction of the Mayor. This is to ensure that the Advisory Council has input and direction from both the Mayor and City Council.



Chesterfield Development Advisory Council 2010 Membership

Chesterfield Residents

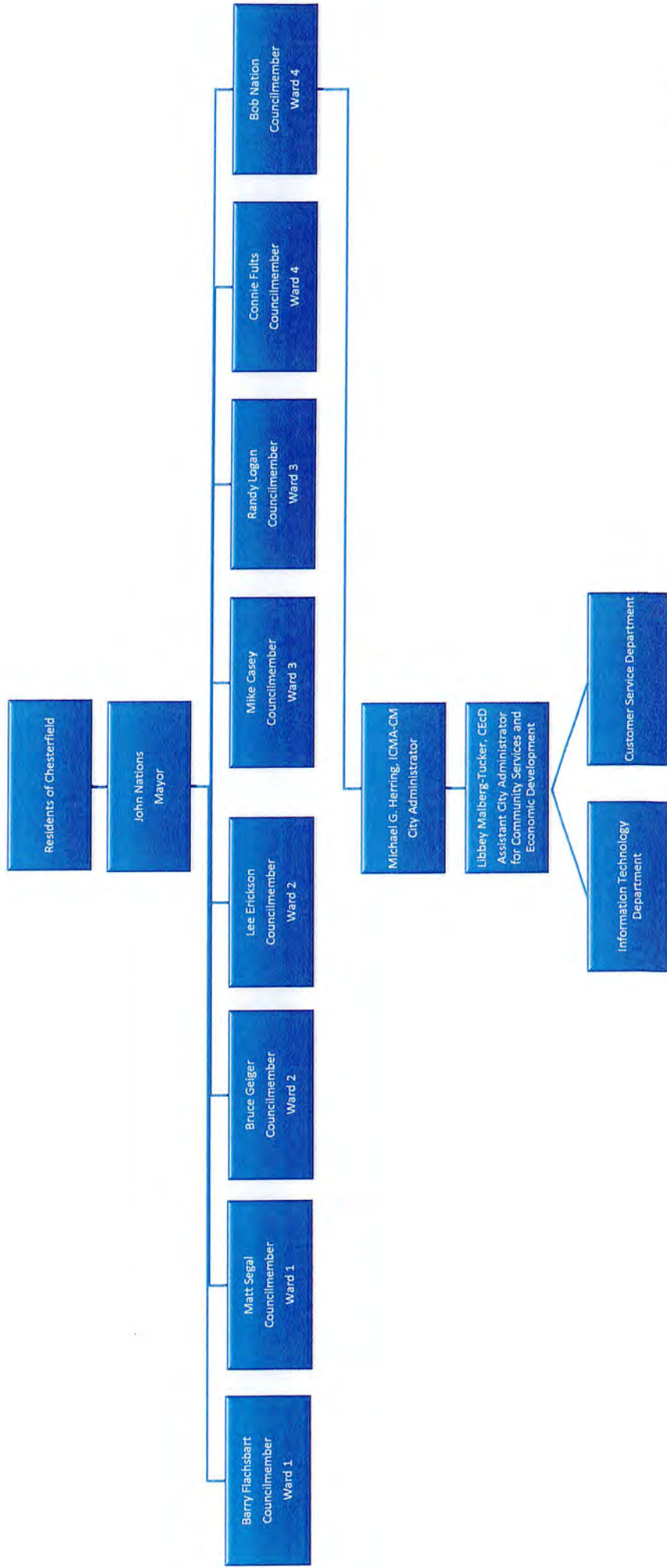
- Valley Coalition Rep. & Commercial Developer
 - Mike Hejna - Gundaker Commercial Group - Ward IV
- Commercial Developer
 - Kathy Higgins - Sachs Properties, Inc. - Ward II
 - Rudy Stinnett - Gundaker Commercial Group - Ward II
- Commercial Service Industry
 - One vacancy unfilled
 - Howard M. Rosen, CPA JD - Ward II
 - Conner Ash, PC - Ward II
 - Glenn Borgard, P.E. - Borgard Engineering - Ward IV
- Education
 - Dr. Robert Malito, Superintendent - Parkway School District - Ward II
- Healthcare
 - Mr. Don Miller, Administrator - St. Luke's Hospital - Ward III
- Home-Based Business
 - Unfilled
 - Doug Elliott - Ward IV
- Homebuilder
 - Brett Hardesty, President - Hardesty Properties, Inc. - Ward IV
- Manufacturing
 - Steve Domahidy - Ward IV
 - Dan Hurt - Ward III
- Dr. Will Carpenter, Ward II (*Retired, Monsanto*)

Non-Residents

- Airport Services
 - John Bales, Director of Aviation - Spirit of St. Louis Airport
- Arts/Culture
 - Stacey Morse, Executive Director - Chesterfield Arts
- Banking
 - Craig Conway, Regional President - St. Louis Region - Bank Midwest
- Chamber of Commerce-2010 Chairman
 - Jack Hoffman, Hoffman & Associates
- Education
 - Bruce Borchers, Superintendent- Rockwood School District
 - Don Senti, Interim Superintendent, Parkway School District
- Healthcare
 - Howard Oppenheimer, Vice President - Delmar Gardens Enterprises
- Manufacturing
 - Ed Kecec, Senior Director, St. Louis Global Operations - Pfizer
- Retail
 - Michael Staenberg, President - THF Realty
 - Mr. Kurt Bohlmann, General Manager - CBL Properties-Chesterfield Mall



Appendix B
Economic Development Department
Organizational Chart





Appendix C
Economic Development SWOT Analysis
Completed by the
Chesterfield Development Advisory Council
July 2009

A SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in an organization. It involves specifying the objective of the organization or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective. A SWOT analysis was conducted by CDAC to be used as guidance for the planning process.

	<u>Who are we?</u>	<u>Vision:</u>	<u>Goals:</u>	<u>What can we do?</u>	<u>Strengths:</u>	<u>Weaknesses:</u>	<u>Opportunities:</u>	<u>Threats:</u>
High degree of ability to influence	<ul style="list-style-type: none"> Growing community Leadership potential- Young professionals 	<ul style="list-style-type: none"> Creator of strategic partnerships Premier community in the region Influence state and federal Increase public/global perceptions and public recognition 	<ul style="list-style-type: none"> Have highest quality of life Remain competitive Tell Story 	<ul style="list-style-type: none"> Increase public/global perception Tell our story aggressively Job creation 	<ul style="list-style-type: none"> 2nd, 3rd busiest airport in region Diversity of religion Community involvement Culture 	<ul style="list-style-type: none"> Telling the community story Perception of expensive/elitist Arts/entertainment Community involvement-small % involved 	<ul style="list-style-type: none"> Differentiate self from region while still being part of the region Retired population/aging baby boomers Create strategic partnerships Create non-profit hub Young professional groups Capitalize on professional talents of community members- Organizations and individuals Tell community story 	<ul style="list-style-type: none"> Being ignored- victim of success
Moderate degree of ability to influence	<ul style="list-style-type: none"> Retail Destination Quality healthcare access Location Has everything community Good quality of life- Live, work, play Educated 	<ul style="list-style-type: none"> Job creation within western corridor 	<ul style="list-style-type: none"> Form strategic alliance/condition Keep growing Forward Thinking Job Creation-high quality/right jobs 	<ul style="list-style-type: none"> Lobby for state support w/incentives Think strategic alliances/form conditions 	<ul style="list-style-type: none"> Sports fields Safety Quality education Location near river Recreation New buildings Forward moving Educated population Many entrepreneurs 	<ul style="list-style-type: none"> Transient population Automobile drive community Lack of tradition/central core/character 	<ul style="list-style-type: none"> Sports tournaments 	<ul style="list-style-type: none"> Being lumped with St. Louis- City/County State/region competitiveness
Little to no degree of ability to influence	<ul style="list-style-type: none"> Bedroom community Hometown 		<ul style="list-style-type: none"> Economic Security 		<ul style="list-style-type: none"> Stable political environment Diverse/quality housing stock 	<ul style="list-style-type: none"> Highway divides City Affordability 	<ul style="list-style-type: none"> Merger Potential w/ other cities 	<ul style="list-style-type: none"> State/federal politics- Tax pool Instability of economy

Appendix D

Implementation Resources

- Attraction

- St. Louis County Economic Council
121 South Meramec Avenue, Suite 900
St. Louis, MO 63105
(314) 615-7663

www.slcec.com

The Saint Louis County Economic Council (SLCEC) focuses on the development and growth of long-term diversified business and employment opportunities in the St. Louis Region. They offer business development services that help to grow businesses in St. Louis County through innovative and customized services. They manage the World Trade Center Saint Louis which serves as a gateway to global markets, trade education, market research and networking. They utilize business finance mechanisms as a resource to offer conventional, alternative or combined financing solutions. They also maintain the Economic Development Collaborative that brings communities and stakeholders together.

- St. Louis Regional Chamber & Growth Association
One Metropolitan Square, Suite 1300
St. Louis, MO 63102
(314) 231-5555

www.stlrcga.org

The St. Louis Regional Chamber & Growth Association (RCGA) represents a 16-county, bi-state business community, with nearly 4,000 member companies. Businesses of all sizes, non-profits, government agencies, labor organizations, educational, healthcare and a variety of other area institutions make up RCGA's membership. As the bi-state region's chamber of commerce and economic development organization, the RCGA is a catalyst in regional economic development and public policy.

- Missouri Partnership
120 S. Central Ave. Suite 1150
Clayton, MO 63105
(877) 725-0949
(314) 725-0949
Fax: (314) 725-0743

www.missouripartnership.com

In 2007, the Missouri Partnership was formed with the intention of bringing new business and industry into the state. As a nonprofit economic development organization, the Partnership works with other economic development organizations at the state, regional and local levels to attract new companies and help advance Missouri's standing as an industrial leader.



- Missouri Department of Economic Development
www.missouridevelopment.org
(800) 523-1434
- Missouri Economic Research & Information Center (MERIC)
P.O. Box 3150
Jefferson City, MO 65102-3150
(866) 225-8113
Fax: (573) 751-7160
E-mail: MERICData@ded.mo.gov
www.missourieconomy.org
- Taxes
 - State of Missouri
www.mo.gov
(573) 751-2000
 - Worker's Compensation
www.dolir.mo.gov/wc
(573) 751-9691
 - Unemployment Insurance
www.dolir.mo.gov/es
(573) 751-9691
- Data
 - Co-Star Sites & Properties Database (Subscription-based System)
www.costar.com
 - Missouri Office of Social and Economic Data Analysis (OSED A)
www.oseda.missouri.edu
 - U.S. Census
www.census.gov
 - MERIC (MO Economic Research & Info Center)
www.missourieconomy.org
 - Missouri Career Source (workforce data and services)
www.missouricareersource.com
- Retention
 - Chesterfield Chamber of Commerce
101 Chesterfield Business Parkway
Chesterfield, MO 63005
(636) 532-3399
www.chesterfieldmochamber.com



CSED Strategic Plan

The Chesterfield Chamber of Commerce promotes local businesses, offers networking events, educational seminars, and has a membership of over 900 commercial, industrial, retail and professional firms.

- Executive Pulse

<http://www.executivepulse.com/index.asp>

The ExecutivePulse™ Business Intelligence System is an online CRM (customer relationship management) software system that provides database and communication features for managing data collected during retention visits. .

- City of Chesterfield

- City Hall

www.chesterfield.mo.us

(636) 537-4000

- City Clerk's Office

(636) 537-6716

- Community Services & Economic Development (CSED)

(636) 537-6720

- Finance and Administration/Business License

(636) 537-4714

- Planning and Public Works

(636) 537-4746

- Planner of the Day (permits, signage, general planning questions)

(636) 537-4733

- Police-General Information

(636) 537-3000

- Missouri Division of Workforce Development

E-mail: dwdsupport@ded.mo.gov

<http://workforce.mo.gov/index.html>

- Center for Business Industry & Labor (CBIL)

300 South Broadway

St. Louis, MO 63102-2810

(314) 539-5310

Fax: (314) 539-5349

www.cbil.org

The mission of the Center for Business, Industry & Labor is to advance the outreach goals of the St. Louis Community College by providing organizations in the College's service area on-target, on-demand, and on-site training and consulting services.

- Entrepreneurship

- University of Missouri Extension - Small Business & Technology Development Centers

Business Development Specialist

(314) 631-5327



(636) 970-3000

www.missouribusiness.net

Missouri Small Business & Technology Development Centers (MO SBTDC) are part of a statewide network of business experts qualified to help businesses develop and thrive. MO SBTDCs offer counseling services and access to technology resources, training seminars and programs on a variety of business topics. There are several locations in the St. Louis Region.

- U.S. Small Business Administration

200 N Broadway, Suite 1500

St. Louis, MO 63102

(314) 539-6600

www.sba.gov/mo/stlouis

The U.S. Small Business Administration (SBA) helps people start, build and grow businesses with programs such as financial assistance, contract opportunities, disaster assistance, online training, counseling and assistance, help with laws and regulations, and specific services for target audiences.

- SCORE

200 N Broadway, Suite 1500

St. Louis, MO 63102

(314) 539-6600 extension 242

www.stlscore.org

SCORE provides no-cost, confidential business counseling tailored to meet the needs of each business. It also offers workshops and seminars, for a small fee, to both start-up entrepreneurs and existing businesses.

- St. Louis Enterprise Center

743 Spirit 40 Park Drive

Chesterfield, MO 63005

(636) 519-4700

www.slcec.com

Managed by the SLCEC, this small-business incubator provides new and growing small businesses with affordable space, shared support services, access to mentors and networking opportunities.

- Edward Lowe Foundation

58220 Decatur Road

P.O. Box 8

Cassopolis, Michigan 49031-0008

(800) 232-LOWE(5693)

Fax: (269) 445-2648

E-mail: info@lowe.org

www.edwardlowe.org

The foundation supports entrepreneurship by focusing on second-stage entrepreneurs and the belief that they are vital to the United States. It develops and delivers educational programs and information that help second-stage entrepreneurs grow and thrive and produces statewide awards programs designed to help communities appreciate and support the growth of these entrepreneurs.



- Kauffman Foundation
4801 Rockhill Road
Kansas City, MO 64110
(816) 932-1000
www.kauffman.org

The Kauffman Foundation strives to help individuals attain economic independence by advancing educational achievement and entrepreneurial success.

- Secretary of State, Corporations Division
www.sos.mo.gov
(866) 223-6535
St. Louis Branch Office
(314) 340-7490
- Federal ID Number Information
www.irs.gov/businesses
(800) 829-1040

- St. Louis County Contacts
 - Business Assistance Center
www.stlouisco.com/bac
(314) 615-5222
 - Permit Application Center
(314) 615-5184

• Community Services

- Chesterfield Arts
444 Chesterfield Center
Chesterfield, MO 63017-4822
(636) 519-1955
www.chesterfieldarts.org

Chesterfield Arts is a nonprofit organization that provides arts programming to the West County Region. The City works with Chesterfield Arts to administer the Public Arts Master Plan.

- Metro
www.metrostlouis.org
- St. Louis Convention & Visitors Commission
701 Convention Plaza
Suite 300
St. Louis, Missouri 63101
(314) 421-1023
www.explorestlouis.com



CSED Strategic Plan

- Spirit of St. Louis Airport
531 Beechcraft Avenue
Chesterfield, MO 63005
(636) 532-9357
www.spiritairport.com

- Lambert-St. Louis Airport
www.flystl.com

- Legislative Districts
 - Senator, 7th District
State Capitol Building
Room 225
Jefferson City, MO 65101
(573) 751-1186
Fax: (573) 526-9852

 - 26th District
State Capitol Building
Room 227
Jefferson City, MO 65101
(573) 526-2609

 - Representative
201 W. Capital Avenue
Room 306
Jefferson City, MO 65101
(573) 751-1247