



# Ladue, Missouri STRATEGIC PLAN

August 2022







# ACKNOWLEDGEMENTS

## **Mayor**

Nancy Spewak

## **City Staff**

Kenneth Andreski, Police Chief

Steven Lynn, Fire Chief

Anne Lamitola, Director of Public Works

Scott Kroenung, Finance Director

Stacey Mann, City Clerk

Andrea Sukanek, City Planner

## **City Council Members**

Bill Brennan

Hal Burroughs

John Fox

Patrick Hensley

John Howell

Stacey Kamps



# INTRODUCTION

Ladue adopted an updated comprehensive plan December 2021 to guide development and redevelopment for the next 15-20 years. In order to focus early implementation efforts, the City Council and city staff came together in spring of 2022 to develop a 3-year strategic plan. The strategic plan is closely tied to the comprehensive plan, building upon its goals and strategies and relying heavily on community feedback received during its development. Through two workshops, City Council and city staff established a clear set of priorities for the next three years along with a set of action items to accomplish them.

## VISION

The City of Ladue will utilize a comprehensive approach to guide placemaking and preservation that maintains the City's desired character—defined by its natural landscape, distinctive residential subdivisions and commercial districts, premier institutions, regional accessibility, efficient and effective government services, and the provision of community amenities for a high-quality of life—while addressing the future needs and aspirations of the community.





# MISSION

The mission of the City of Ladue is to enrich the lives of current and future residents of Ladue by providing community leadership, gold-standard City services, and proactive planning for the community's future and by actively preserving the character of Ladue.



# VALUES

- **Integrity.** We are honest and trustworthy. We deliver services in a manner that meets the highest ethical and professional standards.
- **Transparency.** We proactively share information that allows others to evaluate our work, our finances, and our decision-making.
- **Tradition.** We value the community character of Ladue and are committed to preserving it. We recognize that adaptation will be needed to meet the challenges of the future.
- **Forward-Thinking.** We seek to look ahead and plan proactively for the needs of future residents and businesses.
- **Responsive.** We deliver service that is responsive to the needs of our residents and businesses.
- **Respectful.** We approach our residents and businesses with care, kindness, and respect.



# GOAL 1

## Preserve and enhance the City-wide community character of Ladue.

### STRATEGY 1:

Incorporate comprehensive plan goals and strategies into zoning codes and ordinances

#### ACTIONS

- ✓ Update zoning code
  - Review Architectural Review Board guidelines

### STRATEGY 2:

Explore downsized housing opportunities in commercial areas through mixed use zoning

#### ACTIONS

- Evaluate commercial areas to determine if mixed use should be enabled in certain areas and what types of downsized housing options would potentially be appropriate.
- Create new zoning district or PUD along with design guidelines to encourage the desired mixed use environment, where appropriate.

### STRATEGY 3:

Enhance communication with and among subdivision trustees

#### ACTIONS

- ✓ Keep list of trustees up to date and update (or obtain) information regarding what properties are in each subdivision
- ✓ Create subdivision trustee subcommittee to serve as liaison between associations and staff
- ✓ Encourage subdivision trustees to evolve and refine indenture rules
  - Encourage private subdivisions to maintain and replace as necessary their community infrastructure of roads, bridges, etc.

### STRATEGY 4:

Use technology to improve understanding of Ladue's infrastructure and natural environment

#### ACTIONS

- Update to include GIS data layers pertaining to stream buffers
- Upgrade format of existing maps and make them more readily accessible on the City's website



### PRIORITY ACTIONS

- ✓ Update zoning code
- ✓ Keep list of trustees up to date and update (or obtain) information regarding what properties are in each subdivision
- ✓ Create subdivision trustee subcommittee to serve as liaison between associations and staff
- ✓ Encourage subdivision trustees to evolve and refine indenture rules



# GOAL 2

## Improve the attractiveness, identity, and competitiveness of Ladue's commercial and business districts.

### STRATEGY 1:

Examine zoning regulations to ensure that zoning is enhancing rather than hindering competitiveness

#### ACTIONS

- ✓ Consider new zoning district or special overlay for the area east of I-170 and Ladue Road. Consider creating a PUD option for commercial/mixed use developments

### STRATEGY 2:

Enhance communication with and increase coordination among the local business community to support business attraction and retention

#### ACTIONS

- ✓ Re-enact the Economic Development Committee
  - Identify and analyze the retail/market potential for key commercial areas and identify any potential barriers or threats
  - Identify desired businesses and create plan to bring together the desired mix of uses

### STRATEGY 3:

Coordinate with existing businesses and property owners to develop an action plan to improve commercial districts

- Consider creating working groups for Ladue business districts

### PRIORITY ACTIONS

- ✓ Consider new zoning district or special overlay for the area east of I-170 and Ladue Road. Consider creating a PUD option for commercial/mixed use developments.
- ✓ Re-enact the Economic Development Committee



# GOAL 3

## Invest in infrastructure to improve quality of life for residents and attract development.

### STRATEGY 1:

#### Improve walkability of Ladue

##### ACTIONS

- ✓ Update the walk plan for the City and consider family bicycling opportunities in key areas
- ✓ Enhance (or establish) crosswalks in high-traffic areas, especially near schools and business districts
  - Explore opportunities for additional trails

### STRATEGY 2:

#### Improve cell phone service

##### ACTIONS

- ✓ Continue to implement the recommendations of the Cell Service Advisory Committee, including educating residents about ways the City can improve coverage
  - Schedule periodic meetings with staff liaison and resident liaison to make connections with cell agencies

### STRATEGY 3:

#### Continue to address stormwater through implementation of the Stormwater Master Plan and enforcement of ordinances related to stormwater and resource management

##### ACTIONS

- ✓ Complete upcoming 2022 review of the Stormwater Master Plan and update scheduled for 2024

### STRATEGY 4:

#### Evaluate cost and funding opportunities to bury overhead electrical/phone lines on public property

### STRATEGY 5:

#### Stay informed about partnerships and grant funding opportunities to support Ladue infrastructure

##### ACTIONS

- Develop and maintain a list of potential fast-track projects that align with federal government funding opportunities
- Check in with Great Rivers Greenway regarding collaboration on trails and greenways



### PRIORITY ACTIONS

- ✓ Update the walk plan for the City and consider family bicycling opportunities in key areas
- ✓ Enhance (or establish) crosswalks in high-traffic areas, especially near schools and business districts
- ✓ Continue to implement the recommendations of the Cell Service Advisory Committee, including educating residents about ways the City can improve coverage
- ✓ Complete upcoming 2022 review of the Stormwater Master Plan and update scheduled for 2024



# GOAL 4

## Maintain and improve the provision and quality of City services and government accessibility and accountability.

### STRATEGY 1:

Attract and retain top municipal employees through competitive pay, benefits, and work environment

#### ACTIONS

- Evaluate workload and capacity of staff

### STRATEGY 2:

Update municipal code of ordinances to be better organized and user-friendly

### STRATEGY 3:

Upgrade City technology to provide a high level of service to residents and businesses

#### ACTIONS

- ✓ Upgrade City website to make sure it provides valuable information and services to Ladue residents. Upgrade as needed to comply with ADA requirements.

### STRATEGY 4:

Enhance overall communications with residents and businesses

#### ACTIONS

- ✓ Develop a communications plan to include overall goals and desired key messages for all City communications. Include dates and types of publications, as well as social media.
- Establish a strong and consistent social media presence using Facebook and Instagram
- Use all platforms to raise awareness about day-to-day work of city government

### STRATEGY 5:

Maintain and strengthen financial stability for municipal operations

#### ACTIONS

- ✓ Evaluate available sources of revenue. Develop committee or task force to review and evaluate alternatives.
- Continue to adhere to City of Ladue Fiscal Policies designed to protect the long-term fiscal health of the City
- Increase Ladue's commercial presence in strategic locations

### PRIORITY ACTIONS

- ✓ Upgrade City website to make sure it provides valuable information and services to Ladue residents. Upgrade as needed to comply with ADA requirements.
- ✓ Develop a communications plan to include overall goals and desired key messages for all City communications. Include dates and types of publications, as well as social media.
- ✓ Evaluate available sources of revenue. Develop committee or task force to review and evaluate alternatives.





# GOAL 5

## Foster a sense of community through events, parks, and opportunities for civic involvement.

### STRATEGY 1:

Continue existing events and create new events with the goal of offering events throughout the year

#### ACTIONS

- Continue Honeysuckle Hack, Arbor Day, Youth Council food drive, Mayor for Meals
- Establish a farmer's market
- Evaluate event mix on an annual basis and adjust events to meet community interest

### STRATEGY 2:

Facilitate future development of community amenities through private donors, endowment, and grants

### STRATEGY 3:

Expand the City's network of greenways and publicly accessible open space

#### ACTIONS

- ✓ Continue development of the Deer Creek Preserve
  - Continue improvements to Rodes Park including design/build of footbridge and streambank stabilization

### STRATEGY 4:

Increase number and diversity of applicants to Ladue Boards and Commissions

#### ACTIONS

- ✓ Advertise open seats on Boards and Commissions through city website, resident newsletter, social media, and eblasts
- ✓ Explore other avenues to enhance communication about opportunities for engagement
  - Use existing community relationships to advertise open seats on Boards and Commissions to organized groups like business owners and subdivision trustees

### PRIORITY ACTIONS

- ✓ Continue development of the Deer Creek Preserve
- ✓ Advertise open seats on Boards and Commissions through city website, resident newsletter, social media, and eblasts
- ✓ Explore other avenues to enhance communication about opportunities for engagement



**RESOLUTION NO. 2022-21**

**A RESOLUTION ADOPTING THE 2022-2025 STRATEGIC PLAN FOR THE CITY OF LADUE**

**WHEREAS**, the most recent Comprehensive Plan for the City of Ladue was adopted by the Ladue Zoning and Planning Commission in December of 2021; and

**WHEREAS**, it was determined that the best way to begin to implement the Comprehensive Plan, as well as to address other short term community goals, was to create a Strategic Plan for the City; and

**WHEREAS**, strategic planning can lead to improved organizational capabilities and consistent decision making by identifying or emphasizing the key vision and direction of the City to improve communication and understanding across departments and help in the realization of shared goals; and

**WHEREAS**, two separate work sessions were held with City leaders and staff during early 2022 to develop the City's vision, mission, values, and goals for the City's Strategic Plan; and

**WHEREAS**, it is in the best interests of the City to adopt this three-year Strategic Plan (2022-2025) to help guide City goals and policies.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL FOR THE CITY OF LADUE, MISSOURI, AS FOLLOWS:**

**Section 1.** The City Council hereby adopts the three-year Strategic Plan (2022-2025) attached hereto as Exhibit A (the "Plan") for the City of Ladue, which includes the following five goals:

- Goal 1 - Preserve and enhance the City-wide community character of Ladue.
- Goal 2 - Improve the attractiveness, identity, and competitiveness of Ladue's commercial and business districts.
- Goal 3 - Invest in infrastructure to improve quality of life for residents and attract development.
- Goal 4 - Maintain and improve the provision and quality of City services and government accessibility and accountability.
- Goal 5 - Foster a sense of community through events, parks, and opportunities for civic involvement.

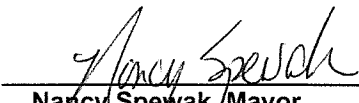
**Section 2.** The sixteen (16) priority actions that have been identified in the Plan shall be the initial focus of the implementation of the Plan, with additional priorities to be defined, as needed.

**Section 3.** This Resolution shall take effect and be in force from and after its passage and approval by the Mayor.

Adopted by the City Council and approved by the Mayor on this 15 day of August 2022.

**ATTEST:**

  
Stacey Mann, City Clerk

  
Nancy Spewak, Mayor