

Maryland Heights Strategic Planning

Strategic Planning



Introduction

Strategic Plan: What and Why?

What is a strategic plan and why does Maryland Heights need one?

- Strategic plans help local government:
 - Develop a clear direction for the future.
 - Set clear goals and priorities to effectively allocate resources toward achievement of future vision.
 - Maintain focus to make progress on issues of most importance to the needs of community members and the City.

What is a Strategic Plan?

STRATEGIC PLAN



WHAT the City will prioritize and focus on



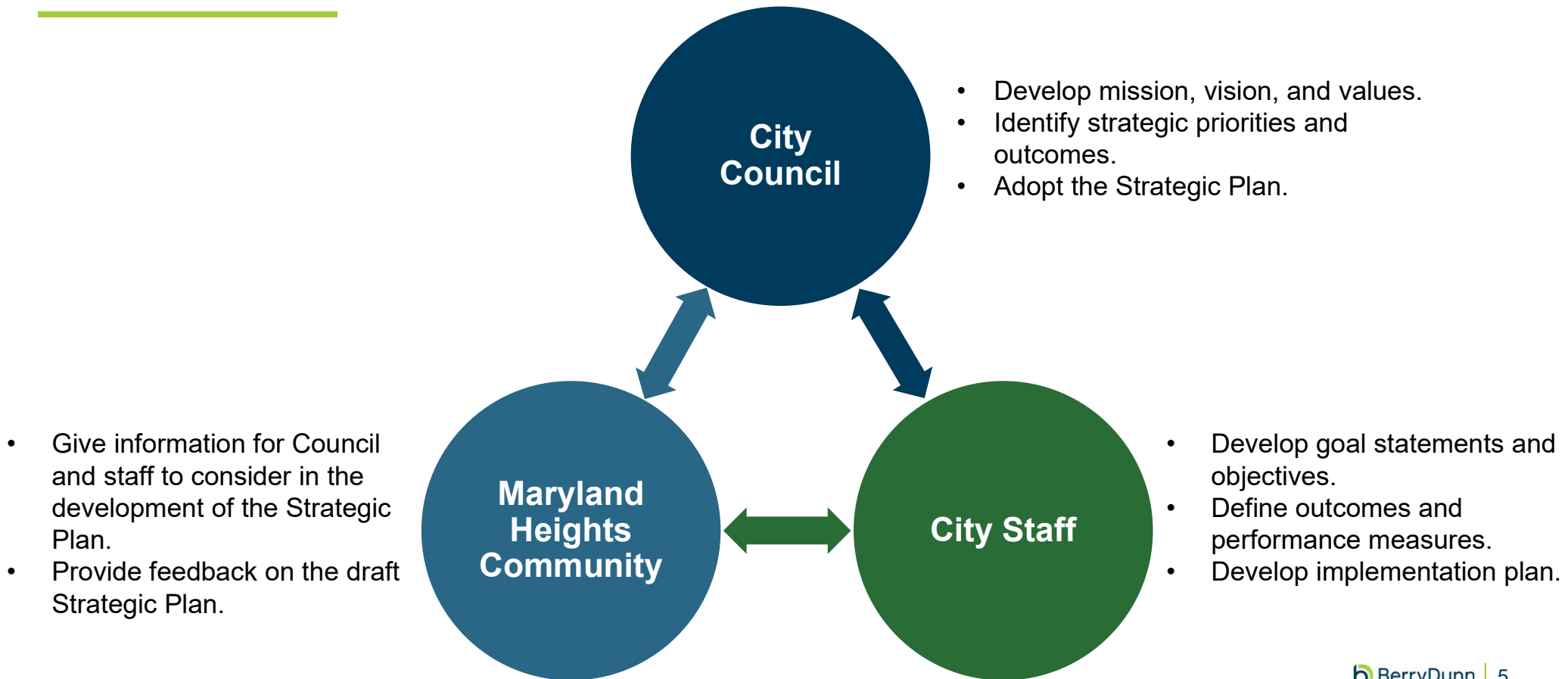
A **LIVING DOCUMENT** that guides decision making



A **TOOL** for government transparency and accountability

HOW the City carries out its strategy to reach the vision, priorities, and goals is defined in the **Implementation Plan**

Plan Development



Strategic Plan Elements

Mission

What you do now
For whom
How you do it



Vision

Where you're going
What you want to achieve for the community



Values

How the organization carries out its mission
How the City interacts with the community

Strategic Focus Areas

What the focus areas are to move toward the vision



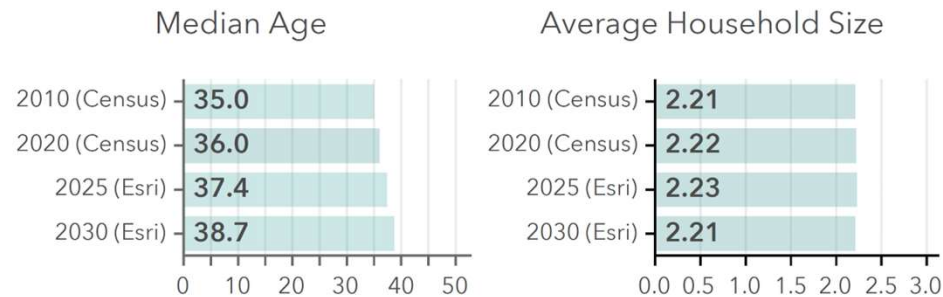
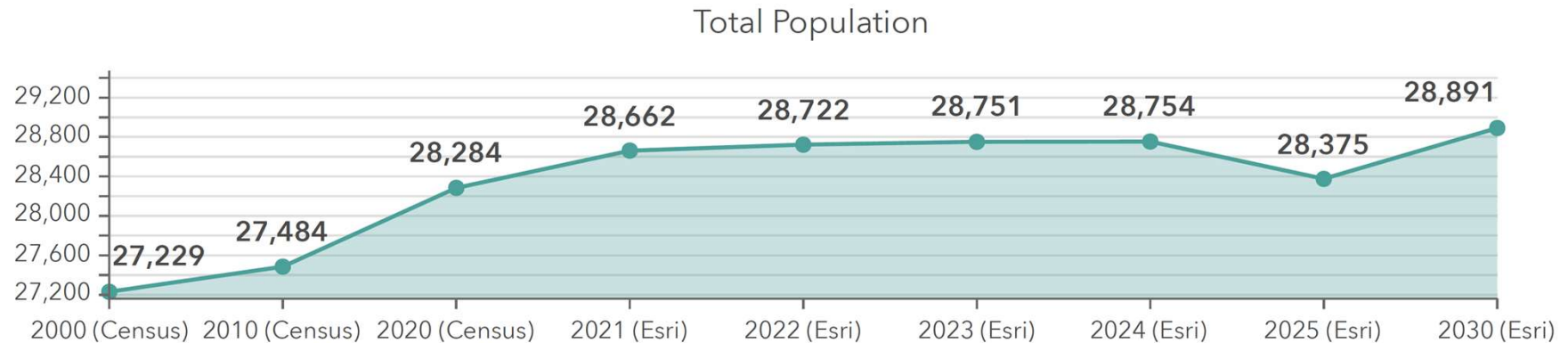
How Elements of Strategic Plans Fit Together



Community Profile

Demographics

Population, Median Age, Average Household Size

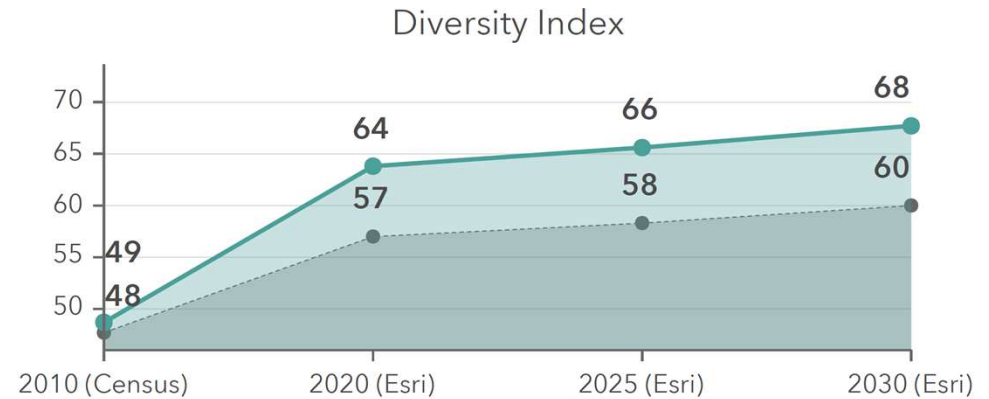
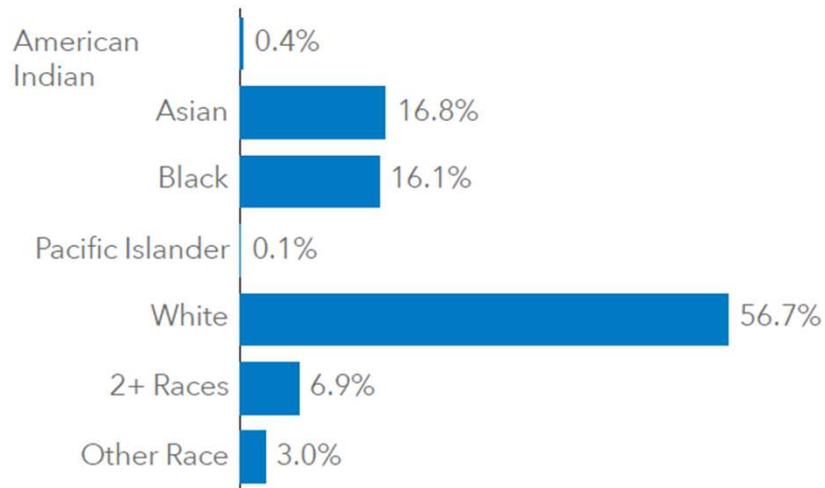


Source: ESRI (2025)

Demographics

Race and Diversity

Population by Race



Dots show comparison to St. Louis County

Diversity index – the likelihood that two persons, chosen at random from the same area, belong to different races or ethnic groups.

Top (solid) line = Maryland Heights, bottom (dotted) line = St. Louis County

Source: ESRI (2025)

Demographics

Households

12,519
Total Households



\$90.5K ↑
Median HH Income

10.8% higher than
United States.

Owner vs Renter Occupied Units



Median Home Value



Source: ESRI (2025)

Demographics

Economics

2,118

Total Businesses

43.8K

Total Employees

\$8.52B

Total Sales

1.8%

Unemployment Rate

Daytime Population



28,375

Total Population

Ratio of daytime to total population:

1.89

Values > 1.0 mean that more people come to the area during the day than live there.



6.4

Avg Number of Employees



90

Total Businesses Per Square Mile



53,588

Total Daytime Population

Source: ESRI (2025)

Livability Index



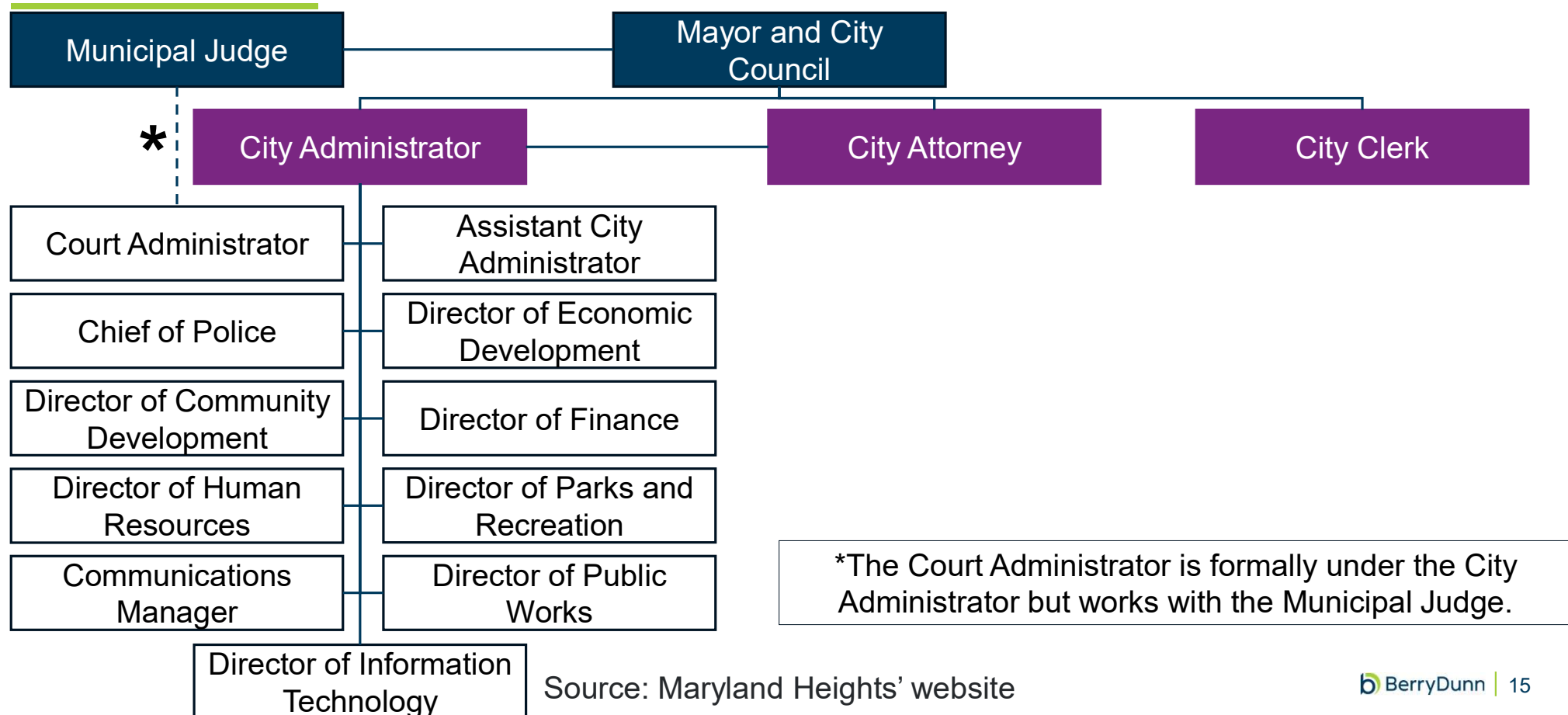
The factors that determine this score include

- Housing – affordability and access (48)
- Neighborhood – proximity and security (58)
- Transportation – safety and convenience (57)
- Environment – clean air and water (52)
- Health – prevention, access and quality (56)
- Engagement – civic and social involvement (63)
- Opportunity – inclusion and possibilities (49)

Source: AARP

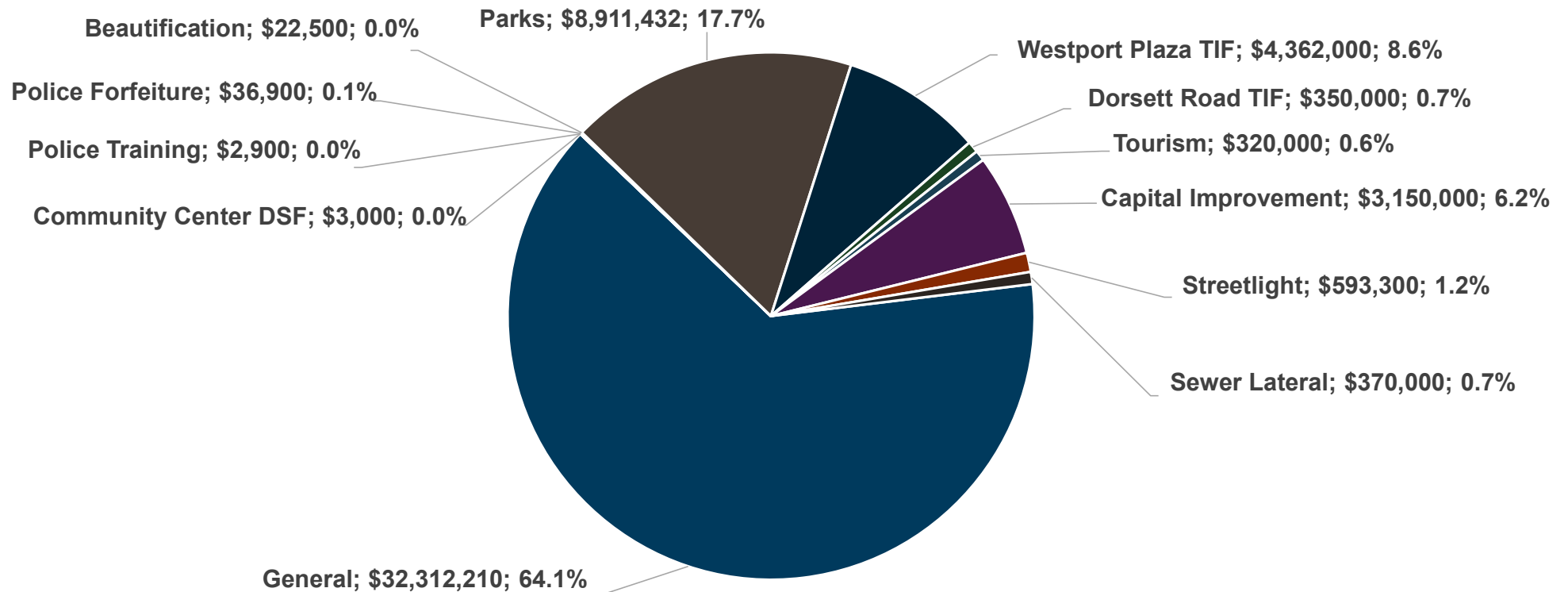
City Government

Organizational Chart



Revenues

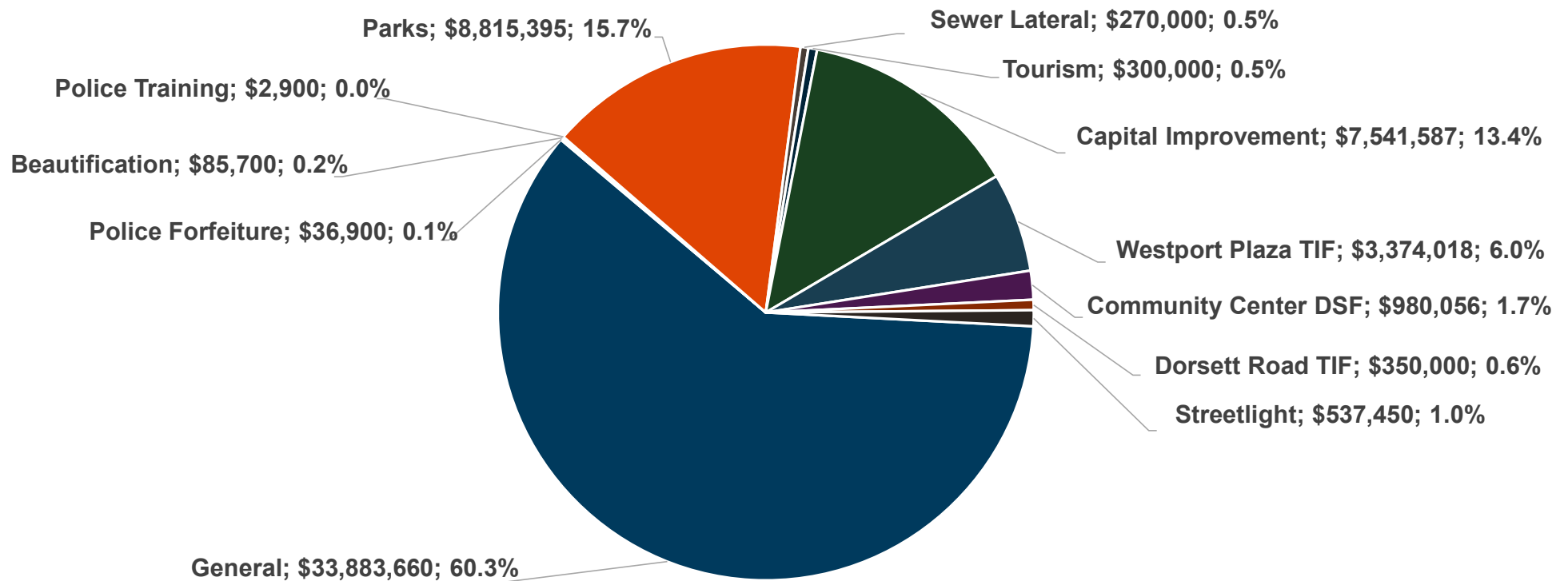
Revenue by Source (2026 Proposed)



Source: Maryland Heights' website

Expenditures

Expenditure by Source (2026 Proposed)



Source: Maryland Heights' website

Demographic Information Discussion



What did the demographic information reveal to you? What stood out in the presentation?



Did you learn anything new?



Which themes are the most important in shaping your thinking about the future direction of the City?

Environmental Scan

What is an Environmental Scan?



An **environmental scan** presents current and anticipated events and their relationships within an organization's internal and external environments.

The scan serves as a basis of determining the future direction of the organization.

How to Use an Environmental Scan



Identify potential opportunities, challenges, and trends that can drive the City's focus and effectiveness.



Provide everyone involved in strategic planning with a shared understanding of the City's current environment.



Help the City leaders successfully navigate the forces and obstacles that can hinder the achievement of a shared vision.

What Sources Inform the Strategic Planning Process?



Community and employee input including individual interviews, group interviews, written responses, and community forums



Social Point Strategic Planning website including a survey, ideas wall, and discussion forum



City and regional demographic and economic data



City Council and staff development sessions



Previously existing documents and data

Who Was Informed to Participate?

- City Council, leadership, and staff
- City website and all social media, with hundreds of views and responses
- City advisory boards and commissions
- Leadership from other taxing bodies
- Non-profit and community organizations

Community Perspective

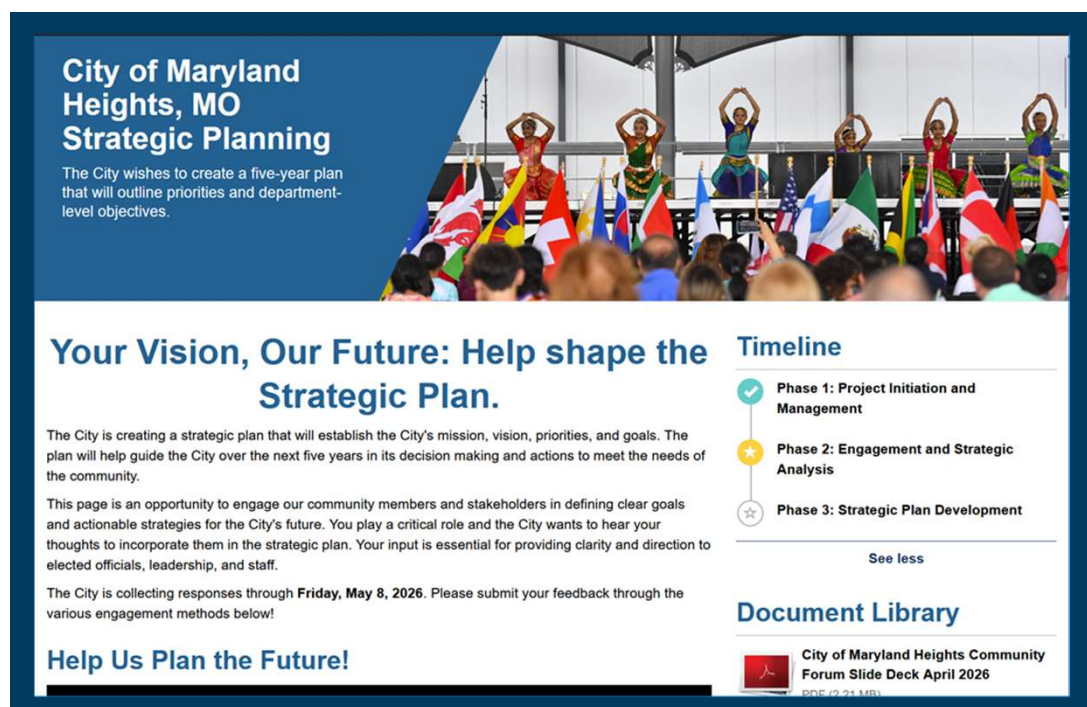
Analysis of Stakeholder Input



All individual stakeholder input and survey responses were compiled, analyzed, and coded by theme.

- A response, idea, or comment had to be mentioned multiple times to be listed as a theme.
- Themes are identified as possible strategic priorities for Council consideration.
- All specific ideas for improvements have been captured for consideration and will be presented to the Council and City staff as strategies and actions to support the vision and strategic goal development in the planning process.

Social Point Site



City of Maryland Heights, MO Strategic Planning

The City wishes to create a five-year plan that will outline priorities and department-level objectives.

Your Vision, Our Future: Help shape the Strategic Plan.

The City is creating a strategic plan that will establish the City's mission, vision, priorities, and goals. The plan will help guide the City over the next five years in its decision making and actions to meet the needs of the community.

This page is an opportunity to engage our community members and stakeholders in defining clear goals and actionable strategies for the City's future. You play a critical role and the City wants to hear your thoughts to incorporate them in the strategic plan. Your input is essential for providing clarity and direction to elected officials, leadership, and staff.

The City is collecting responses through **Friday, May 8, 2026**. Please submit your feedback through the various engagement methods below!

Help Us Plan the Future!

Timeline

- Phase 1: Project Initiation and Management
- Phase 2: Engagement and Strategic Analysis
- Phase 3: Strategic Plan Development

[See less](#)

Document Library

City of Maryland Heights Community Forum Slide Deck April 2026
PDF (2.21 MB)

Statistics:

- Views: 1,603
- Visits: 1,243
- Visitors: 932
- Contributions: 207
 - Survey: 174
 - Idea wall: 27
 - Forum: 6
- Contributors: 169
- Paper surveys: 30

Source: 2026 BerryDunn Social Point Site

Engagement in the Planning Process

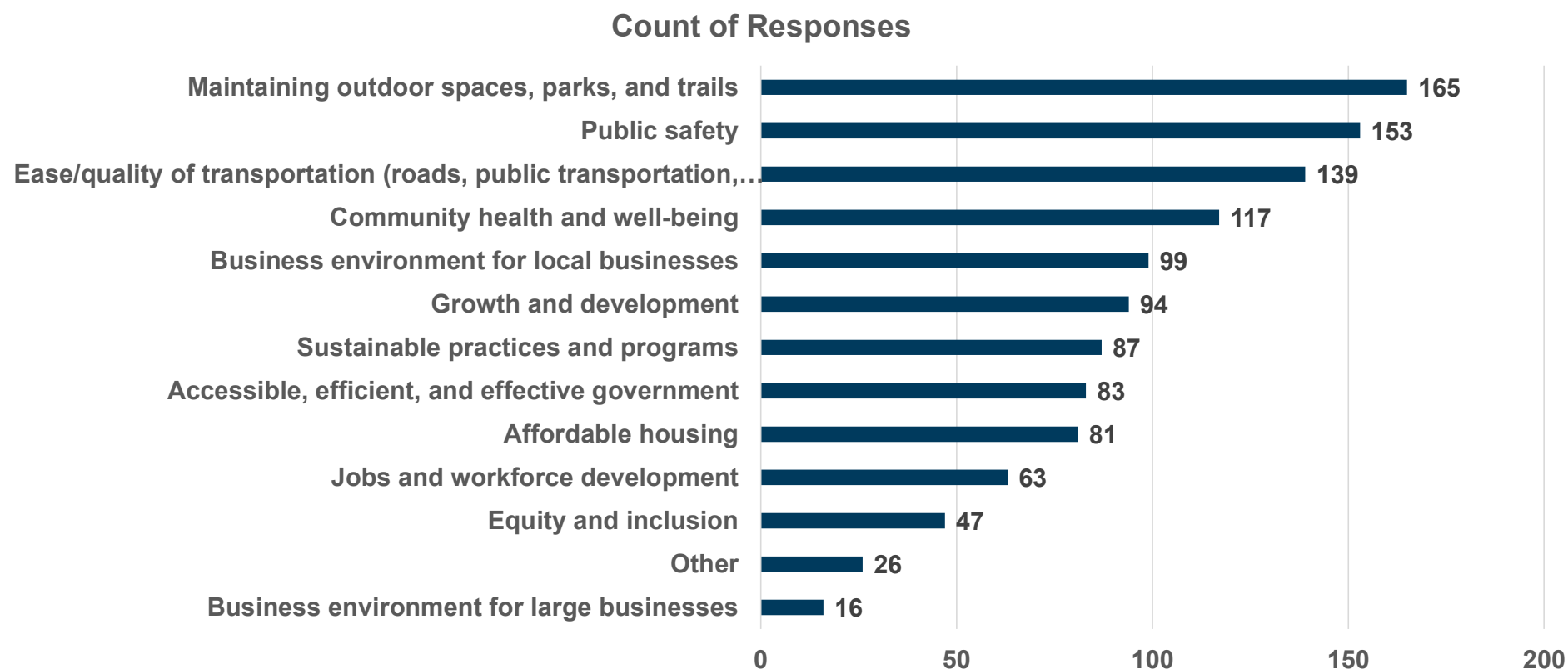
300+ contributors and 5,000+ individuals informed

Community forums:

- Virtual
- Higher Groundz Coffee and Tea
- Community Center
- Holy Spirit Catholic Church
- 99 internal and external stakeholders interviewed
- 5 group interviews with a total of 69 City employees
- Social Point site and paper surveys
- Employee survey

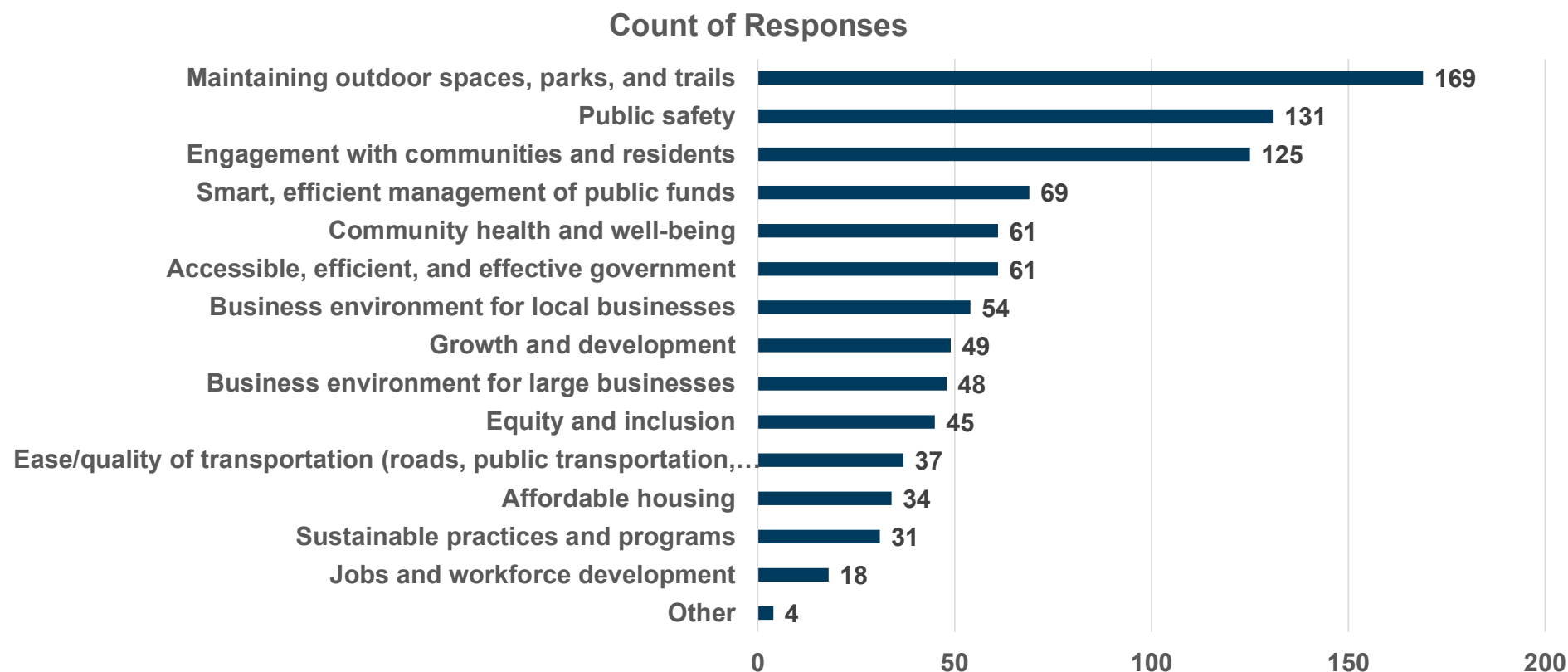
Environmental Scan Data

Top Five Areas of Focus for the City



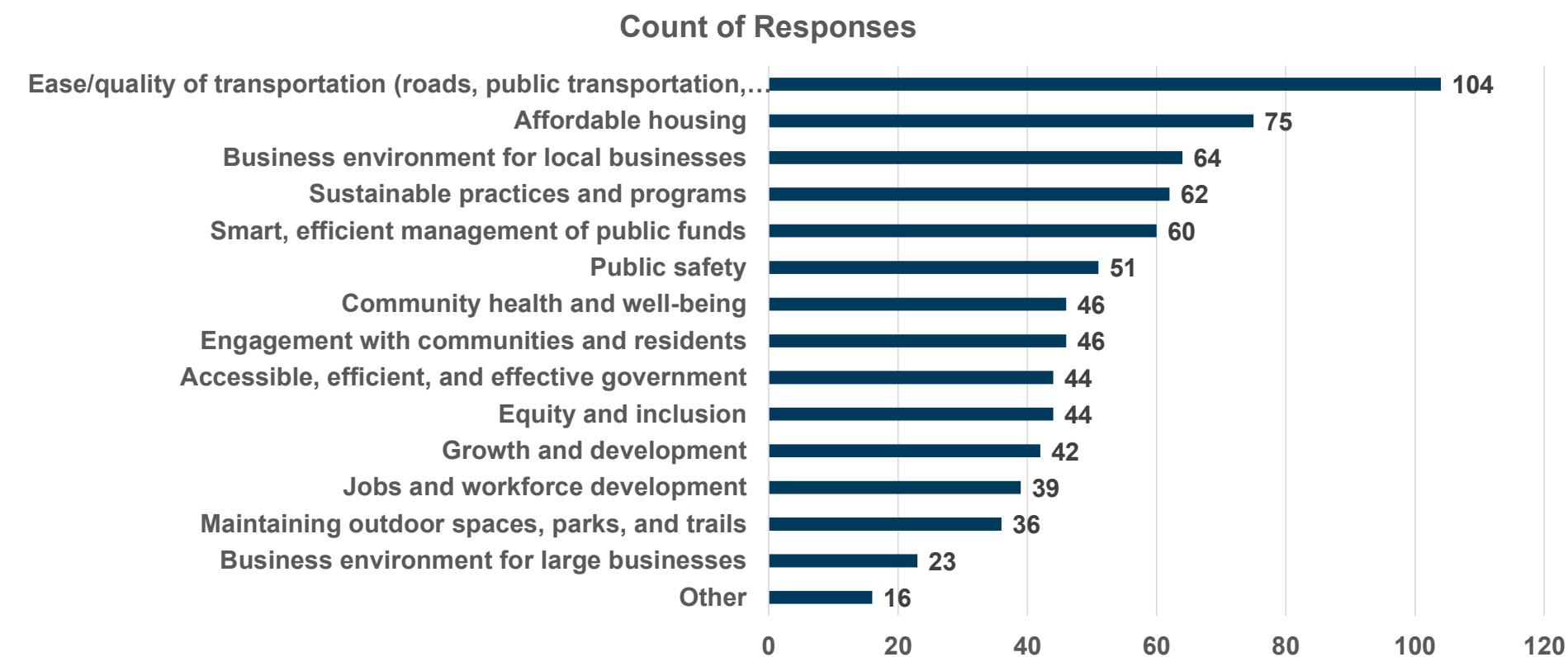
Source: 2026 BerryDunn Social Point Site

Things Maryland Heights Does Well



Source: 2026 BerryDunn Social Point Site

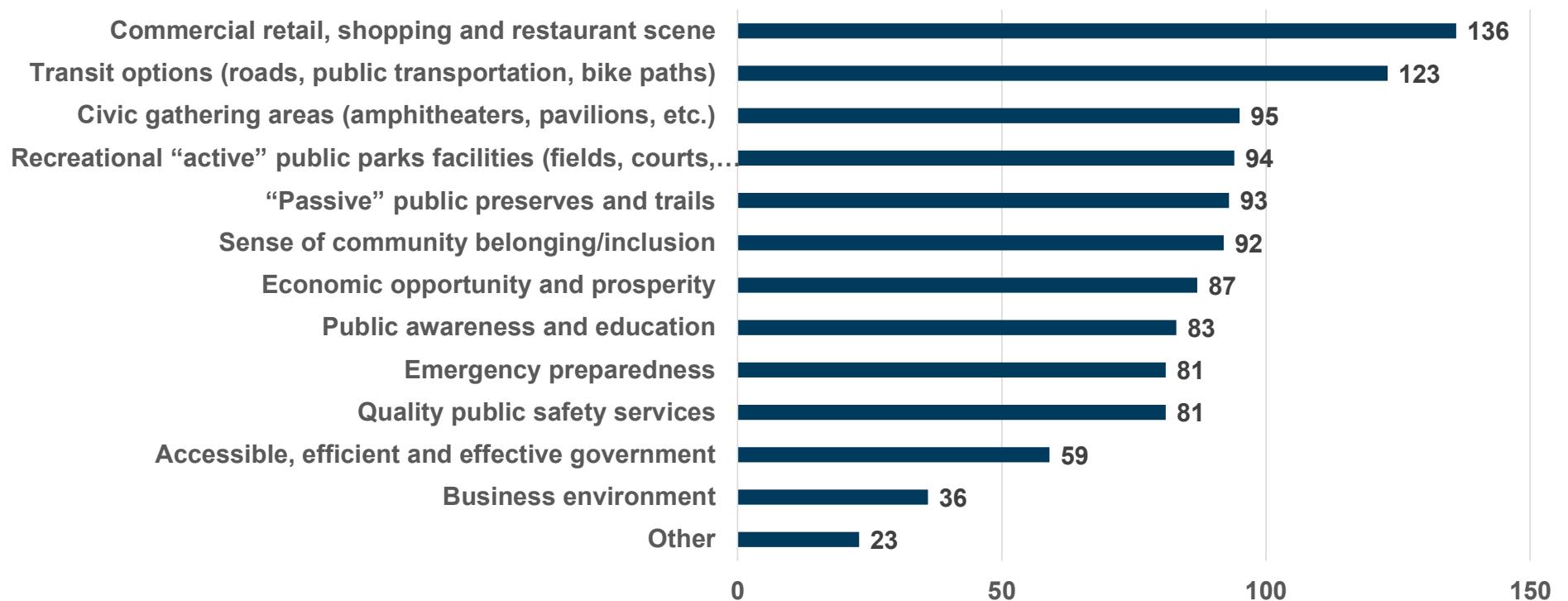
Things Maryland Heights Could Do Better



Source: 2026 BerryDunn Social Point Site

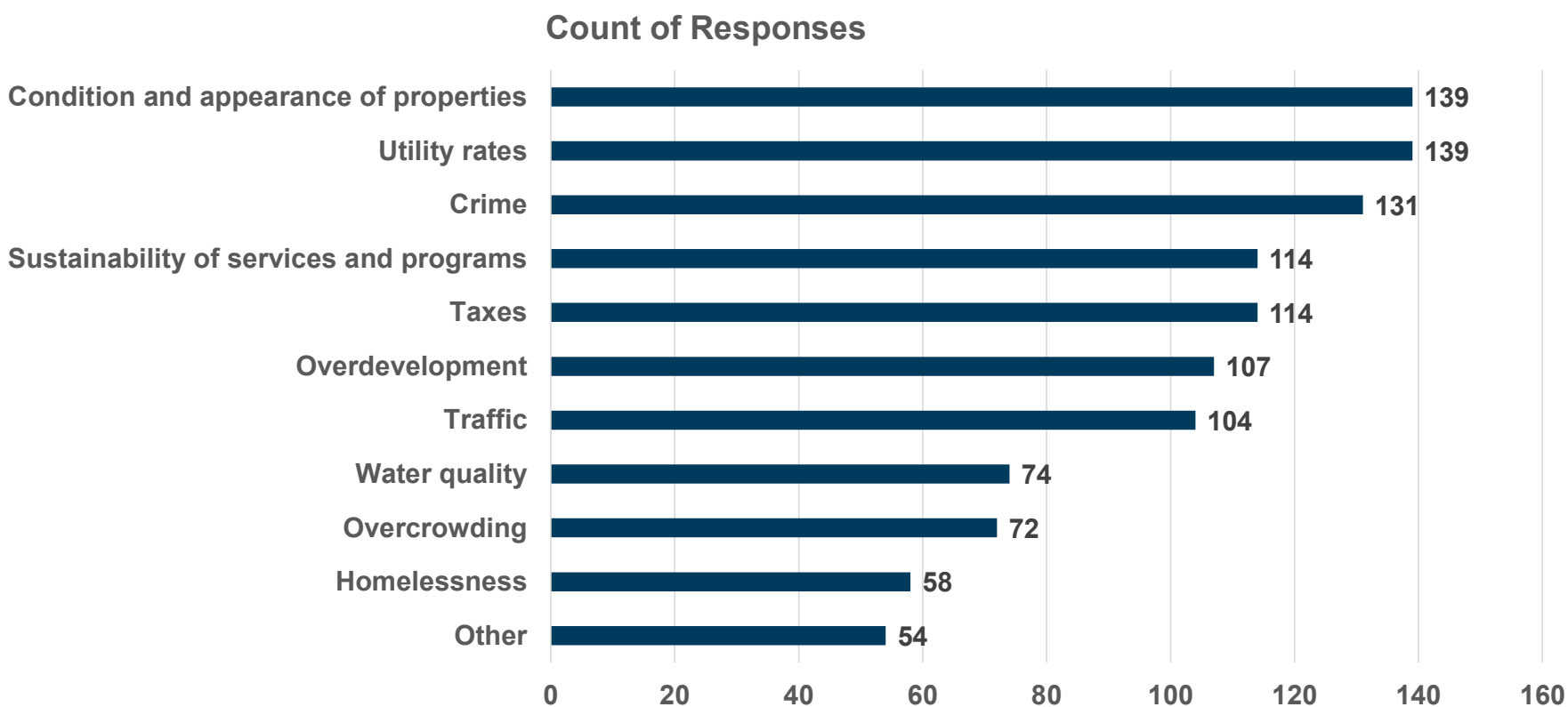
Five Things to See More

Count of Responses



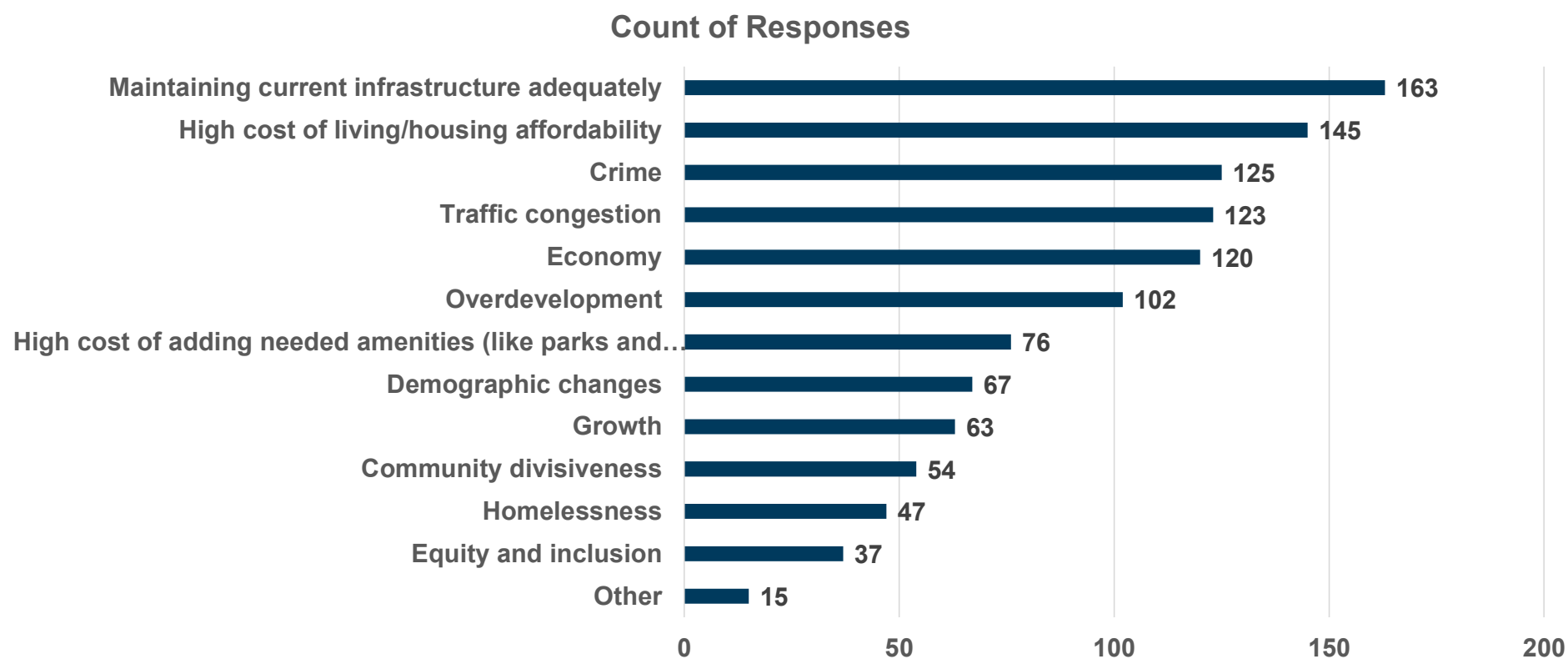
Source: 2026 BerryDunn Social Point Site

Top Five Concerns in Maryland Heights



Source: 2026 BerryDunn Social Point Site

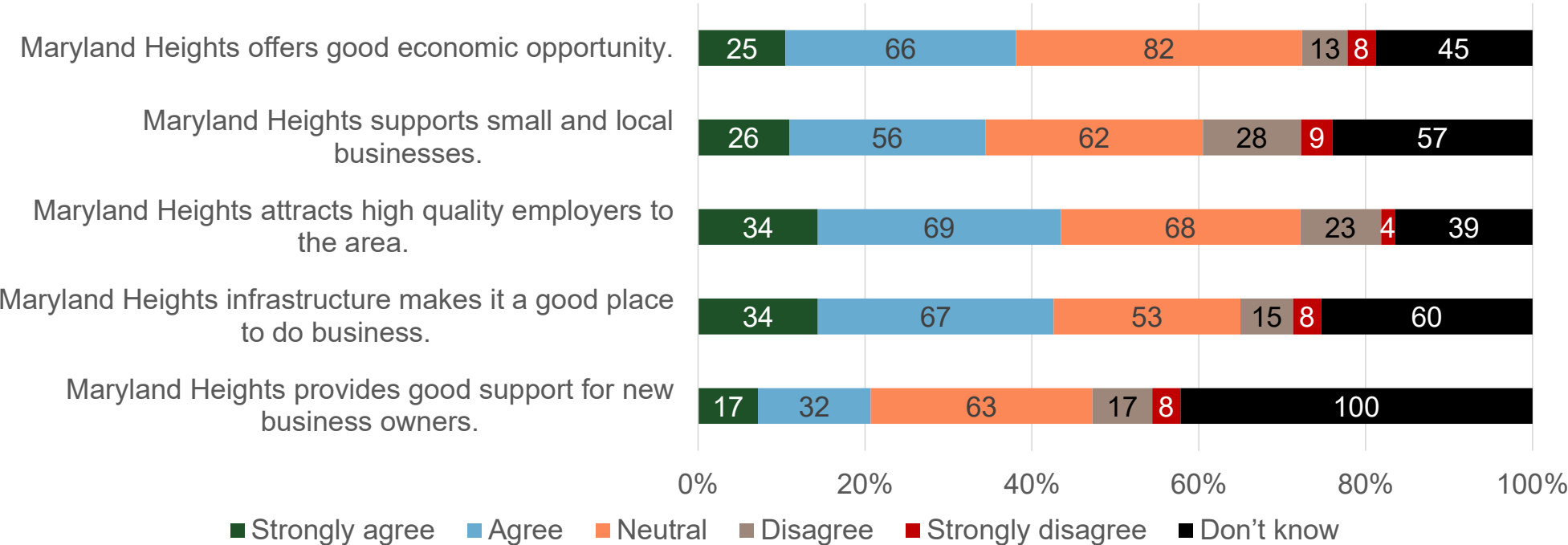
Top Five Biggest Challenges



Source: 2026 BerryDunn Social Point Site

Rate the Business/Economic Opportunity

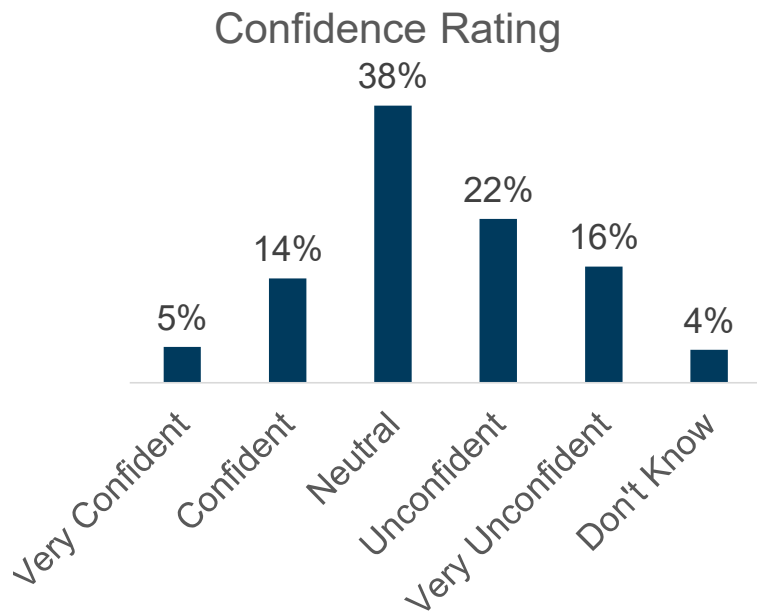
Rating of Business/Economic Opportunity



Source: 2026 BerryDunn Social Point Site

Confidence in Maryland Heights

How confident are you the City will be a better place to live in five years?



If you responded "Neutral" or less, what would have to happen for you to be "Very Confident" or "Confident"?

- Improved public safety, reducing crime
- Balanced development and economic vitality
- Stronger community-focused leadership
- Fewer rental and multi-family developments more owner-occupied homes
- Enforcement of property standards
- Infrastructure improvements (roads, utilities, stormwater)
- Greater transparency, communication, and responsiveness from the City

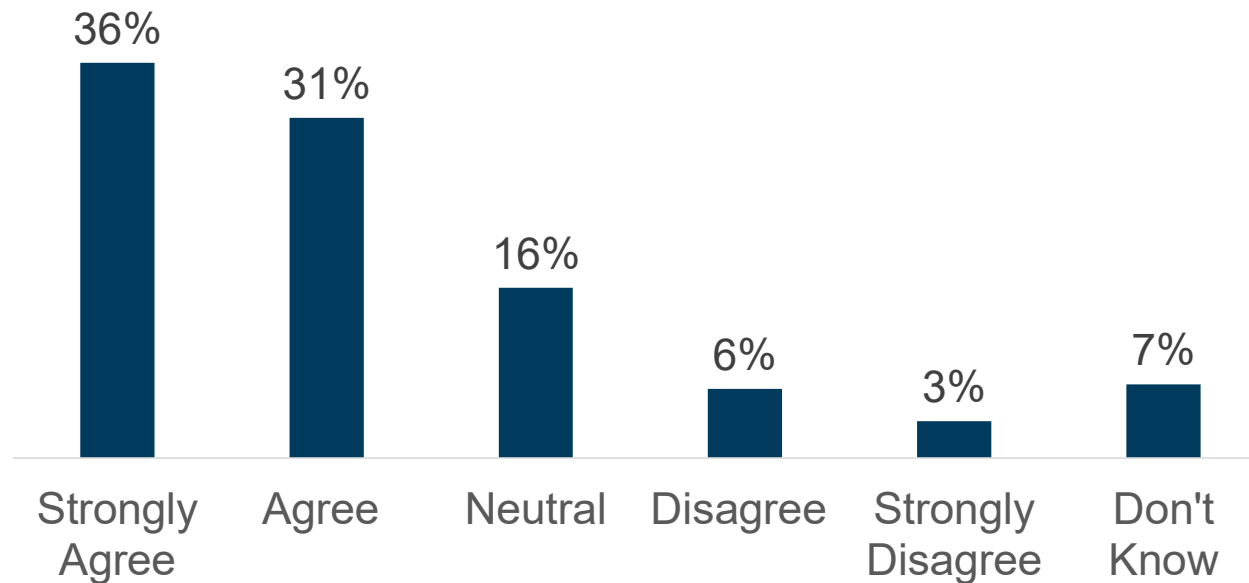
Source: 2026 BerryDunn Social Point Site

One Thing That Would Improve Quality of Life and Serve Unmet Need

- Improving infrastructure and overall livability
- Better roads, sidewalks, walkability, and connectivity
- Public safety, reducing crime, traffic calming
- Code enforcement, cleaner streets, revitalize underutilized/deteriorated areas
- Economic vibrancy: increased retail, dining, and entertainment options
- Green spaces, environmental stewardship, expanded trails
- Increased access to community programs, events, and inclusive spaces

Is Maryland Heights Welcoming to Diverse Individuals?

Rating if Maryland Heights is Welcoming



Source: 2026 BerryDunn Social Point Site

Real or Perceived Barriers of Community Members to Engage in Maryland Heights

- Cost of living, housing, taxes, fees
- Safety concerns – crime, neighborhood conditions
- Limited time from busy schedules and family responsibilities
- Accessibility challenges – gaps in transportation, walkability
- Lack of communication and awareness
- Lack of inclusion, representation, and trust in local government

Source: 2026 BerryDunn Social Point Site

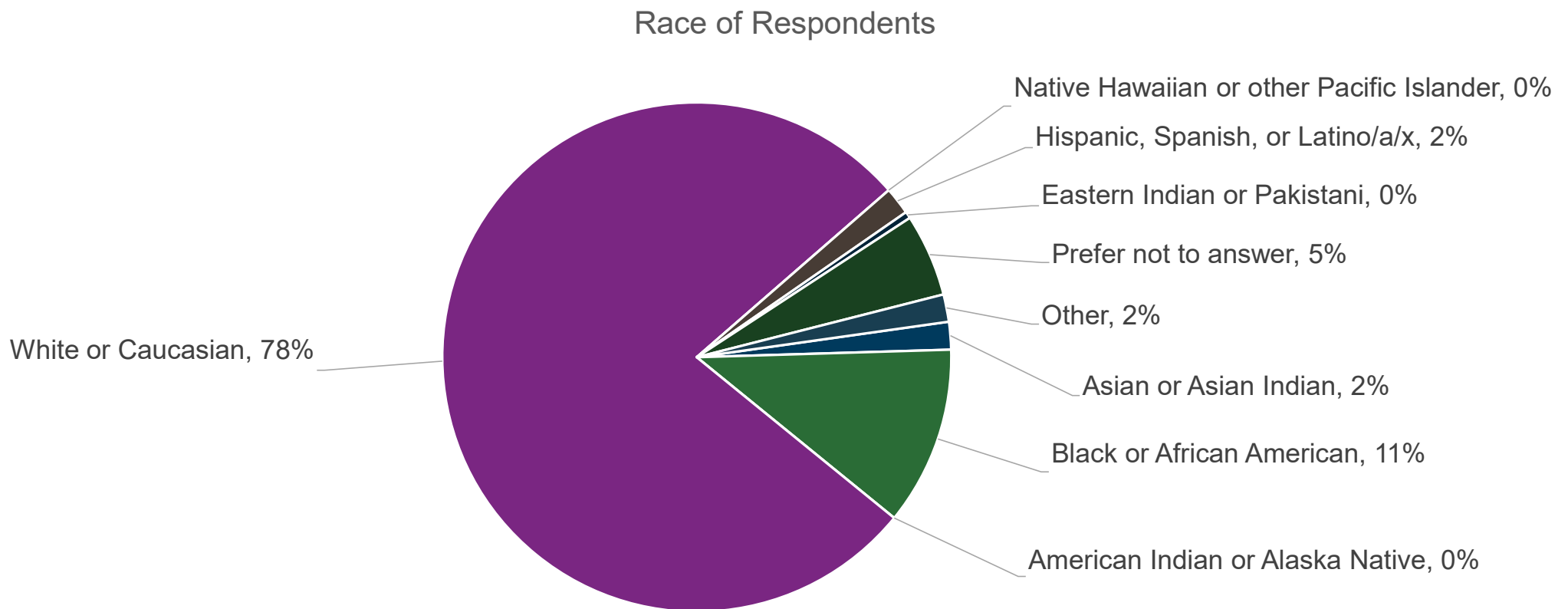
What Makes Maryland Heights Unique?

- Diversity – cultural, economic, demographic
- Location – central, accessible, convenient access to highways, airport, and surrounding areas
- Community amenities
- “Live, work, play” environment – mix of housing, entertainment, and businesses
- Recreational assets – community parks, green spaces, Creve Coeur Lake, trails, community center, and Aquaport
- Small-town feel, big-city amenities
- Strong municipal services and active civic engagement

Characteristics of Pride

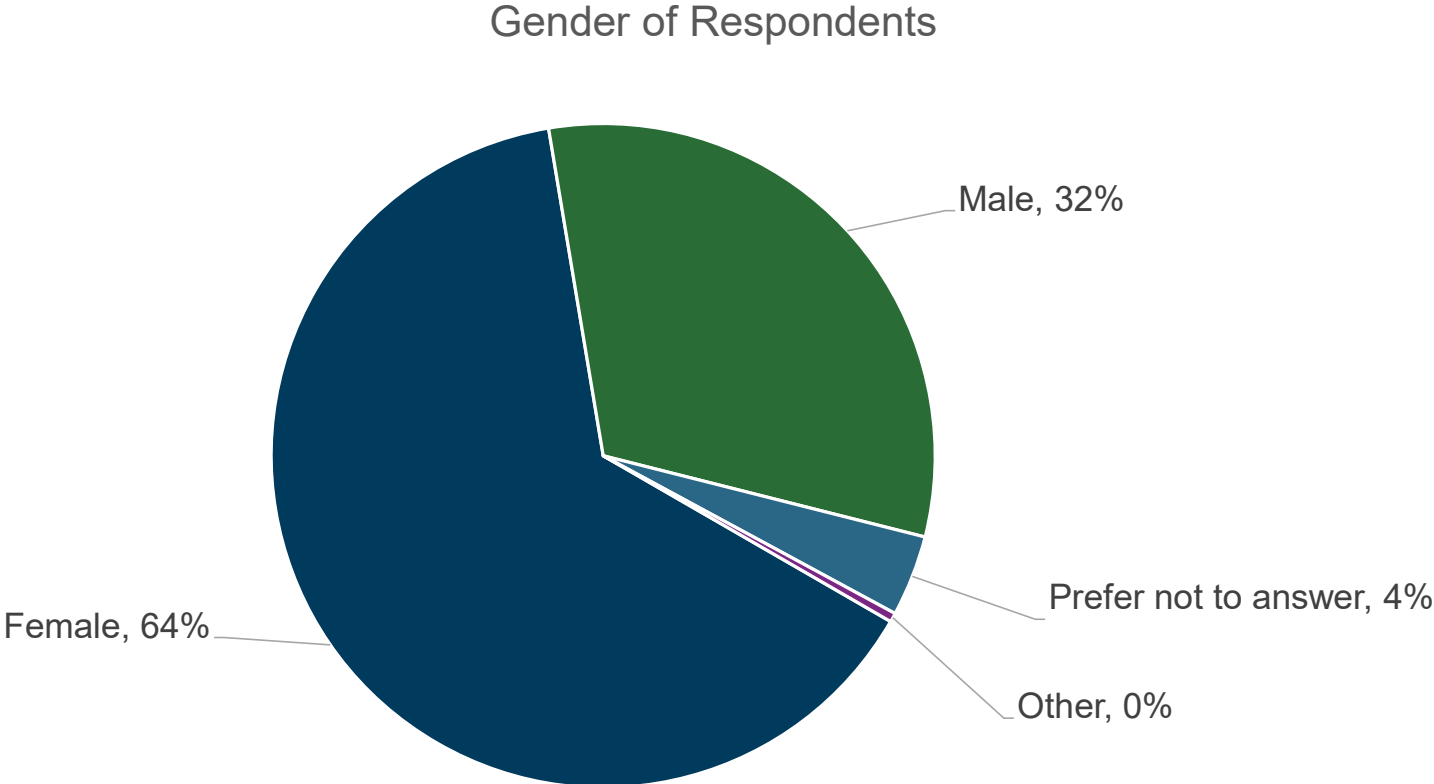
- Safety – police and fire services
- Diversity – cultural and socioeconomic
- Quality of amenities – parks, green spaces, family-oriented programming
- Convenient location
- Small-town feel
- Strong schools, family-friendly atmosphere
- Responsive local government

Race of Respondents



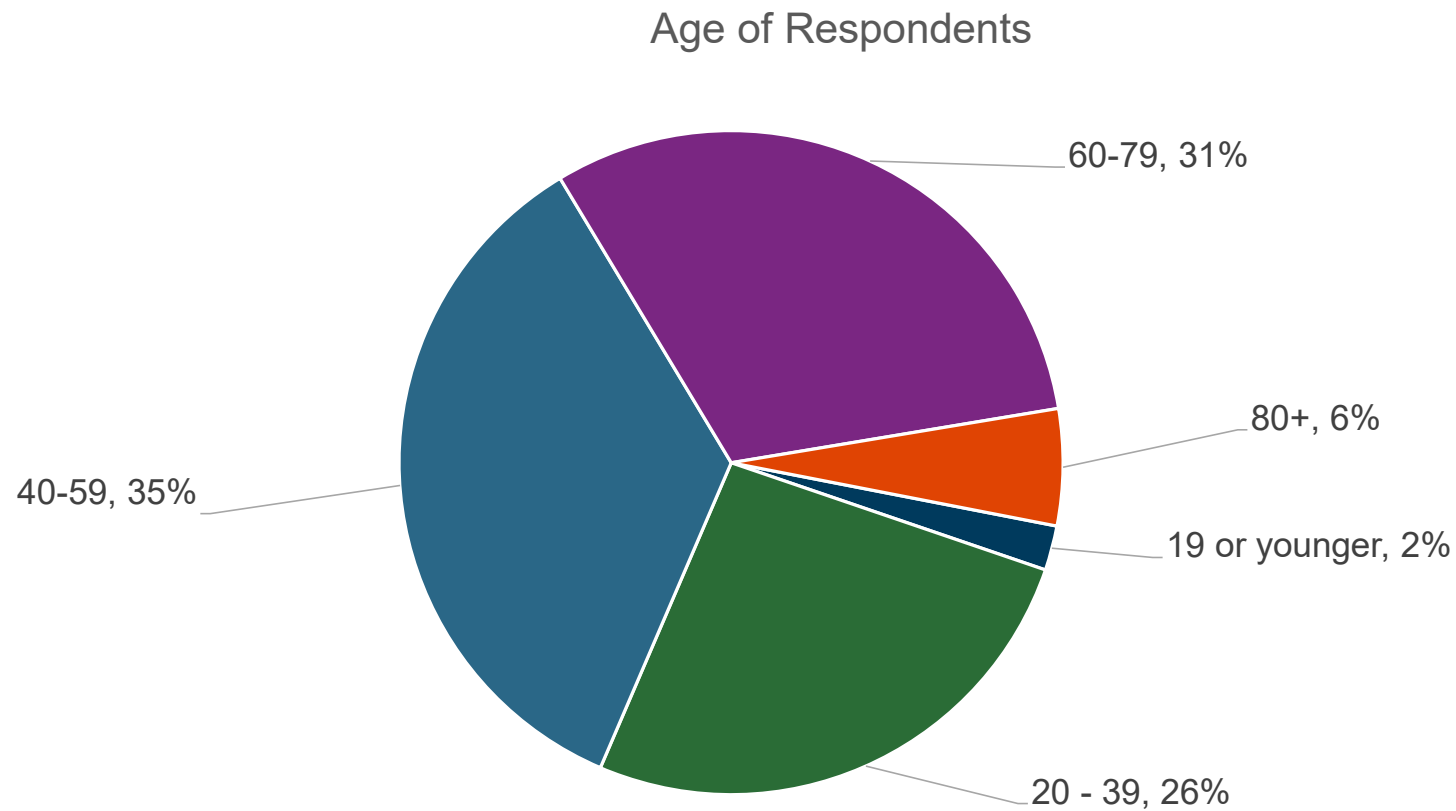
Source: 2026 BerryDunn Social Point Site

Gender of Respondents



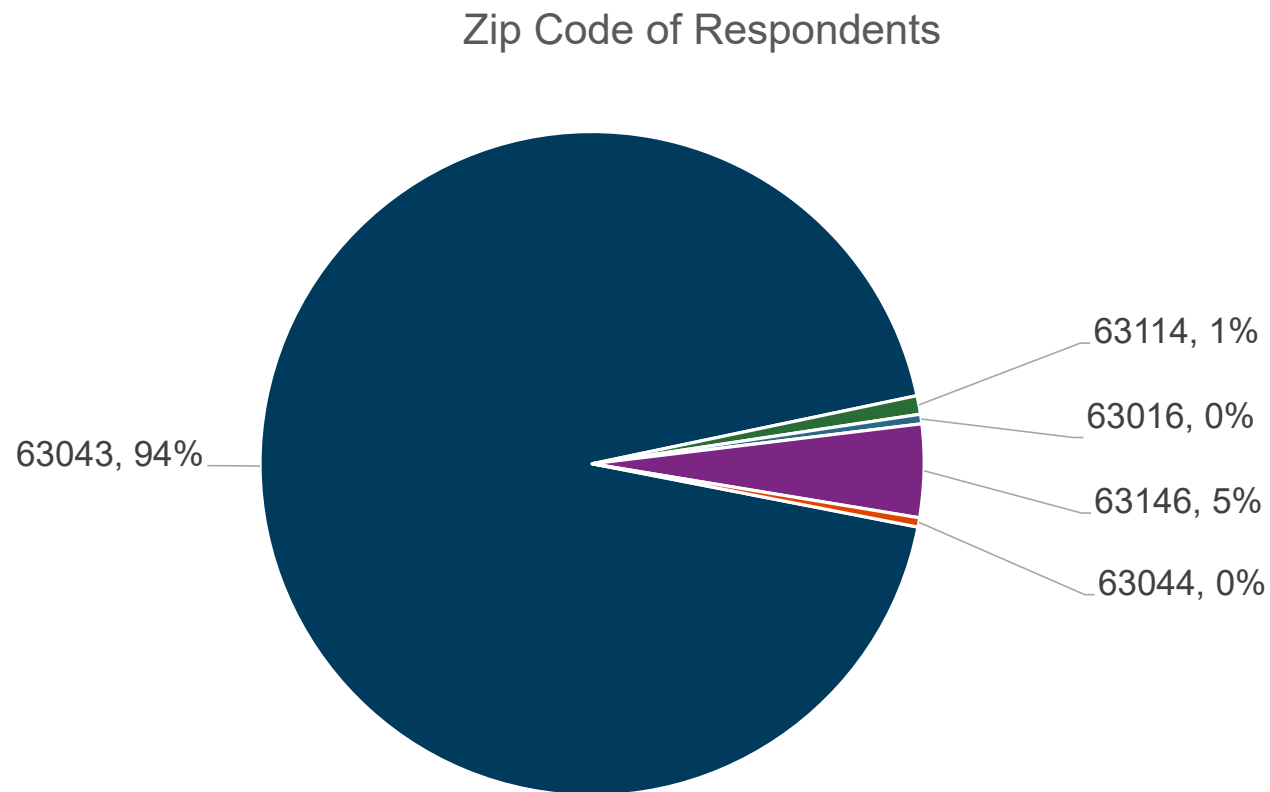
Source: 2026 BerryDunn Social Point Site

Age of Respondents



Source: 2026 BerryDunn Social Point Site

Zip Code of Respondents



Source: 2026 BerryDunn Social Point Site

Employee Survey Results

Real or Perceived Barriers of Community Members

- Lack of accessibility for disabled individuals
- Lack of awareness and information about events
- Few restaurants, shopping, and entertainment options
- Limited variety of events and programming for various demographics

Community and Organizational Needs

- Develop an employee wellness program
- Streamline communications and information
- Housing affordability
- Police department – private/secured parking and more building space

Source: Employee Survey 2026

One Thing Departments Could Accomplish to Meet an Unmet Need

- Health fairs, improved transportation, senior guidance for healthy retirement
- Attracting more musical acts to drive entertainment and visitors
- Create a comprehensive wellness program and properly equip the government center to provide health care
- Simplify online processes
- Think long-term by creating attainable housing and not developing in flood areas
- More communication around community events
- More families getting memberships at community center
- Maintain safety, traffic enforcement, upgraded roads and highways, and stronger relations with residents

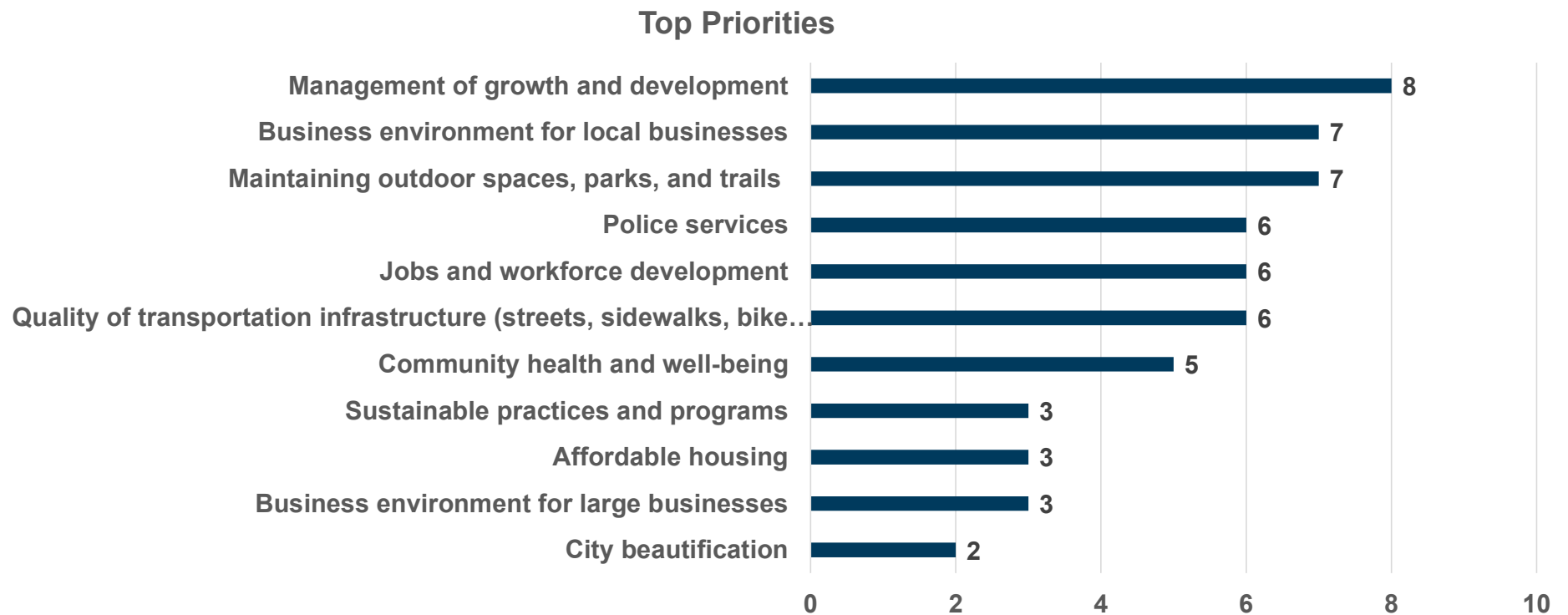
Source: Employee Survey 2026

Resources and Staff Capacity Needed to Address Issues and Community Needs

- Larger police facility
- Implementing more AI and hiring a specialist
- Take home car for police officers
- Dog present on police calls with children, traumatic incidents, visits to schools
- Ability to choose certifications and continuing education more freely
- Create a Health Director position to implement and oversee a wellness program
- Training on awareness and inclusion
- Staffing and technology

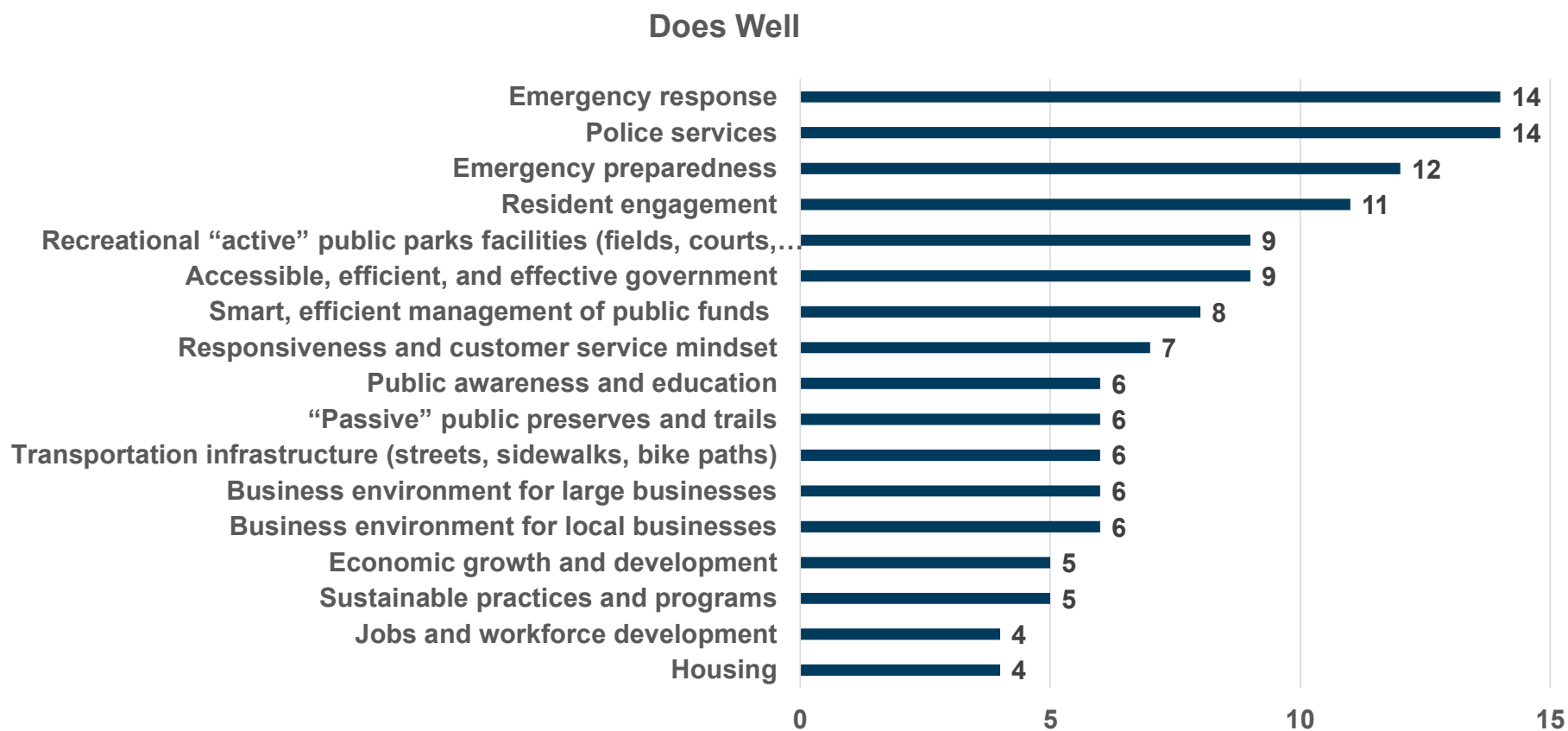
Source: Employee Survey 2026

What the City Should Prioritize in the Next Plan



Source: Employee Survey 2026

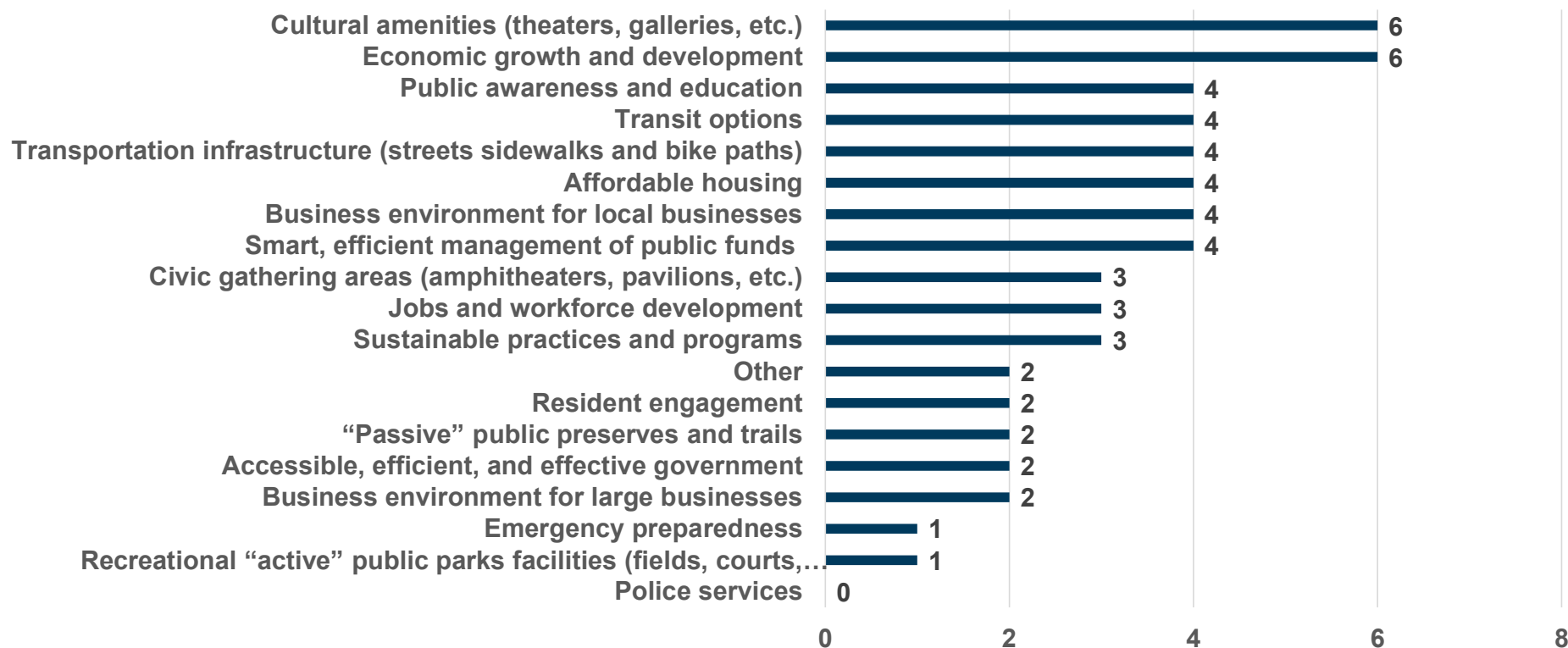
Things City Government Does Well



Source: Employee Survey 2026

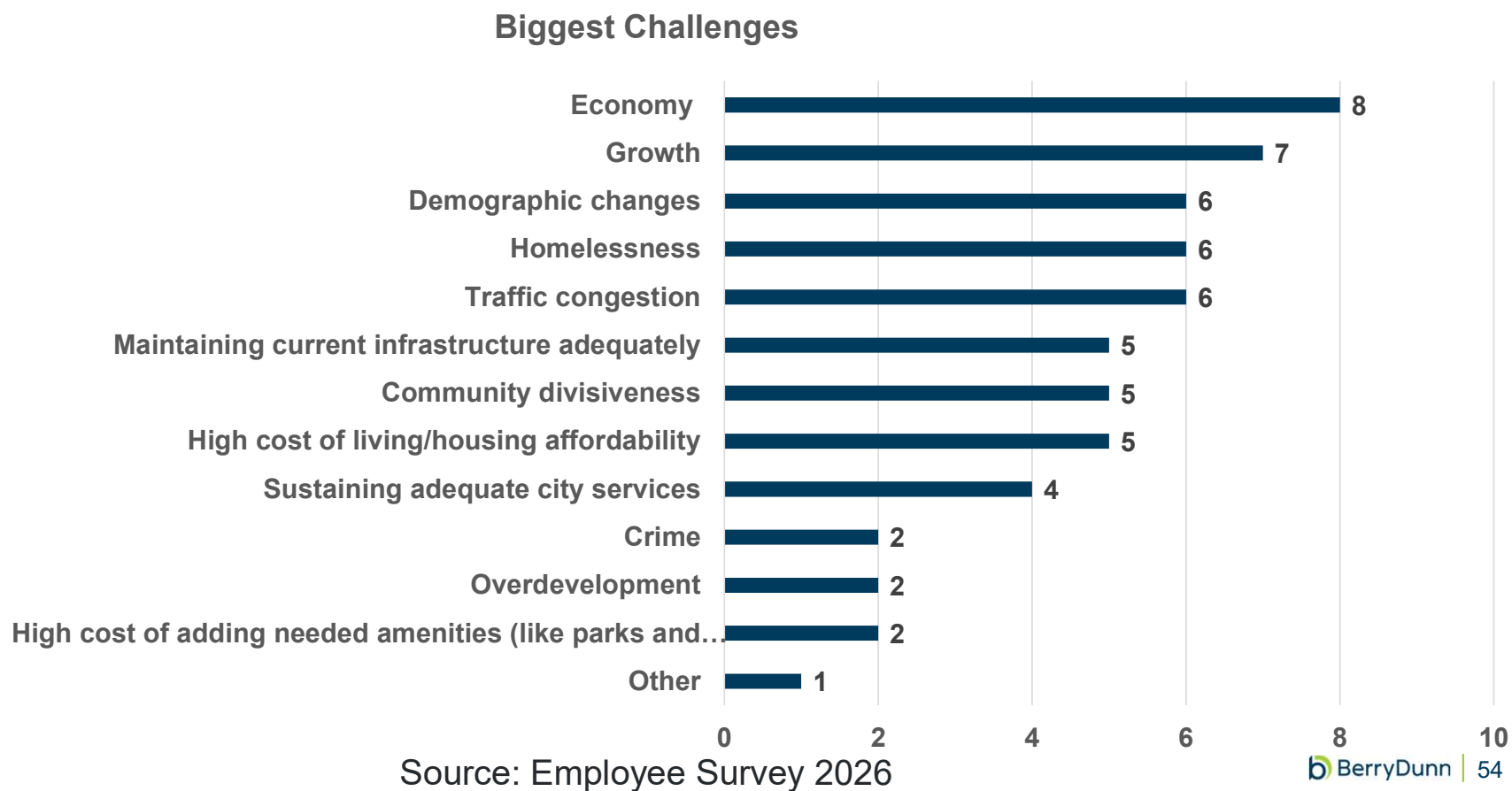
Things the City Could Do Better

Could Do Better

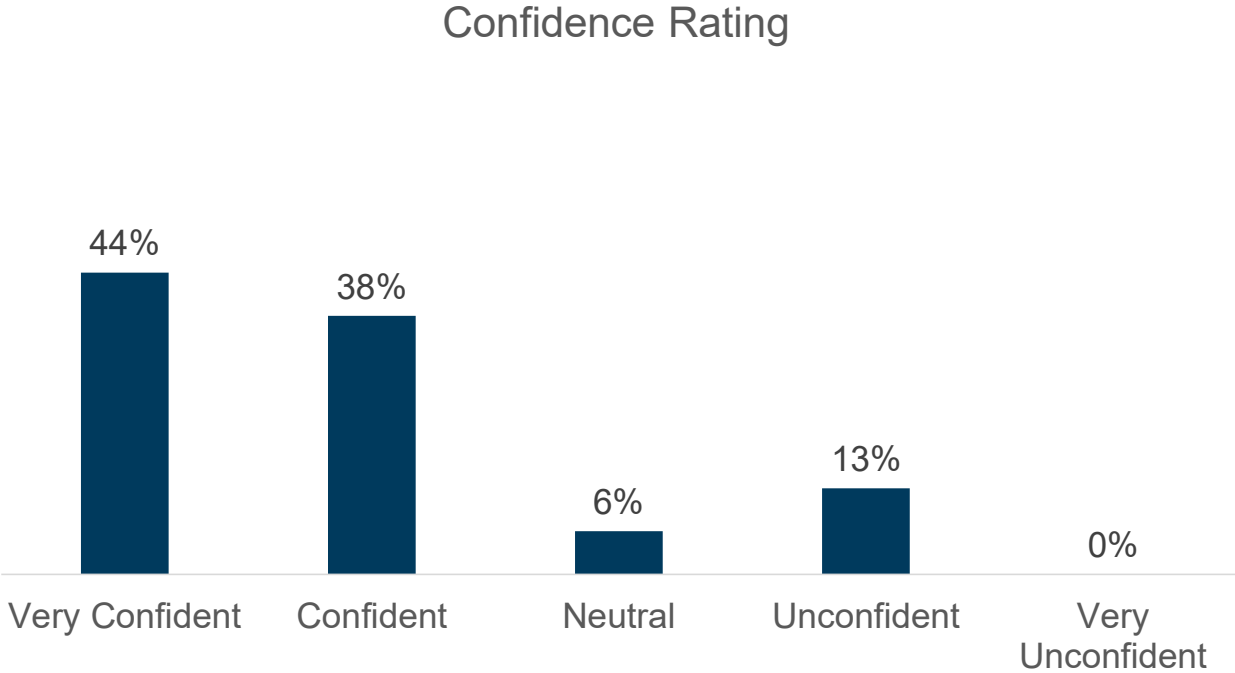


Source: Employee Survey 2026

Biggest Challenges in Next Five Years

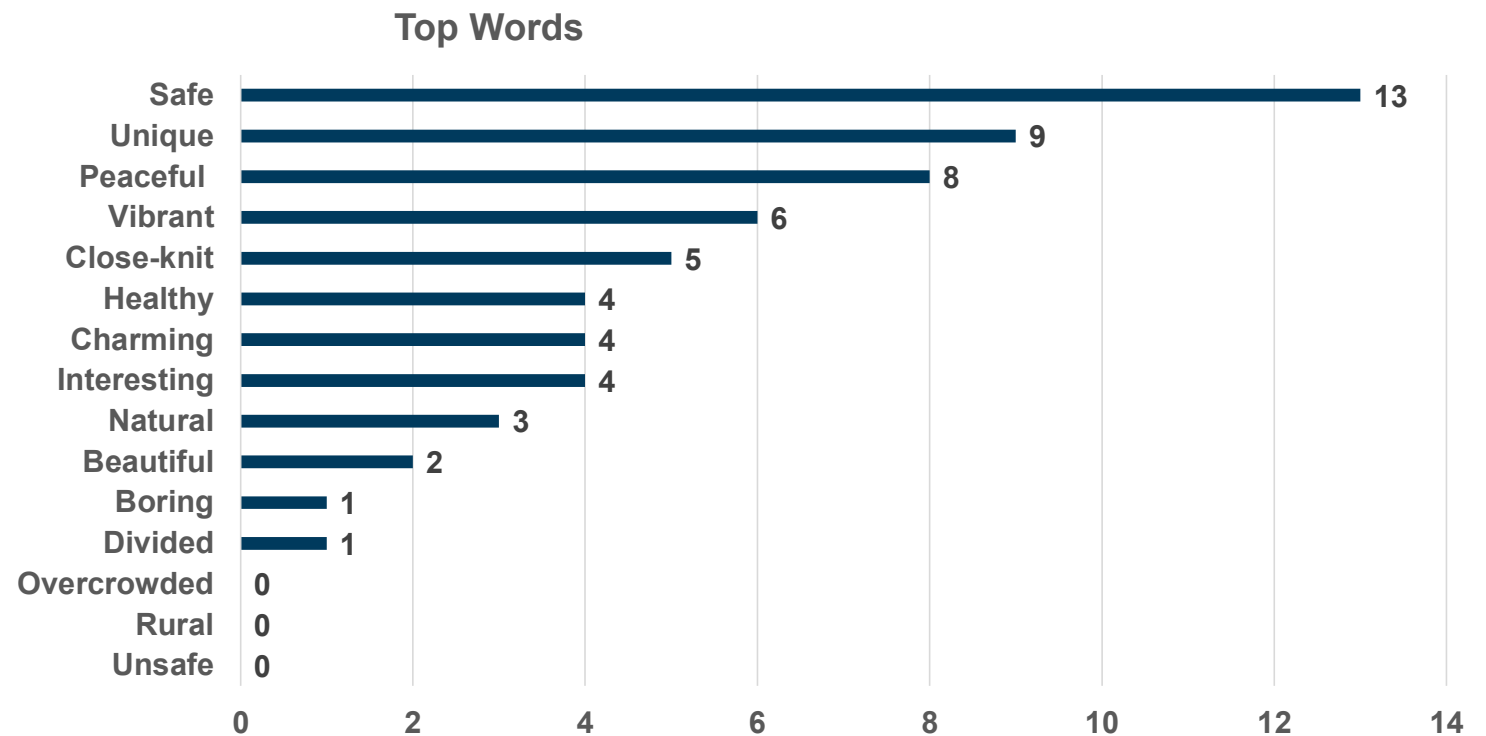


Confidence Maryland Heights Will be Better Five Years From Now



Source: Employee Survey 2026

Words That Describe the City



Stakeholder Themes

Themes from Council



Themes from Council (Cont'd.)

- **Housing and affordability** – Housing supply is limited and there is a lack of diversity of housing types. Property values are rising and investment firms are purchasing housing.
- **Economic Development and Growth** – Creating opportunities will help attract and retain businesses, especially in the 141 corridor. Need to focus on mixed-use development and supporting all business types and sizes (boutique/local to large/national).
- **Infrastructure** – There is a desire to increase walkable connectivity via sidewalks and trails that also span highway barriers and continued investment in street maintenance, capital improvements, and enhancing public spaces and transit.

Themes from Council (Cont'd. 2)

- **Parks, Recreation, and Quality of Life** – The City has great parks, recreation and community amenities that should be maintained and expanded to continue fostering a family-friendly, and active community that reinforce the City's identity.
- **Public Safety, Social Services, and Community Wellbeing** – Need to support vulnerable populations through community-based approaches to safety and increased social services. Police support continues to be a priority.
- **Organizational Effectiveness, Communication, and Governance** – There is a strong internal culture, but there should be a greater focus on training and succession planning. Transparency and community engagement are areas of improvement. Modernizing systems (i.e., IT, permitting) will be important moving forward as well as maintaining fiscal responsibility.

Themes from External Stakeholders



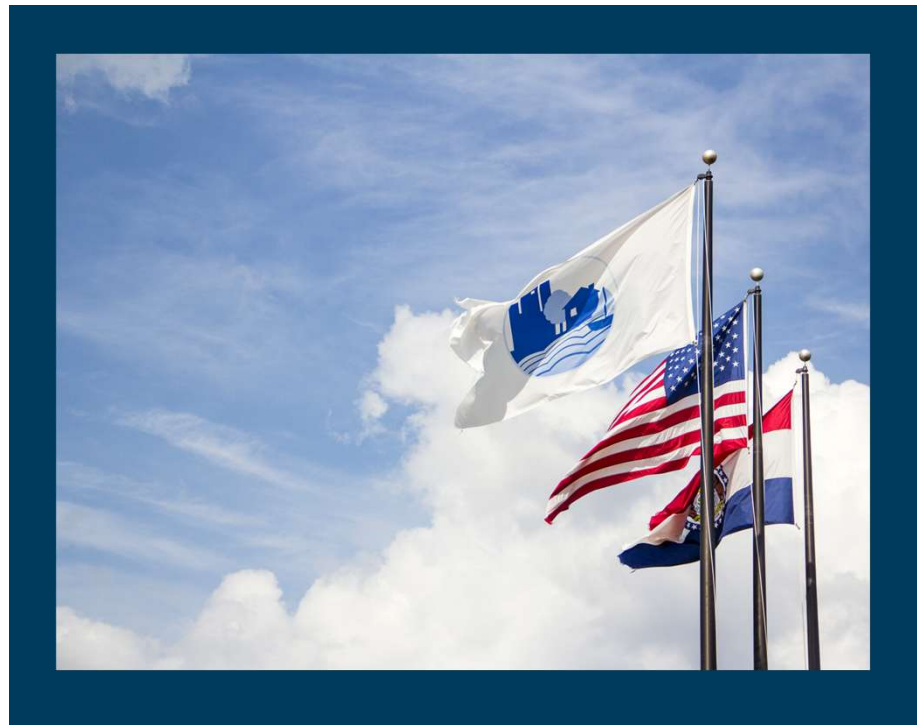
Themes from External Stakeholders (Cont'd.)

- **Managed Growth and Economic Development** – Want for thoughtful and strategic growth to continue to attract and retain businesses, mixed-use development, and reinvestment in older areas. Desire to protect community character and promote business-friendly environment.
- **Housing Stability and Neighborhood Quality** – Housing is seen as directly tied to community identity and long-term livability with a desire for stable, ownership-oriented neighborhoods vs. rentals. There are concerns that housing is unaffordable, unavailable, and lacks diversity.
- **Infrastructure, Mobility, and Connectivity** – There is a need and desire to improve connectivity throughout the City via sidewalks, trails, and general walkability. Need to be considerate of flooding and infrastructure capacity.

Themes from External Stakeholders (Cont'd. 2)

- **Quality of Life and Community Amenities** – Maintaining and providing a safe, clean, livable, and vibrant community are high priorities that can be achieved through restaurants, entertainment, family-friendly amenities, and continued investment in parks, recreation, and events.
- **Safety, Services, and City Operations** – There is a strong sense of confidence in police, fire, and city services. These set a baseline expectation and add to the core identity of the community. Code enforcement, general maintenance, and being transparent in City operations are important.
- **Identity, Communication, and Community Engagement** – The City needs to promote itself as a place to live, not just work. This can be achieved by creating a more inclusive and engaged community, improved branding, new partnerships, community pride, and more transparent communication between the City and residents and businesses.

Themes from Directors and Leadership



Themes from Directors and Leadership (Cont'd.)

- **Workforce, Culture, and Organizational Capacity** – There is a sense of pride and teamwork among staff and satisfaction with pay and benefits. Overall staffing remains a concern regarding professional development, cross-training, succession planning, and managing workloads.
- **Technology Modernization and Process Improvement** – Some current systems lack integration, users lack training, and paper-based processes need to become digital and automated. There are opportunities to improve online services, data access, and overall efficiency.
- **Economic Development and Financial Sustainability** – There are many opportunities for development through mixed-use and TIF districts and attracting new businesses to redevelopment areas and the 141 corridor. This would also help diversify the City's revenue sources.

Themes from Directors and Leadership (Cont'd. 2)

- **Communication, Engagement, and City Identity** – The City has an opportunity to define a brand and identity for itself. Improving communications and engagement through multiple channels (i.e., digital, in-person) would help address the gaps in how residents receive and understand information.
- **Infrastructure, Service Delivery, and Quality of Life** – The City's core services (i.e., PD, PW) are strong, but there is a need for continued investment in roads, stormwater, sidewalks, and other infrastructure. Expanding various amenities and managing aging assets will help ensure a safe, vibrant, and livable community.
- **Governance, Strategy, and Future Planning** – There is a high value placed on strategic planning and oversight with a need for clearer roles, decision-making processes, and alignment between council and staff.

Themes from Employees



Themes from Employees (Cont'd.)

- **Workforce, Moral, and Organizational Culture** – Strong pride in work, serving the community, great workplace culture, and good pay and benefits. Concerns about retention, turnover, equity, and PTO with a need for employee support.
- **Staffing, Training, and Succession Planning** – Concern with loss of institutional knowledge from upcoming retirements. Need improved training, documentation, standard operating procedures and fill gaps in capacity and specialized roles. Staff expressed interest in career growth, promotions, and development.
- **Communication, Coordination, and Process Consistency** – There is room for improvement of internal communication and information sharing across departments, transparency, coordination, and more consistent policies and procedures. Communication with non-digital residents also needs to be clearer.

Themes from Employees (Cont'd. 2)

- **Infrastructure, Facilities, and Service Delivery** – Core services are praised but there are concerns about infrastructure that is aging or outside of the City's control and maintenance capacity to meet demand and growth. Investing in facilities and physical assets will need to be a consideration in the future. Police station does not have private parking and needs have outgrown capacity.
- **Growth, Development, and Economic Vitality** – Retail, restaurants, and entertainment in high demand. Desire to attract families, businesses, redevelop vacant or older areas, and move away from apartments and transient housing.
- **Quality of Life, Safety, and Community Identity** – Some negative perceptions of crime, traffic, and neighborhood conditions but emergency response and services are highly regarded. Desire for a family-friendly community with many amenities, increasing and maintaining green spaces, and walkability. Better access for and inclusion of community members and improved amenities/programming.

Summary of Data and Top Areas of Focus



Public safety and services highly regarded (police, fire, public works)



Home affordability and diversity, increasing cost of living (taxes, fees)



Modernize systems, formalize and document processes, plan for future workforce



Infrastructure repair and maintenance (roads, sidewalks, stormwater)



Great community amenities (parks, trails, events) but residents want more



Attract restaurants, retail, entertainment venues for balanced development



Great location and very accessible to surrounding areas



Transparency and community engagement in-person and digitally

SWOC Analysis

Strengths, Weaknesses, Opportunities, Challenges

SWOC



A SWOC analysis assesses the organization's current position before deciding on any strategies.



Using a SWOC analysis allows the City to make the most of its strengths and reduces the chances of failure by understanding what is lacking and eliminating obstacles that get in the way of effective strategy.

SWOC – Strengths

Strengths

- **Parks and Recreation** – The City has great parks that need to be preserved and maintained
- **Public Safety** – City services (i.e., PD, PW) are all highly regarded, appreciated, and need to be maintained
- **Workplace Pride and Culture** – Staff are proud of the work they do and there is a strong internal culture
- **Strong Economy** – There are many businesses in the City that provide jobs and places for people to visit. The daytime population is also greater than total population which will lead to increased sales tax.
- **Diversity** – the City is very diverse with individuals from all backgrounds

SWOC – Weaknesses

Weaknesses

- **Housing** – home prices are rising and becoming unattainable and there is little variety in housing types
- **Walkability** – the City is not as connected, especially across highways and other barriers, nor as walkable as many individuals would like
- **Support for the Vulnerable** – Community-based approached and social services are areas of need and expansion
- **Transparency and Engagement** – the City and Council are not as connected with residents as many would prefer
- **Internal Alignment** – communication with and between staff, coordination, and transparency are areas of improvement
- **Technology and Processes** – some systems are less effective than modern options and the City still has informal, undocumented, and manual processes that lead to errors and delays

SWOC – Opportunities

Opportunities

- **Development** – updating zoning policies, creating TIF districts, and marketing old/vacant properties can help stir growth and mixed-use developments
- **Community Amenities** – continuing to maintain parks and providing recreational options helps attract families and build an active community
- **Training** – increase the amount and frequency of training to ensure staff are well-equipped and cross-trained to help fill gaps and break down siloes
- **City Character** – code enforcement, general maintenance, multi-channel engagement, and a branding campaign will help build the look and feel of the City that residents currently enjoy

SWOC – Challenges

Challenges

- **Housing** – moving away from rental, transient, and investor-owned housing
- **Homelessness** – increasing cost of goods, services, and housing
- **Workforce** – there are several upcoming retirements that will leave staffing and knowledge gaps
- **Infrastructure** – there is a need for ongoing maintenance of aging assets, investment in roads, stormwater, and sidewalks, and mitigating flooding events while preparing for future demand and growth
- **Identity** – there is a perception that the City is mainly a place to work and not live. Being more inclusive, improving branding and attracting entertainment and restaurants will help change the reality.

SWOC – Discussion

Strengths

Weaknesses

Opportunities

Challenges

- What are the strengths of the community? Of the City government?
- What are weaknesses that need to be considered? In the Community? In City government?
- What opportunities does the City have that it can capitalize on? For community impact? For City operations, organizational culture, etc.?
- What challenges is the community facing now and for its future? What threats does the City government face to effectively serve the community now and in the future?

Environmental Scan Discussion



What did information in the Environmental Scan and SWOC analysis reveal to you?



What stood out? Did you learn anything new?



Which themes are the most important in shaping your thinking about the future direction of the City?