



**ST. CHARLES COUNTY PORT
AUTHORITY
STRATEGIC PLAN
EXECUTIVE SUMMARY
2-2022**

CREATION

In September of 2019, the St. Charles County Council authorized the creation of the St. Charles County Port Authority by ordinance; enacted in County Codes (OSCCMo) at Chapter 170 - [St. Charles County, MO Port Authority \(ecode360.com\)](http://www.ecode360.com) . Following the submission of the requisite application and documents, the County received the required approval from the Missouri Highways and Transportation Commission to complete the formation of the St. Charles County Port Authority.

PURPOSE

Consistent with the purpose established in Chapter 68 of the Revised Statutes of the State of Missouri (RSMo) the County established the purpose of the Port Authority in Section 170.020 as follows:

“It shall be the purpose of the Port Authority to promote the general welfare, to promote development within the Port District, to encourage private capital investment by fostering the creation of industrial facilities and industrial parks within the Port District, to endeavor to increase the volume of commerce, and to promote the establishment of a foreign trade zone within the Port District.”

ORGANIZATION FOUNDATION

The St. Charles County Port Authority Board was appointed by the County, and the members set to work to establish a solid foundation for the future activities and operations of the Board. In its first year of existence, the Port Authority established its operations with development of a vision, mission and values statements, a consistent schedule of monthly meetings, the adoption of by-laws and policies, a set of expectations for active Board members, and the development of a strategic plan.

The value of transparency has been an underlying characteristic of the work of the Board. Each policy of procurement,

conflict of interest, board meeting rules of order and financial management are designed to maintain the public trust and to maintain compliance with the Chapter 105, RSMo.

***Vision Statement:** Create and enhance positive economic development opportunities and outcomes in the County.*

***Mission Statement:** The St. Charles County Port Authority is a viable professional organization designed to promote development in a cooperative manner with other economic development organizations that share a common interest in creating new job opportunities, expanding the existing tax base, and promoting economic well-being for the residents of the County. The Port Authority achieves outcomes that would not otherwise occur by encouraging and facilitating new private and public capital investment through a principled deployment of its unique set of tools and expertise.*

EDUCATION

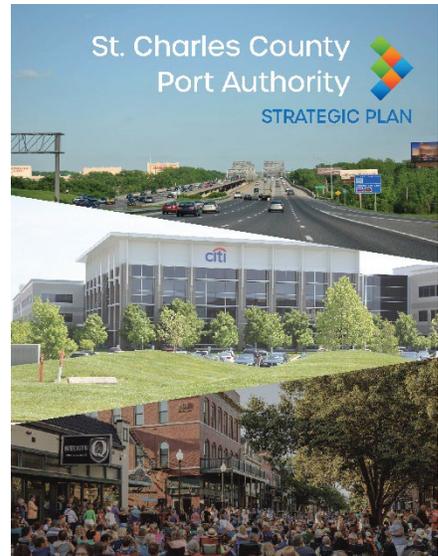
The Board took a very deliberate approach to educating itself with the current economic development environment. It invited key economic development organizations operating in the county and the region to provide presentations on current economic development activities to build relationships and partnerships and to understand the current state of economic development in the County. The Board continued to work with those same organizations to assess the gaps in the “economic development eco-system” and to gain input toward which to best focus their efforts.

FINANCIAL SUPPORT

The financial support for technical assistance was provided by the County which included County staff support and two professional service providers.

STRATEGIC PLAN

In April 2021, the Board kicked off the process of crafting a Strategic Plan, a guide for the organization’s activities and future growth. The Strategic Plan process has been guided by the ethos expressed in the Authority’s values and mission statement. As the consultant team has worked, they engaged directly with other economic development organizations and stakeholders within the County to learn, to discover, and to discern effective supporting roles and leadership opportunities for the Authority. The culmination of the strategic planning process is the Objectives and Key Results, which present a framework for decision-making and ways in which results of those decisions may be measured over time. The *St. Charles County Port Authority Strategic Plan* was formally adopted by the Board at its February 2022 meeting.



REVIEW OF EXISTING CONDITIONS AND OPPORTUNITIES

Common to the strategic planning process, the Plan provides a detailed analysis of “where the County is now” regarding the major industrial sectors of the local economy. This opening section of the Plan contains demographic information, existing industries and identified targets, information on the existing labor force, a comprehensive list of current and planned developments, identification of the partners and existing economic development organizations and the process and results of stakeholder engagement.

The Review of Existing Conditions and Opportunities provides the Board with a data driven view of the economics of the County. It provides a picture of the County’s economic activities as compared to the region, state and nation. The Review of Existing Conditions and Opportunities provides the starting place for the Board from which they assessed direction and impact by analyzing major industry sectors, existing businesses, labor supply and sector agglomerations and on-going and planned economic activity.

The stakeholder engagement and focus groups were an important part of involving the public in the planning process. At key places along the path of development of the Plan, the Board turned to County partners to provide feedback and direction. The elements of this work include conducting targeted stakeholder engagements and hosting multiple focus groups with key industry stakeholders.

GOALS AND OBJECTIVES



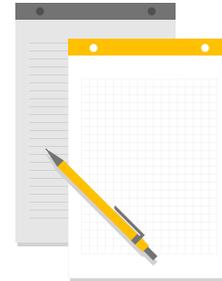
The second and largest section of the document is the Strategic Plan. It addresses the question of “where the County wishes to go” and contains goals and objectives developed during the planning process. Those goals and objectives were prioritized through an interactive process with Board participation. The section identifies the role of the Port Authority in the County economic eco-system, and it identifies state and federal funding sources that the Port may access to assist in achieving its goals and objectives. A portion of the funding and financing section outlines the Port Authority’s approach to the use of taxpayer dollars.

The financing section was developed using the expertise of several industry sector professionals. The elements of this work include a review of best practices from other ports, a summary of how various financial tools could be utilized, and an outline of a financial plan for the Port.

The objectives and key results provide the Port Authority the “specific means to achieve the desired goals”. It is a roadmap and represents the priority areas of focus for the Port Authorities efforts. In addition to defining the Port’s role and developing and prioritizing objectives and key results, the Plan defines an implementation timeline.

OPERATING PLAN

The final section of the Plan addresses an Operating Plan for the Port Authority. The Port intends to partner in significant development projects throughout the County and to use its authority to accomplish positive changes. Equally, the Port Authority must also address the growth and stability of its own organization. This section provides administrative and staffing recommendations and provides examples of other Port Authority revenue models.



ACKNOWLEDGEMENTS

St. Charles County Port Authority Board Members

Paul Roger Ellis, Chair
Donald Boehmer, Immediate Past Chair
Monica Combest, Vice Chair
Hyatt Bangert
Kenneth W. Dobbins
Tammy Holden
Jeffery R. Rothermich

St. Charles County Staff

Mike Hurlbert
Jennifer George
John Greifzu
Sheila Weiss

Consulting Team

PGAV Planners
Nexus Group
TranSystems
Steadfast City

PRIORITIZATION

Each board member participated in a facilitated prioritization exercise to discuss and identify specific goals and objectives. Priorities of those goals and objectives also emerged. This list represents the top-10 priorities. They are numbered how they appear on the established list of Goals and Objectives:

1. Goal 3 – Objective 1

Provide funding to support planning, needs assessment, environmental assessment, engineering, preliminary design, remediation, demolition, and site preparation.

2. Goal 1 – Objective 2

Establish standards and protocols for the Port's financial participation in any project including but not limited to, evaluation criteria and due diligence limits, risk, and minimum return on investment and public benefit.

3. Goal 1 – Objective 3

Adopt a financing plan specific to the operations of the Board with strategies for both start-up funding sources and mechanisms that allow for long-term revenues that ensure the financial viability of the Port Authority as a political subdivision.

4. Goal 1 – Objective 4

Create an Organizational foundation for the Port Authority to ensure compliant operations as a Missouri political subdivision.

5. Goal 3 – Objective 3

Partner with County Road Board, Army Corps of Engineers, and MODOT on future transportation projects.

6. Goal 5 – Objective 1

Establish the Port Authority as a partner in economic development marketing.

7. Goal 4 – Objective 1

Appoint a Port Workforce Development Working Committee for the purpose of identifying investment opportunities within established AIM Zone districts in cooperation with Countywide workforce development organizations and institutions of higher education to address efforts in areas of recognized need.

8. Goal 2 – Objective 1

Establish funding sources to support the rail, air, water, sewer, utilities, and /or fiber infrastructure necessary to support business location or expansion in St. Charles County.

9. Goal 6 – Objective 1

Support the quality of life of the residents of St. Charles County by enhancing elements of placemaking.

10. Goal 2 – Objective 3

Partner with County development organizations to create a standard set of elements that must be present on any property to deem it "development ready".

Note: Items 2 – 6 received the same number of votes.