

City of Bel Nor, Missouri
8416 Natural Bridge Road
Bel Nor, Missouri 63121



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Tentative Agenda of the Board of Alderpersons of the City of Bel Nor

Tentative meeting information: Dates, times, and anticipated agenda items are provided for advance public planning and are subject to change. The final official meeting notice and agenda will be posted at City Hall in accordance with Chapter 120 of the Bel Nor City Code.

Work Session | September 1st 2026 6:00 PM

8416 Natural Bridge Road

Full agenda packet can be found at www.cityofbelnor.org > Government > Meeting Agendas and Minutes

1. **Call to Order and Pledge of Allegiance**
2. **Roll Call**
3. **Continued Discussion of the Strategic Plan – Phases Three & Four**
4. **Continued Discussion of the FY 2027 Budget**
5. **Motion to Enter Closed Session** – The Board of Aldermen may vote to enter closed session pursuant to Section 610.021, RSMo., for matters authorized to be closed under 610.021(1) - Legal actions, causes of action, litigation, and confidential or privileged communications with legal counsel; 610.021(3) - Hiring, firing, disciplining or promoting particular employees when personal information concerning the employee is discussed or recorded; and 610.021(13) - Individually identifiable personnel records, performance ratings, or records pertaining to employees or applicants for employment.
6. **Adjournment (closed session if required)**

Accessibility Statement: The City of Bel-Nor will provide reasonable accommodations for individuals with disabilities. Please contact City Hall at least 72 hours in advance if accommodations are needed.

Closed Session Notice: Notice is hereby given that, in accordance with RSMo Chapter 610, the Board may vote to enter into closed session, pursuant to a motion duly made and adopted, for the purpose of discussing matters relating to legal actions, causes of action, or litigation; privileged communications between the Board and its attorney; lease, purchase, or sale of real estate; hiring, firing, disciplining, or promoting employees; preparation for negotiations with employee groups; bidding specifications; proprietary technology materials; or records and matters otherwise protected from disclosure by law. Any minutes, votes, settlement agreements, or public records relating to these matters will be made available upon final disposition as required by law.

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STRATEGIC AND COMPREHENSIVE PLANNING PROCESS

BOARD SESSION THREE AND FOUR

Date: September 1st 2026 6:00 PM

Location: Bel Nor City Hall

Session Type: Board Work Session and Strategic Planning Session

Tonight's Work

This work session continues development of Bel Nor's Strategic & Comprehensive Plan while beginning the next stage of FY2027 budget preparation.

Tonight's discussion is organized around three questions:

1. **Who are we?**
What makes Bel Nor Bel Nor, what should be protected, and what values should guide City decisions?
2. **Where are we going?**
What should Bel Nor look and feel like by 2031, and what priorities will move the City toward that vision?
3. **What will it take?**
What existing services, new priorities, capital needs, or other investments should begin informing development of the FY2027 budget?

No final strategic plan or FY2027 budget decisions are expected tonight. The purpose of the work session is to establish direction for the next round of staff and community work.

STRATEGIC & COMPREHENSIVE PLANNING

Where We Are

The City's strategic and comprehensive planning process is moving from understanding current conditions into defining the community's identity, future direction, and priorities.

Phase 3 - Community Values & Identity

August 2026

This phase answers:

- What makes Bel Nor **Bel Nor**?
- What should never change?
- What values should guide future decisions?

Information developed during this phase includes:

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- Board Workshop #1&2
- Public Workshop #1&2
- Community Values Survey
- Stakeholder Interviews

Phase Deliverable: Community Values & Identity Report

Phase 4 - Future Visioning

September 2026

Purpose: Create a shared vision for Bel Nor in 2031.

This phase includes:

- Board Session #3
- Public Session #3
- Visioning exercises
- Priority ranking activities
- Community mapping update

Phase Deliverable: Vision & Priorities Report

PART ONE

Phase 3 - Community Values & Identity

Before deciding what Bel Nor should become, we need to identify what is already important enough to protect.

1. What Makes Bel Nor Bel Nor?

Think beyond individual programs, projects, or City departments.

What characteristics make Bel Nor distinct?

Consider:

- Size and scale of the community
- Residential character
- Location and accessibility
- Neighborhood identity
- Relationships between residents
- Architecture and physical environment
- Community traditions
- City services and responsiveness

- Safety and sense of place
- Other characteristics that would be difficult to recreate elsewhere

Board Discussion

What are three things that make Bel Nor distinctly Bel Nor?

1.

2.

3.

2. What Should Never Change?

Change will be necessary over the life of the Strategic & Comprehensive Plan.

The goal is not to prevent change. The goal is to identify the characteristics that should remain protected while change occurs.

Complete the statement:

Even as Bel Nor changes over the next five years, we should protect:

Discussion Prompt

What would cause you to say:

"Bel Nor doesn't feel like Bel Nor anymore"?

3. What Values Should Guide City Decisions?

Values should help the City make decisions when there is not one obvious answer.

Examples may include concepts such as:

- Fiscal responsibility
- Transparency
- Responsiveness
- Community

- Safety
- Accessibility
- Stewardship
- Sustainability
- Fairness
- Neighborhood character
- Collaboration
- Long-term thinking

These are examples only. The goal is to identify values that genuinely reflect Bel Nor.

My Five Most Important Values

1.

2.

3.

4.

5.

Narrowing Exercise

Of those five, which **three** should have the greatest influence on future City decisions?

1. _____

2. _____

3. _____

Phase 3 Checkpoint

By the end of this discussion, staff should have enough Board direction to continue development of the **Community Values & Identity Report** and compare Board themes with community survey, workshop, and stakeholder feedback.

Emerging Themes

Things we want to protect:

Values we want reflected in City decisions:

Questions or disagreements that still need community input:

PART TWO

Phase 4 - Future Visioning

Phase 3 asks **who Bel Nor is**.

Phase 4 asks:

What should Bel Nor become?

The planning horizon for this exercise is **2031**.

This is far enough away to permit meaningful change, but close enough that the priorities identified through this process should be realistic and actionable.

1. Bel Nor in 2031

Imagine it is 2031 and the Strategic & Comprehensive Plan has been successful.

Complete the statement:

In 2031, Bel Nor is a community where...

What is noticeably better than it is today?

What has remained intentionally unchanged?

2. What Would Success Look Like?

Consider the City from several perspectives.

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City Government & Operations

By 2031, what should City government do particularly well?

Neighborhoods & Property

What should residents notice about homes, properties, streets, and the overall neighborhood environment?

Infrastructure & Public Spaces

What physical improvements would make the largest difference?

Public Safety

What should residents experience or feel?

Community & Communication

How should residents interact with City government and with one another?

Financial Stability

What would a financially healthy Bel Nor look like?

3. Priority Ranking

A strategic plan cannot treat everything as the highest priority.

For each potential priority, consider:

- Community impact
- Urgency
- Cost
- Staff capacity

- Long-term benefit
- Whether the City controls the outcome
- Whether other organizations or partners may be needed

Priority Categories

Place major ideas discussed tonight into one of three categories.

HIGH PRIORITY

Bel Nor should actively pursue this during the next 1-2 years.

MEDIUM PRIORITY

Important, but may require additional planning, funding, or capacity.

LONGER-TERM / FUTURE

Worth preserving in the plan even if implementation is not immediate.

Phase 4 Checkpoint

Tonight does **not** establish the final 2031 vision or priority list.

Board feedback will be combined with:

- Public Session #3
- Community visioning exercises
- Priority ranking activities
- Community mapping updates
- Existing survey and stakeholder feedback

The result will become the **Vision & Priorities Report**.

FY2027 BUDGET PREPARATION

Moving From Financial Review to Budget Development

Previous Board budget work focused on understanding the FY2026 budget and reviewing the City's mid-year financial position.

The next stage begins answering a different question:

What should the FY2027 budget be built to accomplish?

Tonight is an early planning discussion.

No line-item budget decisions are required.

The purpose is to identify:

- Services and commitments that should continue
- Known or anticipated changes
- Areas where the Board wants additional analysis
- New priorities that may require funding
- Capital needs
- Strategic priorities that should begin appearing in the FY2027 budget

1. Protect the Core

What City services or functions should be protected as the FY2027 budget is developed?

Consider:

- Administration
- Police/public safety
- Code enforcement
- Public works
- Streets and infrastructure
- Trees and landscaping
- Municipal court
- Communications
- Technology
- Resident services
- Community programming

Essential Services / Commitments

2. What Needs to Improve?

Where should the City consider increasing capacity, changing the way a service is delivered, or investing additional resources?

3. What Should We Reconsider?

Are there expenditures, services, practices, projects, or commitments that should be reviewed before automatically carrying them into FY2027?

4. Capital & One-Time Needs

Identify major purchases, repairs, improvements, or projects that may require funding during the next several years.

A. Possible FY2027 Need

Estimated urgency:

Immediate / 1–2 Years / 3–5 Years / Future

B. Possible FY2027 Need

Estimated urgency:

Immediate / 1–2 Years / 3–5 Years / Future

C. Possible FY2027 Need

Estimated urgency:

Immediate / 1–2 Years / 3–5 Years / Future

5. Strategic Plan + Budget

Not every strategic priority requires new spending.

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For priorities that **do** require City resources, the strategic plan and annual budget should begin moving together.

Strategic priorities discussed tonight that may have FY2027 budget implications:

Priority / Idea FY2027 Funding May Be Needed? Staff Should Research / Price?

A	Yes / No / Unsure	Yes / No
B	Yes / No / Unsure	Yes / No
B	Yes / No / Unsure	Yes / No

6. FY2027 Board Priority Check

If the FY2027 budget could make meaningful progress on only **three things beyond normal City operations**, what should they be?

Priority 1

Priority 2

Priority 3

What Happens Next?

Following this work session, staff will:

1. Consolidate Board feedback from Phase 3.
2. Continue development of the Community Values & Identity Report.
3. Incorporate Board visioning feedback into Phase 4.
4. Prepare materials for Public Session #3.
5. Begin translating emerging strategic priorities into operational and financial considerations.
6. Develop preliminary FY2027 budget assumptions.
7. Identify known obligations, major changes, capital needs, and items requiring Board direction.
8. Return to the Board with the next round of strategic planning and budget development materials.
