

City of Bel Nor, Missouri
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STRATEGIC AND COMPREHENSIVE PLANNING PROCESS

PUBLIC SESSION THREE AND FOUR

Date: September 16th 2026 6:00 PM
Location: 8406 Natural Bridge Road – Christine’s Coffee
Session Type: Public Session and Strategic Planning Session

TONIGHT’S WORK (5 minutes)

Bel Nor’s Strategic & Comprehensive Planning process has reached an important transition.

During earlier public meetings, Board work sessions, community discussions, surveys, and other outreach, participants were asked to describe:

- What they value about Bel Nor;
- What they believe should be protected;
- What needs to improve;
- What concerns them about the future; and
- What they hope Bel Nor will look like in 2031.

Tonight, **we are not starting those conversations over.**

Staff has reviewed and organized the input received so far.

The first part of tonight’s work asks:

Did we hear you correctly?

The second part asks:

If this is the Bel Nor we want to preserve and the future we want to create, what should we prioritize first?

The final part begins connecting those priorities to City operations, future projects, and development of the FY2027 budget.

No final Strategic Plan or FY2027 budget decisions will be made tonight.

PART ONE (15 minutes) Read each finding as we go. Mark yes or no and write corrections on your packet. We are only going to stop for discussion where someone believes we materially got the finding wrong. Please take a few minutes to quietly review pages 2-5 to yourself.

PHASE 3 - WHAT WE HEARD

Phase 3 of the planning process focuses on **Community Values & Identity**.

Instead of asking the same questions again, staff has combined the recurring themes heard throughout the planning process into the findings below.

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For each finding, please tell us whether we heard you correctly.

FINDING 1 - BEL NOR'S IDENTITY

What we heard:

Bel Nor's identity is closely connected to being a **small, quiet, primarily residential community with distinctive homes, mature trees, green spaces, friendly neighbors, and a strong neighborhood feel.**

Residents value Bel Nor feeling different from a larger city or a more intensely developed community.

Does this accurately reflect what you have heard or experienced?

☐ Yes

☐ No

Corrections, additions, or comments:

FINDING 2 - NEIGHBORHOOD & HOUSING PRESERVATION

What we heard:

Residents want Bel Nor to **preserve and reinvest in its existing homes and neighborhoods**, including:

- Maintaining the character and architecture of existing homes;
- Supporting homeownership;
- Keeping properties well maintained;
- Addressing vacant or deteriorating properties before conditions become severe;
- Helping existing homes remain viable as the housing stock ages; and
- Allowing reinvestment and improvement without losing the character that makes Bel Nor recognizable.

Does this accurately reflect what you have heard or experienced?

☐ Yes

☐ No

Corrections, additions, or comments:

FINDING 3 - TREES, GREEN SPACE & NEIGHBORHOOD APPEARANCE

What we heard:

Bel Nor's tree canopy, landscaping, green spaces, traffic islands, gardens, and tree-lined streets are not viewed simply as beautification projects.

They are part of the community's identity.

Residents want the City to **protect the existing canopy while planning for tree loss and replacement, maintain attractive public spaces, and continue caring for the physical features that contribute to Bel Nor's neighborhood character.**

Does this accurately reflect what you have heard or experienced?

- ☐ Yes
- ☐ No

Corrections, additions, or comments:

FINDING 4 - INFRASTRUCTURE & THE PUBLIC REALM

What we heard:

Residents want Bel Nor's basic physical infrastructure to be **maintained consistently rather than allowed to deteriorate until major intervention is necessary.**

Recurring areas of attention include:

- Streets;
- Sidewalks and pedestrian connections;
- Street lighting;
- Pavement markings;
- Signs;
- Traffic and speeding concerns;
- Landscaping and traffic islands; and
- Other visible public infrastructure.

There is also interest in making walking through the community safer and more comfortable.

Does this accurately reflect what you have heard or experienced?

- ☐ Yes
- ☐ No

Corrections, additions, or comments:

FINDING 5 - COMMUNITY, CONNECTION & SAFETY

What we heard:

Residents value feeling connected to their neighbors and want Bel Nor to remain a community where people **know one another, participate, volunteer, attend community activities, and take pride in the neighborhood.**

Public safety is also connected to that sense of community.

Residents want to feel safe in their homes and neighborhood while continuing to strengthen communication, neighborhood awareness, traffic safety, and partnerships with law enforcement and surrounding communities.

Does this accurately reflect what you have heard or experienced?

☐ Yes

☐ No

Corrections, additions, or comments:

FINDING 6 - CITY GOVERNMENT & SERVICE

What we heard:

Residents want City government to be **organized, understandable, accessible, responsive, and consistent.**

Recurring expectations include:

- Clear and timely communication;
- Transparency;
- Reliable customer service;
- Accessible information and records;
- Modern technology and online services;
- Clear policies and procedures;
- Consistent enforcement and service delivery;
- Continued education for elected officials and staff; and
- Better long-term planning instead of repeatedly reacting to immediate problems.

Does this accurately reflect what you have heard or experienced?

☐ Yes

☐ No

Corrections, additions, or comments:

FINDING 7 - HOW BEL NOR SHOULD MAKE DECISIONS

Across Board and community discussions, several values have repeatedly appeared in conversations about how City government should operate.

What we heard:

Future City decisions should reflect:

Fairness - Similar situations should be approached consistently.

Respect - Residents, elected officials, staff, volunteers, and community partners should be treated professionally and respectfully.

Stewardship - The City should take care of its finances, infrastructure, trees, public property, records, and other community assets for both current and future residents.

Fiscal Responsibility - Priorities should be considered alongside actual costs, available funding, long-term obligations, and the City's financial capacity.

Accountability - Commitments should have clear responsibility and follow-through.

Transparency - Residents should be able to understand what the City is doing, why decisions are being considered, and how public resources are being used.

Responsiveness - Residents should receive timely information, service, and follow-up.

Collaboration - The City should work constructively with residents, committees, neighboring communities, schools, public agencies, institutions, and other partners when those relationships can help accomplish community goals.

Does this accurately reflect the values that should guide Bel Nor's decisions?

☐ Yes

☐ No

Are any important values missing?

Is anything included that should not be?

PHASE 3 CHECKPOINT

If these findings generally reflect the community, they will become the foundation of the **Community Values & Identity Report**.

Comments and corrections received tonight will be incorporated before that report is finalized.

Phase 3 answers:

Who are we, and what should guide us?

We can now move to Phase 4:

Where are we going?

PART TWO (8 minutes)

PHASE 4 - BEL NOR IN 2031

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Earlier planning activities also asked residents and Board members to describe what successful progress might look like by 2031.

Again, we are not beginning with a blank page.

1. THE FUTURE WE HAVE HEARD SO FAR

Based on input received to date, staff heard a future Bel Nor where:

NEIGHBORHOODS & HOUSING

Bel Nor remains recognizably residential, its existing housing stock is preserved and maintained, homeownership remains strong, and deteriorating or vacant properties are addressed earlier.

TREES & COMMUNITY APPEARANCE

Bel Nor remains a green and attractive community with a healthy and increasingly resilient tree canopy, maintained traffic islands and gardens, attractive streetscapes, and cared-for public spaces.

STREETS, INFRASTRUCTURE & MOBILITY

Streets, sidewalks, signs, lighting, pavement markings, pedestrian connections, and other infrastructure are maintained through deliberate long-term planning rather than primarily through emergency response.

CITY GOVERNMENT

Residents can easily understand how to obtain services, report concerns, access information, participate in decisions, and communicate with City Hall.

City operations are organized, modern, financially responsible, and supported by clear systems and procedures.

PUBLIC SAFETY

Residents feel safe in their homes and throughout the neighborhood, traffic and speeding concerns receive appropriate attention, and the City maintains effective public-safety partnerships.

COMMUNITY

Residents feel connected to one another, community participation and volunteerism are strong, and events, organizations, committees, and other opportunities help maintain Bel Nor's neighborhood identity.

GROWTH & REGIONAL CHANGE

Bel Nor benefits from appropriate nearby redevelopment, businesses, institutions, and regional partnerships while protecting its primarily residential character and monitoring the effects of surrounding development on traffic, schools, safety, infrastructure, and quality of life.

FINANCIAL SUSTAINABILITY

The City maintains stable finances, protects appropriate reserves and restricted resources, plans for major expenses before they become emergencies, pursues grants and partnerships where appropriate, and connects new spending to identified community priorities.

DID WE GET THE BIG PICTURE RIGHT?

☐ Yes

☐ No

What is missing from this picture of Bel Nor in 2031?

What, if anything, should be changed or removed?

2. FROM IDEAS TO A SHARED VISION (8 minutes) Please take a few minutes to quietly complete this section before we review as a group.

A vision statement should describe the **future condition of the community**, not simply list projects.

Using the findings above:

Complete the statement:

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

What three words should someone be able to use to describe Bel Nor in 2031?

1. _____
2. _____
3. _____

PART THREE (10 minutes) Please take a few minutes to quietly complete your choices before we review as a group.

FROM VISION TO PRIORITIES & BUDGET DIRECTION

We now have two pieces:

What we want to protect.

What we want Bel Nor to become.

The next question is:

What should come first?

Strategic planning requires choices. The City cannot treat every worthwhile idea as an equal or immediate priority.

1. YOUR PRIORITY INVESTMENT

You have **10 points** to distribute among the following priority areas.

Giving an area more points means you believe it deserves a greater share of City attention, planning, and resources during the next five years.

Strategic Priority Area

Points

Neighborhood & Housing Preservation _____

Streets, Sidewalks & Infrastructure _____

Trees, Green Space & Community Appearance _____

Public Safety & Traffic Safety _____

City Services, Operations & Communication _____

Financial Sustainability & Long-Term Planning _____

Community Connection & Engagement _____

Regional Partnerships & Development Impacts _____

Other: _____

TOTAL 10

2. TURNING PRIORITIES INTO ACTION (10 minutes) *Please take a few minutes to quietly complete your choices before we review as a group.*

Identify the **three priorities you believe deserve the most attention.**

This does not mean all three require major spending in FY2027.

For each priority, consider when action should begin and what the City's next step should be.

Priority	When Should Work Begin?	FY2027 Next Step
_____	☐ FY2027 ☐ 1–2 Years ☐ 3–5 Years	☐ Continue Current Work ☐ Research/Price ☐ Fund/Expand ☐ Partner/Advocate
_____	☐ FY2027 ☐ 1–2 Years ☐ 3–5 Years	☐ Continue Current Work ☐ Research/Price ☐ Fund/Expand ☐ Partner/Advocate
_____	☐ FY2027 ☐ 1–2 Years ☐ 3–5 Years	☐ Continue Current Work ☐ Research/Price ☐ Fund/Expand ☐ Partner/Advocate

This information will help distinguish between:

- A five-year strategic priority;
- Something requiring immediate City action;
- Something staff should research first;
- Something requiring future funding; and
- Something Bel Nor can influence but cannot accomplish alone.

3. FY2027 - WHAT SHOULD HAPPEN TO EXISTING SERVICES? (10 minutes) *Please take a few minutes to quietly complete your choices before we review as a group.*

Strategic planning is not only about adding new projects.

The FY2027 budget must also determine what happens to services and commitments the City already provides.

For each area, select the direction that best reflects your current view.

City Service / Function	Protect Current Service	Improve / Increase Capacity	Reconsider How It Is Delivered	Need More Information
Administration & Resident Services	☐	☐	☐	☐
Police / Public Safety	☐	☐	☐	☐
Code Enforcement	☐	☐	☐	☐
Public Works	☐	☐	☐	☐
Streets & Infrastructure	☐	☐	☐	☐
Trees & Landscaping	☐	☐	☐	☐
Municipal Court	☐	☐	☐	☐
Communication & Technology	☐	☐	☐	☐
Community Programming	☐	☐	☐	☐

Notes or specific changes you would like the City to consider:

4. CAPITAL & ONE-TIME NEEDS (8 minutes) Please take a few minutes to quietly complete your choices before we review as a group.

Some priorities may require major purchases, repairs, improvements, or projects rather than changes to normal annual operations.

Based on tonight's discussion and the community map:

Capital / One-Time Need 1

Timing:

- ☐ FY2027
☐ 1–2 Years
☐ 3–5 Years
☐ Future

Should staff research scope and estimated cost?

- ☐ Yes
☐ No

Capital / One-Time Need 2

Timing:

- ☐ FY2027
☐ 1–2 Years
☐ 3–5 Years
☐ Future

Should staff research scope and estimated cost?

- ☐ Yes
☐ No
-

Capital / One-Time Need 3

Timing:

- ☐ FY2027
☐ 1–2 Years
☐ 3–5 Years
☐ Future

Should staff research scope and estimated cost?

- ☐ Yes
☐ No
-

WHAT HAPPENS NEXT?

Following this session, staff will:

1. Incorporate corrections from tonight into the **Community Values & Identity Report**.
2. Compile the 2031 vision statements and descriptions into a draft **Community Vision Statement**.
3. Combine community priority rankings with Board and other planning input.
4. Separate identified priorities into:
 - Ongoing commitments;
 - Near-term priorities;
 - Longer-term priorities;
 - Capital needs;
 - Partnership or advocacy priorities; and
 - Items requiring additional research.
5. Use that information to prepare the **Vision & Priorities Report**.
6. Begin translating priorities identified for early action into FY2027 budget assumptions, cost research, and implementation options.

The next phase of the Strategic & Comprehensive Planning process will move from **priorities** into **goals and objectives**.