

****Amended- Monday, January 12, 2026***

AGENDA

City Council Work Session
Of the City of Saint Charles, Missouri
Saint Charles Convention Center – 1 Convention Center Plaza
Upper Level – Grand Ballroom D
Tuesday, January 13, 2026
6:00 p.m.

1. Roll Call
2. Invocation and Pledge of Allegiance
- *3. Presentation of Special Recognition
4. Presentation and Discussion Relative to a Review of the City’s Tourism, Communications and Event Functions
5. Discussion Relative to Establishing a Council Retreat Schedule and Location Policy
6. Presentation and Discussion Relative to the Current Status of Video Lottery Terminals (VLT’s)
7. Discussion Relative to the City of St. Charles’ Department Director Hiring Process
8. Closed Session, if requested, relative to:
 - A. Legal actions, causes of action, or litigation (RSMo 610.021(1))
 - B. Leasing, purchase or sale of real estate where public knowledge of the transaction might adversely affect the legal consideration therefor (RSMo 610.021(2))
 - C. Hiring, firing, disciplining or promoting of particular employees when information relating to the performance or merit of individual employees is discussed or recorded (RSMo 610.021(3))
 - D. Preparation, including any discussions or work product, on behalf of the Council or Its representatives for negotiations with employee groups (RSMo 610.021.(9))
 - E. Sealed proposals and related documents or any documents related to a negotiated contract (RSMo 610.021(12))
9. Adjourn

The City of St. Charles, Missouri, fully complies with Title VI of the Civil Rights Act of 1964 and related statutes and regulations in all programs and activities. For more information, or to obtain a Title VI Complaint Form, please call the City Clerk’s Office at (636)949-3282 or visit City Hall located at 200 North Second Street, St. Charles, Missouri, 63301.

*Posted: Monday, January 12, 2026 @ St. Charles City Hall – 5:00 p.m.
Monday, January 12, 2026 @ Saint Charles Convention Center – 5:00 p.m.*

RCA FORM (OFFICE USE ONLY)

Bill # N/A

MEETING/DATE: 1/13/2026

Regular Special Work Session

ATTACHMENT: YES NO

Report Resolution Ordinance

Request for Council Action

Ward(s): N/A

Sponsor(s): N/A

Description:

Presentation and discussion of a review of the City's tourism, communications, and event functions, with a focus on organizational structure, coordination, and operational alignment.

Contract Extension/Renewal: Yes No

Information Paper Attached: Yes No

Staff Recommendation: Approve Disapprove

Board/Committee/Commission Recommendation: Approve Disapprove

Summary:

Presentation and discussion of a review of the City's tourism, communications, and event functions, with a focus on organizational structure, coordination, and operational alignment.

Goals of the presentation:

Improve City communications

Improve customer service

Improve operational efficiency

Improve organizational structure that best supports and represents the public



Maximize resources and current staffing talents

Budget Impact: (revenue generated, estimated cost, CIP item, etc.)

Fiscal Impact: N/A Select One N/A

Account #: N/A

Project #: N/A

RCA prepared by: AM Dept. Dir.  Finance Dir. N/A Dir. of Admin. 



Operational Review of Special Events & Communications, and the Convention & Visitors Bureau

Findings, Observations, and Recommended Framework

City Council Work Session
January 13, 2026

Goals

- 1. Improve City communications**
- 2. Improve customer service**
- 3. Improve operational efficiency**
- 4. Improve organizational structure that best supports and represents the public**
- 5. Maximize resources and current staffing talents**

What We Reviewed

What Information Was Reviewed

- Data Collection Packets from both departments
- Staffing, workloads, and workflows
- Event calendars and production timelines
- Financials and existing data
- Peer city structures
- Best practices from state and regional partners

Across these inputs, we were looking for patterns-not isolated issues-and those patterns were consistent.

Here is how we are structured today:

Special Events and Communications

Current Functions:

- City communications
- Digital & print content & design
- City and external events
- Farmers Market
- Resident-centric experiences
- City marketing & branding

Convention & Visitors Bureau

Current Functions:

- Tourism communications
- Digital & print content & design
- Signature events
- Foundry Art Centre
- Visitor-facing experiences
- Destination marketing & sales

Functions shown reflect current assignments as of January 2026

Shared Operational Functions (Current State)

Special Events & Communications

-  Website Management
-  Social Media Content & Posting
-  Graphic Design & Visual Assets
-  Photography & Video Production
-  Event Promotion & Marketing
-  Event Logistics Coordination

Convention & Visitors Bureau

-  Website Management
-  Social Media Content & Posting
-  Graphic Design & Visual Assets
-  Photography & Video Production
-  Event Promotion & Marketing
-  Event Logistics Coordination

Functions shown reflect current assignments as of January 2026.

How This Feels Externally

The Current External Experience

From the perspective of vendors, guests, and local businesses:

- Which department to contact depends on **which event or activity** is involved
- Information about events, logistics, or changes may come from **different sources**
- Local businesses may receive outreach or requests from **multiple City teams**
- Planning, promotion, and operational communication are handled by **separate workflows**

- The City can feel **fragmented**, even when staff are working hard behind the scenes

What We're Aiming For

The Intended Experience:

- One clear City point of entry
- Consistent, timely information
- Internal coordination handled behind the scenes

An aerial photograph of a city, likely a small town or city, featuring a prominent river or canal winding through the center. The buildings are mostly multi-story, brick or concrete structures. There are several parking lots with cars visible. The surrounding area is green with trees. The sky is clear and blue.

The public doesn't experience departments.

They experience the City.

Three Disciplines. One System.



Communications & Marketing

(City-wide communications discipline)

Purpose

Delivers clear, transparent, timely, and consistent information to residents and the public, while supporting City departments through cohesive branding and creative strategy

Core Responsibilities

- City-wide communications strategy and standards
- Resident, business, and public-facing information
- Media relations and crisis communications
- Brand management and creative direction



CVB

(Convention & Visitors Bureau – destination marketing and economic impact discipline)

Purpose

Increases visitation and overnight stays through destination marketing, strategic partnerships, and data driven promotion

Core Responsibilities

- Destination marketing and advertising
- Visitor analytics and economic impact measurement
- Convention, group, and leisure travel promotion
- Tourism partnerships and sponsorship strategy
- Grant participation and performance reporting



Events & Promotions

(Event execution and community experience discipline)

Purpose

Plans and delivers City events that foster community pride, attract visitors, and enhance St. Charles' destination appeal

Core Responsibilities

- City-produced event planning and execution
- Vendor coordination and on-site operations
- Event logistics and interdepartmental coord.
- Community and cultural programming
- Event evaluation and operational reporting

Communications & Marketing

City-Wide Communications Discipline

Public Information/External Relations

- Press releases & media inquiries
- Crisis communications
- Emergency notifications system
- Public Information Officer

Internal Communication

- Council & Executive updates & alerts
- Employee newsletter
- Employee intranet

Digital & Social Media

- City website
- Public newsletter
- Department micro sites
- Social media content & management

Marketing & Creative Strategy

- Creative strategy & campaigns
- Develops marketing plans, campaign concepts, and messaging
- Copywriting
- Crafts clear, engaging content for print, digital, and social platforms.
- Design & visuals
- Produces graphics, ads, brochures, and publications
- Event branding
- Creates logos, signage, and themed materials for City events.
- Photography & videography
- Captures visual content for storytelling and promotion

Convention & Visitors Bureau

Destination Marketing and Economic Impact Discipline

Sales & Destination Marketing

- Targets convention, group tour, sports, ecumenical and reunion markets
- Manages visitor info, itineraries, and trade show presence
- Develops annual destination campaigns

Partnership Development & Visitor Services

- Builds relationships with hotels, restaurants, attractions and DMOs
- Maintains relationships with Main St. Merchants
- Coordinates co-op marketing and travel packages
- Enhances visitor experience through service initiatives
- Tourism Center Operations
- Manages and promotes the Convention Center

Data & Impact Analysis

- Tracks attendance, visitor origins, and hotel utilization
- Produces quarterly impact and trend reports
- Leverages analytics for strategy and ROI

Campaign Integration

- Aligns tourism messaging with City branding
- Partners with Communications on advertising and outreach
- Promotes City events and destination visibility

Events & Promotions

Event Execution and Community Experience Discipline

Events

- Plans and produces City events
- Oversees public celebrations, cultural programming, and parades
- Provides support for external festivals and community partners

Foundry Art Centre

- Operates as a regional hub for arts, culture, and special events
- Hosts exhibitions, art education programs, and summer camps
- Manages facility rentals for weddings, private events, and performances
- Develops partnerships that promote local and regional artists

Event Experience & Partnerships

- Builds partnerships with sponsors, civic groups, and community organizations
- Establishes event standards, endorsement, and permitting policies
- Coordinates logistics with City departments, emergency services, and businesses

Performance & Impact Tracking

- Measures attendance, data, and event ROI
- Collaborates with Tourism on out-of-town visitation metrics
- Produces post-event performance summaries for continuous improvement

Creative Collaboration

- Partners with Communications & Marketing on branding, design, and advertising
- Ensures cohesive messaging and visual identity across all events

CITY OF SAINT CHARLES

Events generate experiences...

Communications tells the story...

Tourism markets it to broader audiences...

...and the city sees the economic return

Events & Promotions



- Event Planning & Execution
- Consistent **City Event Calendar**
- Visitor-Focused Programming

Communications & Marketing



- **Timely & Consistent Information**
- **Clear Consistent Messaging**
- **City-Wide Brand Management**

CVB



- **Steady Promotion Plans**
- **Consistent Destination Marketing**
- **Visitor Services & Outreach**



Residents and visitors get one cohesive City Experience

Recommendations Moving Forward Today

- From Special Events & Communications, create two new departments – (1) Events & Promotions, and (2) Communications & Marketing
- Leave CVB operations as it is right now
- Hire two new directors – Communications & Marketing and CVB Director
- Spend 2026 reviewing the data and organizational structure presented today with the 3 department heads and Administration
- Come back in January 2027 with final recommendations for any operational/collaboration changes/recommendations



Contact Us



City Hall
200 N. Second Street
Saint Charles, MO 63301



(636) 949-3200



www.stcharlescitymo.gov

RCA FORM (OFFICE USE ONLY)

MEETING/DATE: 01/13/2026

Regular Special Work Session

ATTACHMENT: YES NO

Request for Council Action

Description: Discussion Relative to Establishing Council Retreat Schedule and Locations

Summary:

Council should consider establishing a standardized retreat cadence and location policy to improve scheduling efficiency, predictability, and team-building. Options include in-town or out-of-town formats, with varying frequencies (one to three sessions annually). Council input on preferred structure, timing, and location will guide staff in drafting a formal proposal for adoption.

By: Councilmember Vince Ratchford

Date: 01/06/2026

4.

Council Retreat Planning

Background

Staff has been attempting to plan council retreats by identifying possible accommodations and polling council members for availability. This process has proven inefficient, as a single scheduling conflict often requires starting over. To improve efficiency and predictability, council should consider establishing a standard retreat cadence and location policy.

Discussion

1. Location

- **In-Town:** Easier for family/work balance, youth sports, other local commitments.
- **Out-of-Town Overnight:** Stronger team bonding through shared meals and fewer distractions. Requires vacation days and childcare & youth sports adjustments.

2. Frequency & Cadence (All should be regularly scheduled. Examples: last Saturday in January + 4th Tuesdays in April & October; or last Friday – Saturday in September for overnight option)

- **Option A:** One long Tuesday night + one full Saturday annually.
- **Option B:** Two long Tuesday nights + one full Saturday annually.
- **Option C:** Overnight retreat options as described below:
 - All day Friday into Saturday half day,
 - Tuesday night half day into all day Wednesday.

3. Key Considerations

- **Predictability:** Standardizing dates avoids repeated rescheduling.
- **Accessibility:** Balancing council, staff, and family/work commitments.
- **Team Building:** Value of shared meals and extended time together.

Next Steps

Council discussion and feedback on preferred retreat structure, timing, and location. Staff will use council input to draft a formal proposal for adoption.

Council Retreat Planning – Decision Matrix

Option	Format	Frequency	Pros	Cons
A	One long Tuesday evening + one full Saturday	2 sessions annually	Predictable, balances weekday and weekend; less time away from family/work	Limited team building time compared to overnight
B	Two long Tuesday evenings + one full Saturday	3 sessions annually	More touchpoints for planning and discussion; avoids overnight travel	Higher time commitment; Limited team building time compared to overnight
C1	Overnight: Friday all day + Saturday half day	1 session annually	Strong team bonding; extended time together; fewer distractions	Requires vacation days, family adjustments
C2	Overnight: Tuesday half day (evening) + Wednesday all day	1 session annually	Combines weekday structure with overnight bonding; immersive	Midweek disruption to work/family schedules; requires vacation days

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Bill # N/A

MEETING/DATE: 1/13/2026

Regular Special Work Session

ATTACHMENT: YES NO

Report Resolution Ordinance

Request for Council Action

Ward(s): All

Sponsor(s): _____

Description:

A presentation from City Staff to discuss the current status of Video Lottery Terminals (VLTs). options for City Council action on this matter, and Staff's recommendation

Contract Extension/Renewal: Yes No

Information Paper Attached: Yes No

Staff Recommendation: Approve Disapprove

Board/Committee/Commission Recommendation: Approve Disapprove

Summary:

There was previously a work session discussion on VLTs in November 2024. This discussion will provide an update on developments on the legal status of VLTs in Missouri, other cities' approaches to regulating VLTs, and options for City action on this matter.

Budget Impact: (revenue generated, estimated cost, CIP item, etc.)

Fiscal Impact: _____ **Select One** _____

Account #: _____

Project #: _____

RCA prepared by: Legal Dept. Dir. Hkm Finance Dir. gaw Dir. of Admin. u

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MEETING/DATE: 1/13/2026

Regular Special Work Session

ATTACHMENT: YES NO

Report Resolution Ordinance

Request for Council Action

Ward(s): N/A

Sponsor(s): N/A

Description:

At the request of Councilmember Vince Ratchford, a discussion relative to The City of St. Charles' Department Director hiring process.

Contract Extension/Renewal: Yes No

Information Paper Attached: Yes No

Staff Recommendation: Approve Disapprove

Board/Committee/Commission Recommendation: Approve Disapprove

Summary:

Administration and Human Resources will provide information and answer questions in regards to the City's Department Director hiring process.

Budget Impact: (revenue generated, estimated cost, CIP item, etc.)

Fiscal Impact: \$ 0.00 N/A

Account #: N/A

Project #: N/A

RCA prepared by: C Bray Dept. Dir. (C) Finance Dir. N/A Dir. of Admin. (C)

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