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**CITY COUNCIL
WORKSESSION AGENDA
CITY OF CREVE COEUR
Dielmann Complex
11400 Olde Cabin Road
Wednesday, January 09, 2013
6:00 PM**

CALL MEETING TO ORDER

ROLL CALL

DISCUSSION ITEMS

1. Strategic Planning.

Summary: Strategic Planning Work Session I was held on December 18, 2012 and focused on developing a vision for organizational goals. Work Session II will focus on developing the details of what should be accomplished and how.

Pursuant to Section 610.022 RSMo., the City Council could, at any time during the meeting, vote to close the public meeting and move to closed session to discuss matters relating to litigation, legal actions and/or communications from the City Attorney as provided under Section 610.021(1) RSMo. and/or personnel matters under Section 610.021(13) RSMo. And/or employee matters under Section 610.021(3) RSMo. and/or real estate matters under Section 610.021(2) or other matters as permitted by Chapter 610.

Posted: _____ posted 1/4/13

Deborah Ryan, MPCC
City Clerk



Strategic Planning Work Session II

January 9, 2013

6:00 p.m. – 9:00 p.m.

6:00 Welcome and Dinner

6:20 Review of Work Session I

In the first work session, the governing body had the opportunity to consider a vision for the community, to develop a mission for municipal operations and to begin a discussion of goals. Tonight's meeting will delve into more detail in what needs to be accomplished and how to get it done.

6:30 Review of Draft Vision, Mission and Goals

7:00 Implementing the Goals

Working in small groups, Council members will identify action items needed to realize their goals, building on ideas from the first work session. Action items can include everything from big projects like the recent street maintenance program to policy considerations or community involvement issues.

Each group will be assigned a sub-set of goals and will develop a list of action items for them. Goals will then be rotated among the groups so each small group has an opportunity to discuss all goals.

Final results will be discussed as a group.

8:00 Prioritization

With outcomes identified, Council will be given the opportunity to consider what outcomes should receive the highest priority over the next five years.

Each participant will be given two colors of dot-stickers to place on action items, one color to indicate high priority items and another to indicate urgent items. Results will be discussed among the group.

8:45

Next Steps

9:00

Final Comments and Adjournment



**Strategic Planning Work Session I
Tuesday, December 18
Meeting Notes**

Elected Officials present: Mayor Glantz, Council Members Charlotte D'Alfonso, Robert Hoffman, Beth Kistner, David Kreuter, Scott Saunders, and A. James Wang.

Staff present included Kirsten Barnes, Jaysen Christensen, Glenn Eidman, Jim Heines, Carl Lumley, Paul Langdon, Mark Perkins, Deborah Ryan, and Dan Smith.

Bob Kent, citizen, was also present.

1. Welcome and Review of Context for Strategic Planning

Mayor Glantz welcomed the elected officials present and introduced Beth Quindry with Shockey Consulting.

Over dinner, Ms. Quindry provided a review of existing planning documents to provide context to the strategic planning discussion. Powerpoint slides attached.

Ms. Quindry also discussed the purpose of strategic planning.

2. Introductions

Ms. Quindry asked the elected officials to tell the group where they grew up and had them answer this question: What was it about where you grew up that made it a great place?

Responses included:

- Parks were superb. Safe and sports leagues kept us busy. (2)
- We could get anywhere on a bike.
- Balance of small town feel and vibrant city nearby.
- We had a lot of independence, could do a lot on our own because it was safe.
- Transportation was good. Parks were close.
- There were central places to go. People knew me and watched out for me.

Ms. Quindry observed several themes - great parks and other central gathering places, connectivity (meaning that kids could get around well on their own whether it was on a bike or on public transit) and safety.

3. A Shared Vision: Write the Headline

Ms. Quindry led participants through a visioning exercise. Each person was asked to write headlines for the St. Louis Post-Dispatch for December 18, 2017 celebrating the city's success. Responses will be used to draft a vision statement that will be reviewed at the next work session.

- Great place to raise a family – good parks, school, hospitals and medical practices.
- Creve Coeur is a top livable city. (2 mentions)
- Creve Coeur offers exceptional city services.
- Creve Coeur noted as the safest city in the country.
- Creve Coeur is a great place to live, work and retire.
- Creve Coeur combines a high-tech boom town with suburban livability.
- Creve Coeur offers a bikeable town, unique stores and parks to explore.
- Boutique hotel and restaurant open in Creve Coeur.
- Biotech is taking off in Creve Coeur. (4 mentions)
- Creve Coeur is the perfect balance between residential and commercial.
- Metrolink expands to Creve Coeur.
- New artist to exhibit works (2 mentions) at new Creve Coeur public library.
- Creve Coeur leads effort to reduce number of municipalities.

4. Mission Statement

To develop ideas for a mission statement, Sheila Shockey from Shockey Consulting facilitated Council discussion of three questions: 1) What are some of the words or phrases you would use to describe city government as you would like it to be; 2) How can city government support the vision of Creve Coeur as discussed by Council; and 3) What should government stop doing?

Question 1: What are some of the words or phrases you would use to describe city government as you would like it to be?

- Balanced: representation, services, land use, financially (providing services citizens want in a cost-effective way)
- Professional
- Resident friendly

- Customer service focus
- Responsible and respectful
- Integrity
- Transparent
- Communicate to the community
- Proactive/Responsive
- Leaders – cutting edge, forward thinking
- Good employer
- Recognized as regional leaders
- Progressive
- Stable
- Cooperative

Question 2: How can city government support the vision for Creve Coeur?

- Leadership
- Decision Maker
- Service Provider
- Planner – guide/maintain good mix of land use
- Cheerleader
- Providing high quality of life to attract business and amenities
- Respond to community needs and knowing what is needed.
- Provide high quality infrastructure
- Understanding the culture- have finger on the pulse of the community
- Communication and public engagement
- Catalyst
- Maintain tax base – fiscally responsible
- Shaping community involvement
- Use Comprehensive Plan – living document

Question 3: What should government stop doing?

In response to this question, participants offered suggestions for how Creve Coeur might leverage the actions of others, from inspiring action among individuals by modeling best practices for sustainability to applying for grants.

Suggestions:

- Regional participation in area services – transportation/transit, other utilities, stormwater sewer
- Influences state/federal public policy to benefit our community

- Develop good forward-thinking public policy and seeing it through
- Open discussion of issues/concerns, reaching consensus
- Know where to go for answers, cooperating with other agencies
- Provide assistance even when not our services
- Encourage participation in government through boards and committees or other volunteer opportunities
- Leading by example, i.e. sustainability
- Developing new ordinances to meet changing needs
- Leverage other resources – grants, good project management, plan

5. Goal Statements: Goal Writing Exercise

Ms. Quindry reviewed results from the pre-workshop questionnaire. Two handouts were provided during the meeting (the same handouts had been provided before the meeting):

- 1) Summary of survey responses and
- 2) Strengths, Weaknesses, Opportunities, and Threats (SWOT) Matrix.

The group discussed each quadrant of the SWOT matrix and made some changes (revised SWOT Matrix attached).

- Added to weaknesses: lack of central gathering spot
- Modification (noted in italics) to opportunities: Municipal and *regional* partnerships
- Modification (noted in italics) to opportunities: Technology/*facilities* upgrades
- Added to opportunities:
 - Buying power of residents (calls for more revenue generating businesses)
 - East Olive corridor
- Removed from opportunities: Annexation
- Added to threats
 - Oversaturation – too crowded - how much density is too much?

Discussed but did not result in changes:

- Divisions or perceived differences among wards, parts of the city

Following the discussion of the pre-workshop questionnaire, Ms. Shockey lead the group through a goal writing exercise. Each person wrote down three goals on 3x5 cards. The cards were then passed to the person on the right and participants were instructed to cross off one of

the goals. The cards were passed to the right again and participants were asked to circle one of the two remaining goals.

Discussion began with each person offering the goal remaining on their original card. Goals reported:

- Provide structure to a virtual technology corridor.
- Participate with bio-belt marketing group.
- Renovate public spaces and work spaces at City Hall.
- Encourage high quality development in our commercial areas to compliment residential neighborhoods (continue balance).

Ms. Shockey asked the group about other goals listed that had been crossed off.

- Reduce long-term debt including pension liability and Millennium Park. (several mentions)
- Beef up infrastructure maintenance.
- Bring a library to Creve Coeur. (several liked this idea)
 - Space to gather, cultural programming, community center
 - Good to have at a town center
- Review and revise Comprehensive Plan.
- Maintain high level of services.
- Continue to listen to residents and business leaders.
- Advance and promote the Creve Coeur advantage.
- Maintain economic strength.

6. Next Steps

Ms. Quindry summarized the next steps in the strategic planning session. At the next meeting, Council will confirm outcomes and necessary steps to achieve them. The governing body will also participate in a consensus building activity regarding priorities. Following the second council session, staff will work together to further define implementation steps and bring a final report back to the City Council.

Question: Participants asked how staff would be involved in the process, specifically whether they would be actively participating in the next work session.

Answer: Staff would be available for questions but would not actively participate.

The next meet was scheduled for Wednesday, January 9, location to be determined.

7. Final Comments and Adjournment

The meeting adjourned at 8:30 p.m.



Strategic Plan Development

Work Session I
December 18, 2012

Material Review Summary Overview

- Purpose
- Information Considered
- Issue Areas:
 1. Residential Preservation
 2. Economic Development
 3. Community Health and Connectivity
 4. Community Image and Identity
 5. Basic Services
 6. Governance

Issue Area 1

Residential Preservation

2011 Citizen Survey Findings

- 61% of residents ranked building permits and inspections as Excellent or Good

Considerations/Context

- Re-occupancy inspection program for **apartments** will complete its first full year of operation in fiscal year 2013
- Planning Tool
 - Comprehensive Plan (2000)

Issue Area 2

Economic Development

2011 Citizen Survey Findings

- 67% of respondents were supportive or very supportive of annexing area north of Creve Coeur if annexation came at no cost to the city

Considerations/Context

- Recent economic activity continues the biotech trend - Helix Center Biotech Incubator, opened summer 2012
- Planning Tools
 - Downtown Plan (2010)
 - Economic Development Strategy (2009)
 - Comprehensive Plan (2000)

Issue Area 3

Community Health and Connectivity

2011 Citizen Survey Findings

- 95% of respondents rate **Parks and Recreation** as Excellent or Good

Considerations/Context

- Management of traffic, particularly in commercial areas, is an ongoing concern.
- Planning tools
 - Comprehensive Plan (2000)

Issue Area 5

Community Image and Identity

2011 Citizen Survey Results

No relevant citizen survey results

Considerations/Context

- Planning Tools
 - Downtown Plan (2010)
 - The Public Art Master Plan (2011)
 - Comprehensive Plan (2000)

Issue Area 4

Basic Services

Including Police Services, Streets, Trash Pick-Up and Recycling and Park Maintenance

POLICE SERVICES/SAFETY

2011 Citizen Survey Findings

- 99% of respondents report feeling Very Safe or Reasonably Safe in their neighborhood during the day.
- 81% of respondents report feeling Very Safe or Reasonably Safe in their neighborhood after dark.
- Of those who have had contact with the **Police**, 91% say the contact was Excellent or Good.

Considerations/Context

- Police Department received Commission for the Accreditation of Law Enforcement Agencies (CALEA) designation in March 2012.

Issue Area 4

Basic Services

Including Police Services, Streets, Trash Pick-Up, Recycling and Park Maintenance

STREETS, TRASH PICK-UP AND RECYCLING

2011 Citizen Survey Results

- 68% of respondents rate **Street Repair** as Excellent or Good
- 85% of respondents rate **Snow Removal** as Excellent or Good
- 94% of respondents were Very Satisfied or Satisfied with **Trash Pick-Up Service**
- 96% were Very Satisfied or Satisfied with the city's current **Recycling** program.
- 94% of respondents rate **Park Maintenance** as Excellent or Good

Considerations/Context

- Beyond basic: leaf pick-up, rear trash pick-up, limb chipping
- Planning tools
 - Capital Improvement Plan (2012)
 - Stormwater Management Plan (2012)

Issue Area 6

Governance

Including city finance, city management, city communications and sustainability

2011 Citizen Survey Results

- 93% of respondents rated the quality of services provided by the city as Excellent or Good
- 91% of respondents rate their treatment by city employees as Excellent or Good
- 84% of respondents rate the job the city is doing in keeping residents informed as Excellent or Good
- 82% of respondents report reading the city's newsletter every month.

Considerations/Context

- Municipal partnerships are saving the city money.
- Standard and Poor bond rating of AAA
- Planning tools
 - Annual Budget/5-Year Financial Forecast
 - Climate Action Plan (2010)

SWOT: STRENGTHS

“The population of Creve Coeur is generally older, more educated and more white collar than that of other communities in St. Louis County.”

Comprehensive Plan (2000), p.11

STRENGTHS

- People
- High Level of Services
- Fiscal Strength
- Central Location
- Planning

SWOT: WEAKNESSES

WEAKNESSES

- Aging physical assets
- Limitations of built environment
- Staff size v. Expectations

SWOT: OPPORTUNITIES

OPPORTUNITIES

“When the dust settles later this month, organizers will cut the ribbon on more than 30,000 square feet of space in a Creve Coeur office park where they aim to nurture startups in the area’s nascent life sciences field.”

*-St. Louis Beacon,
June 5, 2012 on
Helix grand
opening*

- Biotech
- Improving Economy
- Public Art
- Regional partnerships/Outsourcing
- Sustainability/Energy Efficiency
- Technology
- East Olive Corridor
- Buying power of residents

SWOT: THREATS

“The arrogance of success is to think that what we did yesterday is good enough for tomorrow.”

— William Pollard

THREATS

- Loss of Revenue
- Unfunded Mandates
- Natural Disaster
- Economic Uncertainty
- Complacency
- Saturation – too crowded –how much density is the right amount?

SWOT ANALYSIS

City of Creve Coeur

	HELPFUL	HARMFUL
INTERNAL	<u>STRENGTHS</u> ➤ People: citizens, staff, elected officials ➤ High Level of Services ➤ Fiscal Strength – city balance sheet, economic base ➤ Central Location ➤ Planning	<u>WEAKNESSES</u> ➤ Aging physical assets ➤ Limitations of built environment ➤ Lack of central gathering place ➤ Staff Size v. Expectations
EXTERNAL	<u>OPPORTUNITIES</u> ➤ Biotech ➤ Improving economy ➤ Public Art ➤ Municipal and regional partnerships/outourcing ➤ Sustainability/Energy Efficiency ➤ Technology/Facilities Upgrades to make work more efficient ➤ East Olive corridor ➤ Buying power of residents	<u>THREATS</u> ➤ Loss of Revenue ➤ Unfunded Mandates ➤ Natural Disaster ➤ Economic Uncertainty ➤ Complacency ➤ Saturation – too crowded –how much density is the right amount?

City of Creve Coeur
Strategic Planning
Pre-Workshop Questionnaire Results

Q.3 STRENGTHS

	Elected Sub- Total	Staff Sub- Total	TOTAL
Great, efficient staff	4	8	12
High level of services	2	8	10
Central location	7	1	8
Citizens - highly educated, engaged, well off, lends their expertise	3	4	7
Strong economic base - biotech, other	4	2	6
Good balance sheet, financial stability	1	2	3
Good relationship between elected officials and staff	0	3	3
Excellent Schools	2	0	2
Great hospitals and doctors nearby	2	0	2
Low crime	2	0	2
Elected officials - dedicated, professional	0	2	2
Excellent recreational opportunities	1	0	1
Strong balance of residential/commercial	1	0	1
Variety of park space	1	0	1
Great communication with residents and businesses	0	1	1
Pay for performance system	0	1	1

Q.4 WEAKNESSES

Staff size v. expectations	0	5	5
Traffic - particularly Olive	3	0	3
Confined area, built out (limited dev, revenue opportunities)	1	2	3
Acquiring representative input from cross section of citizens rather than vocal few	1	2	3
Aging retail strip malls	1	1	2
Large pension liability	1	1	2
Departments not working together, poor internal service	0	2	2
Revenue is largely derived from two sources, sales tax and utilities	0	2	2
Facility (city hall?) is outdated, technology improvements needed (credit card payment processing, office equip.)	0	2	2
No central gathering place	1	1	2
Aging housing stock	0	1	1
Current weak economy	1	0	1
Aging infrastructure	1	0	1
Further development will require new and enhanced infrastructure	1	0	1
Meeting stormwater management needs	1	0	1
Difficulty in redeveloping certain areas, esp. eastern Creve Couer	1	0	1
Under-developed/poor aesthetic on Lindbergh	1	0	1
270 divides city East-West	1	0	1
NIMBY attitude of some residents	1	0	1
Lack of walkability to restaurants and stores	1	0	1
Political/socio-economic division among wards	1	0	1
Narrow streets for traffic and bicycling	1	0	1
Recovering from Council disharmony	1	0	1
Lack of overall vision for the city	0	1	1
Lack of long-term planning involving elected officials	0	1	1
Salary caps on most experienced employees	0	1	1
Premium services without adequate revenue offset (golf course, rear trash pick up)	0	1	1
Large pension liability	1	0	1

City of Creve Coeur
Strategic Planning
Pre-Workshop Questionnaire Results

Q.5 OPPORTUNITIES

	Elected Sub- Total	Staff Sub- Total	TOTAL
Biobelt - for econ dev, branding/identity	2	2	4
Fund surplus, strong financial position, pay off Millenium Park debt early	2	2	4
Public art program	2	2	4
Update facilities, utilize technology to improve employee performance (wireless tablets, i-phones), new servers/computers, etc.	0	4	4
Municipal partnerships/outourcing where it makes sense/library district location	0	4	4
Identified downtown area is prime for coordinated development	2	0	2
Attractive to businesses	1	1	2
Strategic planning process, align services to resources	0	2	2
Sales tax revision to favor point of sale	1	0	1
Improve Lindbergh environment in order to better attract bio-tech/life science developme	1	0	1
Create strategic plan for east Olive corridor area	1	0	1
Set vision for city	0	1	1
Residential re-occupancy program	0	1	1
Consider adopting the International Green Construction Code	0	1	1
Climate change precipitating energy efficiency	0	1	1
Annexation	0	1	1
Remain competitive in terms of benefits and pay to attract good employees	0	1	1

Other:

Library downtown district recreation
natural gas
solar
technology
buying power lines
rezoning of Olive

Q.6 THREATS

Loss of revenue due to sales tax changes	2	2	4
Natural disaster	2	1	3
Pension liability	1	2	3
Fewer funding options for maintaining infrastructure	2	0	2
Lower quality development	1	1	2
Uncertain economy	1	1	2
Increasing healthcare/benefit costs	1	1	2
Satisfaction with the status quo, complacency	0	2	2
MSD and Federal regulations impacting design/construction of projects	0	2	2
Aging housing stock	0	1	1
Loss of revenue thru state legislation	0	1	1
Loss of revenue as land line revenue declines	1	0	1
Loss of revenue, internet sales taking from sales tax	1	0	1
Limited options for further budget cuts, staff is lean and efficient already	1	0	1
Deteriorating infrastructure	1	0	1
MoDOT requirements on Olive and Lindbergh	1	0	1
Stormwater issues	1	0	1
Federal and state mandates	1	0	1
Competition from other cities for revenue sources	1	0	1
Staffing requirements of grant application and administration	0	1	1
Retirements of key personnel	0	1	1

City of Creve Coeur

Strategic Planning

Pre-Workshop Questionnaire Results

Premium services provided at no cost to citizens	0	1	1
Aging population	1	0	1

I n t e r n a t i o n a l E x t e r n a l	Positive	Negative
	Strengths	Weaknesses
	Central Location People: staff, citizens, elected officials	
	Opportunities	Threats