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WORKSESSION AGENDA
CITY OF CREVE COEUR
CITY COUNCIL MEETING
300 N NEW BALLAS ROAD
Monday, February 10, 2014
6:00 PM

CALL MEETING TO ORDER

DISCUSSION ITEMS

1. **Strategic Plan Review and Update**.
   Summary: Staff will review progress on the 2013 Strategic Plan, and discuss changes and updates for 2014 and beyond.

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 2/6/14
Deborah Ryan, MPCC
City Clerk

STRATEGIC PLAN, 2013-2015

With 2014 updates

Introduction

The purpose of the strategic plan is to provide focus to municipal operations over the next three years. With so many worthwhile pursuits but limited resources, having a strategic plan will help Creve Coeur's city government focus energy, resources and time on strategic goals considered most important.

Process

The plan reflects thoughtful consideration by elected officials and city staff with support from Shockey Consulting in the initial plan development during 2013. The process began with a pre-workshop survey of council members that collected feedback on the city's strengths, weaknesses, opportunities and threats. Feedback from the survey and subsequent discussion with city staff provided the basis for the first of two work sessions with elected officials. During the two work sessions, Council members had the opportunity to express their vision for the City of Creve Coeur, consider how city operations support the vision and to identify goals and action steps for pursuing the vision over the next three years. Following the Council work session, staff provided additional input to action steps. Finally, performance measures (listed on page 10) were identified to monitor implementation of the Plan.

VISION

The City of Creve Coeur will be an exceptional place to live and work: a vibrant and progressive community, home to thriving residential neighborhoods and businesses, superior community amenities and world class research, technology and health centers.

MISSION

The City of Creve Coeur serves its citizens by providing superior municipal services and acting as a catalyst for community improvement.

GOALS AND ACTION STEPS

GOAL 1: The City of Creve Coeur will offer a superior mix of municipal services to provide safety and a high quality of community life.

1.1 Advance plans for redesign of government facilities.

2013

- Hire consultant to conduct space analysis and feasibility study. *(Public Works, Administration)*

  Status: Consultant hired in December, 2013; Space needs study to be completed by April 2014.

2014

- Considering space analysis, feasibility study and energy audit, determine cost of recommended improvements and options for funding. Determine next steps. *(Administration, Public Works, City Council)*

1.2 Develop a system for on-line payment of fees.

2013

- Review previous analysis of on-line payment options and make recommendation to city council. *(Finance)*

  Status: New software for Dielmann Recreation Complex was installed in Fall 2013; on-line park, community room, and program reservations will be available Spring 2014.

2014

- **New Objective**: Implement online business license renewals and inspection requests.
- **New Objective:** Provide residents and businesses the option to pay by credit card in-person for permit fees, inspection fees, as well as services provided at the Finance counter.
- (if approved) Implement on-line bill payment. *(Finance)*

1.3 Provide excellent customer service at government center "front desk."

2013

- Conduct additional trainings as needed to cross-train front desk staff. *(Finance, Community Development, Public Works).*

  Status: Ongoing cross-training has been provided of key functions at both the Community Development/Public Works Counter, as well as the Finance Counter.

  Customer service training was provided to all Government Center staff in early 2013, and will be repeated in 2014.

1.4 Identify resources needed including staff, equipment, and outside assistance in order to maintain or exceed current service levels. *(Ongoing, All Departments).*

Status: This objective is completed annually as part of the budget process.

1.5 Make the City of Creve Coeur an employer of choice.

2013/Ongoing

- Offer competitive salaries and benefits.
  - Continue participation in annual municipal salaries survey and evaluate results. *(Administration)*
  - Make adjustments as needed to ensure salaries and benefits are competitive with selected peer set. *(Administration, City Council)*
- Continue to provide opportunities for professional development including tuition reimbursement and membership in professional organizations. *(All departments)*

Status: City Council approved 3.2% merit increases for FY14 for employees in addition to market adjustments for certain positions. Salary and benefit surveys conducted annually prior to budget preparation.

1.6 Enhance sustainability of municipal operations.

2013

- Evaluate results of energy study to consider whether efficiencies can be gained in heating, cooling and running of city equipment. *(Public Works, Administration, Climate Action Committee)*

  Status*:* A contract to install solar panels at the Dielmann Recreation Complex has been signed, and installation will occur in spring resulting in energy savings each year. A heat and light recapture system is planned to be installed in FY-2014.

  Significant upgrades to the Government Center will be considered as part of the Needs Analysis.

2013/Ongoing

- Increase products purchased that follow green purchasing guidelines. *(All Departments)*

  Status: Public Works continues to purchase green cleaning products and adds to that list when we can. We also use recycled paper products in the restrooms at the Government Center and in the restrooms at our city parks.

  Other areas include the installation of energy efficient boilers, LED street lighting on Olive (Cross Creek to Mason), and energy efficient lighting in our government buildings.

1.7 Make city website more user friendly.

2015

- Conduct external peer review of all city communication tools every three years. *(Administration)*
- **New Objective:** Provide more interactive mapping capabilities on the city's website through the development of the city's Geographical Information System (GIS).

GOAL 2: The City of Creve Coeur will encourage a strong, diversified economic base that enriches quality of life in the city, preserves the integrity of residential neighborhoods and is consistent with the Comprehensive Plan.

2.1 Update Comprehensive Plan.

2013

- Develop scope for comprehensive plan update, considering input from the public regarding issues and challenges. *(Community Development, Economic Development Commission, Planning Commission)*
- Complete update to comprehensive plan, potentially using services of an outside consultant. *(Community Development, Economic Development Commission, Planning Commission)*
  - Consider best locations and land use policies for possible central gathering places.
  - Consider creation of a district for biotech.
  - Review plans for connecting the community via cycling and walking.
- Update future land use expectations for Olive Boulevard, East of Craig Road. *(Community Development, Planning Commission)*

- Update long-term land use goals for Light Industrial District. *(Community Development, Planning Commission)*

Status: Progress on the comprehensive plan update has been limited by a steady stream of current planning activity over the past year. Update now scheduled to be completed by June 30, 2014. Sub-plans for east Olive and the LI District are recommended for the 2014-15 timeframe. An LI District plan could be developed in conjunction with St. Louis County Economic Council focusing on development of the plant science sector.

2.2 Improve streetscape to attract businesses and shops on Lindbergh, Olive and elsewhere.

2013

- Investigate Lindbergh Streetscape Plan to identify aesthetic improvements. *(Community Development)*
- Evaluate possible streetscape improvements along Olive east of New Ballas Road. *(Community Development)*

Status: Staff has developed some alternatives for consideration within the 2014 CIP Update for improvements to Lindbergh Blvd. Artistic painting of Jersey-style barriers along Lindbergh was a leading idea from "For the Love of Creve Coeur" workshop in June 2013.

Olive streetscape improvements between New Ballas Road and Craig Road are envisioned in the CIP (pending future grant funding), and additional streetscape improvements east of Mosley Road are proposed to be considered as part of the East Olive Corridor study (Per 2.1 above)

2.3 Promote economic vitality.

2013

- Meet with existing businesses on an ongoing basis to open lines of communication, build relationships and identify needs (Mayor, Administration, Economic Development Commission)
- Research the prospect of providing wi-fi service along Olive Boulevard. *(Administration/Public Works/Community Development)*

Status: Two roundtables with technology-sector businesses were held by the Mayor and EDC. Several additional informal meetings with businesses were held by the Mayor and City Administrator.

No progress on the suggestion of wi-fi service along Olive, probably best suited to civic plazas and other public spaces as envisioned in the City's Downtown Plan.

2014

- Update Economic Development Strategy following completion of Comprehensive Plan update, potentially using services of outside consultant. *(Community Development)*
  - Consider strategies that would attract a hardware store and other convenience retail to the city.
  - Review role of the city in economic development including tax incentives and land assembly.

Status: Although the Comprehensive plan update is not yet complete, the update to the economic development strategy is underway with the EDC as of January, 2014, with a plan to complete by April 2014.

2.4 Consider sale or future uses of Fountain Park.

2013

- Prepare staff report with recommendation to Council regarding future of Fountain Park. *(Community Development)*

2.5 Partner with others to encourage economic development.

2013/Ongoing

- Work with the Economic Development Commission's technology group to define actions that would support the technology sector. *(Administration)*
- Work with St. Louis County Economic Council to identify opportunities for cooperation. *(Administration, Community Development)*
- Continue existing life sciences marketing efforts with St. Louis County Economic Council, Monsanto and the Danforth Plant Science Center. (*Administration, Community Development)*
- Explore mentoring opportunities with educational institutions so that local graduates acquire skills necessary for employment with local technology companies. *(Administration)*

Status:

- Technology Sector – EDC held two roundtable meetings with technology businesses, and plans to continue collaborating with technology businesses going forward, providing support where possible.
- St. Louis Economic Council (STLEC)– a branding plan was substantially completed through a joint effort of the City, STLEC, Danforth and BRDG Park. The City will continue to collaborate with the STLEC on the life sciences sector: 1) branding/marketing 2) development of a sector plan for the LI district
- Mentoring Opportunities - City sponsored a Coro Fellow/University of California-Berkeley student in fall 2013 to work with Community Development Department staff to research sustainable practices for inclusion in Comprehensive Plan update.

2.6 Promote specific implementation of Downtown Plan

2013

- Adopt downtown zoning ordinance. *(Community Development, Planning Commission, City Council)*
- Prepare street design renderings to help developers and the community visualize the possibilities in developing the designated downtown area. *(Community Development)*
- Investigate ways for the city to stimulate initial development in the downtown area, including purchasing land and offering incentives to developers. *(Community Development, Planning Commission, Economic Development Commission, City Council)*
- Research possibility of forming a development corporation. *(Community Development)*

Status:

- The form-based code for downtown is in late-stage review by PZ, scheduled to be considered by Council in April 2014.
- Renderings to be considered as part of form-based code review process, Feb-march 2014.
- The form-based code for downtown will include development incentives.

2014

- Evaluate options for creating a central civic space.

GOAL 3: The City of Creve Coeur will be a responsible steward of tax payer dollars while providing services desired by the community.

3.1 Update the city's long-range financial projections.

2013

- Review tax structure, evaluating service impact of reducing tax rates for city's portion of utility tax and property tax and make recommendation to Council regarding tax rate adjustment. *(Finance)*
- Address long-term pension plan liability, considering use of fund reserves to reduce long-term pension plan liabilities. *(Administration, Finance, City Council: discussions underway, spring 2013)*
- Pay off Mill Park debt using fund reserves. *(Administration, Finance, City Council: discussions underway, spring 2013)*
- Consider long-range capital improvement needs in allocating/earmarking a portion of city's fund reserves. *(Administration, Finance, City Council: discussions underway, spring 2013)*

Status:

- Per Council direction, the electric utility tax rate for residential properties was reduced from 7% to 5.5%; the property tax rate was held consistent with the prior year, under the city's allowable cap rate.
- Council committed to $300,000 in additional funding annually for five years to reduce the pension liability;
- Millennium Park debt retired as of January 1, 2014
- Funds for street resurfacing/reconstruction increased by $300,000 annually over 5 years per the approved FY 14-18 CIP.

3.2 Pursue change in regional sales tax distribution.

2013

- Develop policy position and promote that position to city's legislative delegation. *(Finance Director, City Administrator)*

Status: Ongoing. The City is concerned about the current distribution of sales tax, resulting in Creve Coeur sharing about 20% of the sales tax generated in the city. The Mayor and City Administrator have communicated the city's concerns with the legislative delegation at various venues, including the annual MML Legislative Conference in Jefferson City. This will require an ongoing effort and better consensus among cities as to the best or most viable legislation.

Ongoing

- Monitor and participate in ongoing discussions among regional leaders regarding the sales tax. *(Finance Director, City Administrator)*

3.3 Continually evaluate municipal operations for cost savings, including but not limited to, use of technology, outsourcing and innovative service delivery.

2013

- Consider cost-benefit of providing various trash and recycling services in preparation for end of current contract in June 2014. *(Public Works, Administration)*
- Move forward with outsourcing of information technology management. *(Finance Department)*
- Continue to use cost benefit analysis to make informed decisions. *(All Departments)*

Status:

- Trash & recycling contract analysis and process was completed;
- Switched life, AD&D and vision insurance providers to reduce costs by approximately $7,100/annually.
- IT services were partially out-sourced in January 2013. The city estimates a $13,000 savings for FY 2014.
- The city purchases salt at a reduced rate through the co-op with other municipalities.
- Staff continues to utilize state contracts to purchase equipment.
- The city collaborated with Maryland Heights, Saint Louis County, and other municipalities to jointly complete the GIS aerial photography for our GIS system at a substantial cost savings.

3.4 Investigate additional opportunities to share services and resources and save money without affecting quality of services.

2013

- Investigate joint contract opportunities for street resurfacing with other communities. *(Public Works)*
- Investigate formalizing the mutual aid agreement for emergency services related to public works. *(Public Works)*

Status:

- Based on the current quantities obtained by the city for its annual street program, we have determined that any additional savings from combining contracts with other cities would be inconsequential, but the additional project coordination and complication of dealing with multiple standards across city lines would be substantial.
- The informal mutual aid agreements with other public works agencies have been functioning well and we do not see a substantial benefit to formalizing such.

2014

New Objective: The City continues to collaborate with Parkway Middle School to host the city's new Farmers Market.

3.5 Supplement city revenues as appropriate to increase services available to residents.

2013

- Investigate resident cost-sharing or creation of a neighborhood improvement district for construction of local storm water projects. *(Public Works)*

Status: The Storm Water Committee discussed a cost share program at the July 17, 2013 meeting. They felt it was not appropriate to spend public money on private property, however they did support the idea of an NID created by the residents within a set district to construct storm water improvements on private property.

Ongoing

- Continue to aggressively pursue grant opportunities for municipal operations and capital projects. *(All departments)*

Status: The city successfully applied for a Needs Analysis grant from the regional parks commission for the Dielmann Recreation Complex. Also, staff secured a construction grant from the Regional Parks Commission grant for renovations to the DRC, to be completed in summer 2014.

The City unsuccessfully applied for a federal grant for improvements to Emerson Road. Staff intends to make adjustments to the project and resubmit in spring, 2014, along with another road project (most likely, Warson Road).

3.6 Improve maintenance program to extend equipment life.

2013

- Utilize software to track lifecycle costs for vehicles and recommend replacement policy. (Public Works)
- Continue practice of partnering with St. Louis County for repair of vehicles and heavy equipment. (Public Works)

Status: Staff is currently researching software options for our vehicle management program, projected implementation summer 2014.

Major, selected repairs of our public works fleet continue to be handled by St. Louis County. Other vendors are also considered on a competitive basis, based on cost, quality and time.**2014**

- Consider constructing vehicle / equipment storage facility on 1030 N. Lindbergh property to shelter equipment and extend life.

Status: Included in the FY 14-18 CIP.

GOAL 4: The City of Creve Coeur will identify and pursue opportunities that bring citizens together and foster a sense of community.

4.2 Encourage events that bring people together.

2013

- Research the possibility of food trucks to draw people to city parks and the Dielmann Complex *(Park and Recreation, Administration, Parks and Recreation Committee)*

Status: Two food trucks were secured for the Symphony in the Park event on September 7, although one of which withdrew due to the extreme heat. An Amending ordinance pertaining to food trucks to be considered by Council February 10.

2013/Ongoing

- Continue implementation of Parks Marketing Plan to promote use of city parks as active destinations rather than only passive destinations. *(Parks and Recreation)*
    - Increase marketing in schools.
    - Educate members of the community about Parks programming.
    - Educate staff regarding all Parks programming so they can market services more broadly.
    - Specific events to promote: Flicks on the Fairway, Passport to Play
- Host or co-host 2-3 teen events at the Dielmannn Center. *(Parks and Recreation)*
- Partner with St. Louis Symphony to bring concerts to city parks. *(Parks and Recreation)*

Status:

- A marketing plan was implemented for golf and the Heart to Heart Run as well as more focused marketing for attracting private ice buyers. These plans included specific revenue and/or attendance goals, targeted demographics, etc. In 2014, that plan will expand to include all recreation programming and special events.
- Marketing in schools was held until Spring 2014 to focus on special events and summer camps as that might have the broadest appeal.
- Through the launch of the Parks & Recreation Facebook page (www.facebook.com/crevecoeurparks) and Pinterest page as well as continued use of the email list on the City's website, regular posts and email blasts kept the community informed about upcoming activities. Implementation of a monthly calendar at the Ice Arena and on the City's website also provided more visibility to regular activities as well as special events.
- Teen Events –
    - In January, the First Friday Glow Skate was introduced, and there was a significant increase in Friday skate attendance. The program was held in January, February and March and resumed again for skates in October, November & December.
    - Staff is currently in discussions with Maryland Heights Parks & Recreation to implement some type of Safe Summer Nights program for teens as well.
- On September 7, Millennium Park played host to the trombone section of the St. Louis Symphony through their Symphony in Your Neighborhood program. Additional family activities and the Teachers for Tappmeyer Faculty Art Show were also part of the event. Though the turn-out was limited due to a storm early in the day and extreme heat, the event was well-received by both the musicians and the residents.

2014

- Promote Vintage Baseball Game.
- Research the possibility of reestablishing the community garage sale/flea market. *(Parks and Recreation, Parks and Recreation Committee)*

Status:

- The vintage baseball game is scheduled for April 12, 2014, in Millennium Park and promotional efforts are underway.
- A community-wide garage sale is planned for spring, 2014.

4.3 Expand bicycling and pedestrian facilities throughout the city.

2013

- Adopt St. Louis Regional Bicycle Master Plan for Creve Coeur.
  - Consider the Plan's bike facility recommendations as part of ongoing construction and maintenance on major arterials.

Status: The Gateway Bike Plan's recommendations for roads within the City's control are either in place or could be accomplished, so adoption of the plan could take place following the Comprehensive Plan update. The Bike Plan will be evaluated for inclusion in the Transportation element of the Comprehensive Plan, the update of which is expected to be completed by the end of FY2014.

(A related action step is included as part of the update to the City's Comprehensive Plan. See Goal 2: Economic Vitality on page 3)

4.4 Promote public art.

2013

- Recommend first art installation including location and potential acquisitions. Complete installation. *(Arts Commission)*
- Investigate source of ongoing funding to promote public art in Creve Coeur. *(Arts Commission, Community Development, Finance, Administration, City Council)*

Status: The Arts Commission is expected accept a set of three coordinated sculptures from a local artist and, if accepted, the Parks Commission will designate sites in one or more City parks for their installation. Funding will be sought in FY2015 for those installations.

Ongoing

- Liaison with the school districts to display student art and promote the work of the Arts Commission.

Status: The Horticulture, Environment and Beautification Committee and the Arts Commission is hosting an Arbor Day Celebration/Art Contest open to all ages on Sunday, April 27, 2014 in Millennium Park.

Please note: Council identified the creation of a central gathering place as an important action step to connect people. Action steps related to a central gathering place can be found under Goal 2, Economic Vitality: Objective 2.1 Comprehensive Plan Update and 2.6 Downtown Plan.

GOAL 5:

The City of Creve Coeur will mobilize the knowledge and skills of residents and other community stakeholders to contribute to decisions that guide the city's future, thereby building civic leadership and engagement.

5.1 Encourage citizen involvement in city affairs.

2013

- Host a half day seminar with Peter Kageyama to encourage civic pride and engagement of citizens to improve the city. *(Administration, scheduled for June 2013)*
- Investigate how to provide information to new residents by coordinating with realtors and schools to target newcomers to the community. *(Administration)*
- Consider use of Chamber's contact database as a way to distribute information on city issues related to business. *(Administration)*
- Monitor vacancies on boards and commissions and use public relations campaign to increase involvement as needed. *(Administration)*

Status:

- "For the Love of Creve Coeur" workshop held in June, 2014 with about 75 participants. Several ideas from the workshop emerged including establishing a farmer's market; artistic painting of the Jersey barriers on Lindbergh, and promoting the city through t-shirts.
- New resident guides are available online.
- The newsletter and website have been used to encourage involvement in city boards and commissions.

2014

- **New objective**: Create one to three minute videos to inform public about various city services, issues, personnel, and boards and commissions.

5.2 Seek media coverage for city news and events.

2013

- Consider semi-annual meetings with local media to brief them on city affairs and encourage coverage of important city issues. *(Administration)*
- Complete 15 and 30 second Creve Coeur "videos" for use in promoting the city, place on website and YouTube. *(Administration)*

Status:

- Local media coverage continues to dwindle with the loss of "The Patch". Media contacts are emailed information from staff following Council meetings or upon other newsworthy events. Staff has increased its use of STL Today website for uploading articles
- 15 and 30 second Creve Coeur videos have been completed –

Ongoing

- Continue to recommend human interest stories to local press as well as stories on legislative and policy issues. *(Administration)*

5.3 Continue efforts to promote sustainability in the community.

2014

- Develop voluntary energy-star rating program for commercial buildings. *(Climate Action Committee, Administration)*

2015

- Launch voluntary energy-star rating program for commercial buildings. *(Climate Action Committee, Administration)*

- **New Objective:** Update the Comprehensive Plan to include an Energy and Sustainability section.