



**WORK SESSION MEETING
AGENDA
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
MARCH 13, 2017
6:00 PM**

CALL TO ORDER

ROLL CALL

DISCUSSION ITEMS

- 1. Approval of Work Session Minutes Dated December 12, 2016, January 9, January 23 and February 27, 2017**
- 2. Draft Strategic Plan Fiscal Years 2018-2020**
Summary: Follow up review of the draft Strategic Plan for Fiscal Years 2018-2020. Beth Quindry from Shockey Consultants will be present.

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 03/9/2017
Deborah Ryan, MPCC
City Clerk



City Council
300 North New Ballas Rd
Creve-Coeur, MO 63141

SCHEDULED

Meeting: 03/13/17 06:00 PM
Department: Legislative /City Clerk
Category: Report
Prepared By: Debbie Ryan
Initiator: Debbie Ryan
Sponsors:

DRAFT MINUTES (ID # 2335)

DOC ID: 2335

Approval of Work Session Minutes Dated December 12, 2016, January 9, January 23 and February 27, 2017



**WORK SESSION MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
DECEMBER 12, 2016
6:00 PM**

Present: Mayor Glantz, Council Member Council Members Lawrence, D'Alfonso, Ruzicka, Hoffman, Faron, Baseley, Travers, Saunders

Also Present: Richard Kutta, George Dirkers, Richard Koch, Joe Martinich, Marjorie Ritcher, Beth Kistner, Todd Sweeney, Navigate/Paric

Staff Present: Mark Perkins City Administrator, Carl Lumley City Attorney, Jason Jaggi Community Development Director, Jim Heines Public Works Director, Sharon Stott Assistant to the City Administrator, Chief Eidman and Deborah Ryan City Clerk

1. Police Station Status and Planning

Mark Perkins explained that Navigate Building Solutions is a newly formed branch off company of Paric focusing on construction management in the public sector. Same employees that the city has been working with will continue to work with Creve Coeur but under the Navigate brand.

Todd Sweeney reviewed the overall scope of the project. (Exhibit A)

Council Member Ruzicka asked about the budget for the project.

Todd Sweeney stated the budget will need to be closely managed and Creve Coeur has set the budget at the midpoint price range for a turn-key facility.

Todd Sweeney reviewed Key Project Position – 'Inclusion' and discussion of the two different positions. Mr. Sweeney stated staff recommends Position 1 where the city promote inclusion on the project and solicits MBE/WBE involvement. Council unanimously agreed.

Todd Sweeney reviewed the different options for sustainability. Mr. Sweeney stated staff and the E & E Committee recommends Position 2 where the city requires the design team to identify cost neutral sustainability initiatives to be undertaken as part of this project. Furthermore, the design team would be required to document the results of these initiatives. The city would then generate a city-wide news release focusing on the sustainable accomplishments made as part of these projects. Under this scenario, the City will not seek LEED certification due to its cost and uncertainties. Council unanimously agreed.

Joe Martinich stated the Energy and Environment Committee support a sustainable building.

Todd Sweeney reviewed the different options for labor. Mr. Sweeney stated staff and administration has recommended Position 1 where the city allows all citizens/vendors to compete on the project in accordance with the Missouri Prevailing Wage Requirements. Richard Koch stated that based on his experience, requiring union labor will significantly increase the cost of the project. Council unanimously agreed.

Council Member Lawrence asked when interviewing can the city find out what percentage of design change orders have the applicants had on previous projects.

Mr. Sweeney said that would be difficult information to obtain, but the city can ask for information on errors and omissions insurance claims.

2. Financial Advisor



**AGENDA
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
DECEMBER 12, 2016
6:00 PM**

Dan Smith reviewed his memo dated December 8, whereby WM Financial Strategies is recommended to serve as Financial Advisor for the reasons stated in the report. No Council action is needed as the expenditure amount is within the authority of the City Administrator.

3. Work Session Minutes Dated November 28, 2016

Council Member Hoffman moved, seconded by Council Member D'Alfonso to approve the work session minutes dated November 28, 2016.

Approved by unanimous vote.

Adjourned at 6:57 p.m.



**JOINT WORK SESSION MEETING
AGENDA
CREVE COEUR
CITY COUNCIL AND STORM WATER COMMITTEE
300 NORTH NEW BALLAS RD
JANUARY 9, 2017
6:00 PM**

Present: Mayor Glantz, Council Member Council Members Lawrence, D'Alfonso, Ruzicka, Hoffman, Faron, Baseley, Travers, Saunders

Also Present: Crystal Howard and Brian Hoelscher of MSD, Tom D'Alfonso, Martin Jaffee both of the Storm Water Committee

Staff Present: Mark Perkins City Administrator, Lee Curtis Acting City Attorney, Jason Jaggi Community Development Director, Jim Heines Public Works Director, Matt Wohlberg City Engineer, Lt. Konski and Deborah Ryan City Clerk

1. MSD Presentation

Brian Hoelscher and Crystal Howard gave a presentation regarding MSD's Project Clear. (Exhibit A)

2. Stormwater Project Update

Martin Jaffee, Storm Water Committee representative stated the Storm Water Committee has been trying to come up with a storm water ordinance that will address some of the reoccurring residential run-off issues that the city has been dealing with, primarily involving teardowns.

Council Member Hoffman asked could the city require bonds on projects that could cause a potential storm water issue.

Matt Wohlberg stated yes, but it would substantially increase the cost of a building/construction project.

Council Member Hoffman stated teardown/rebuilds are destroying neighboring properties with no consequences to the resident that causes the issues.

Jim Heines stated we need regulation that requires the post construction area meets the same water runoff as pre construction.

Council Member Hoffman stated we need an ordinance that requires no net change of water runoff and requires a bond to ensure that there is no change. Council concurred.

Staff agreed to work with the Storm Water Committee to bring a draft ordinance to Council by this spring.

Adjourned at 6:59 pm



**WORK SESSION MEETING
MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
JANUARY 23, 2017
6:00 PM**

Present: Mayor Glantz, Council Member Council Members Lawrence, D'Alfonso, Ruzicka, Hoffman, Faron, Baseley, Travers, Saunders

Staff Present: Mark Perkins City Administrator, Lee Curtis Acting City Attorney, Jason Jaggi Community Development Director, Jason Valvero Parks and Recreation Director, Tim Brinks Assist Parks Director, Bess McCoy Public Information Officer, Sharon Stott Assistant to the City Administrator, Jim Heines Public Works Director, Matt Wohlberg City Engineer, Lt. Konski and Deborah Ryan City Clerk

1. Website Redesign Update and Review

Bess McCoy reviewed the proposed website with Council and discussed changes.

Council Member Baseley asked if there is a new resident section for people that have just moved into the city or plan to move.

Bess McCoy stated there is a new resident's guide on the website that can be downloaded and reviewed.

Council Member Lawrence asked if the Golf Course website will link to Golf Now for reservations.

Bess McCoy stated yes and mobile access to the city's website is better. Anticipated go live date is May 10, 2017.

2. Walters Golf Management Contract Review

Mark Perkins stated the Walters Consulting contract was originally signed on a month by month basis. There are many things that staff can now handle without the assistance of Walters Consulting with cost efficient measures and is recommending not renewing the contract.

Jason Valvero and Tim Brinks reviewed the staff report. (Exhibit A)

Council Member Hoffman asked if staff can run the reports without assistance and stated he didn't feel that it is necessary to review hourly reports that indicate course usage.

Council Member Lawrence stated the Golf Course Task Force will assist in the reviews of information and make recommendations.

Jason Valvero stated with the funds saved by not renewing the contract, staff can hire an intern to do some of the additional research and reports to help tract usage.

Adjourned at 6:38 pm



**WORK SESSION MEETING
MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
FEBRUARY 27, 2017
6:00 PM**

Present: Mayor Glantz, Council Member Council Members Lawrence, D'Alfonso, Hoffman, Faron, Baseley, Travers, Saunders

Staff Present: Mark Perkins City Administrator, Carl Lumley City Attorney, Jason Jaggi Community Development Director, Sharon Stott Assistant to the City Administrator, Jim Heines Public Works Director, Matt Wohlberg City Engineer, Chief Eidman and Deborah Ryan City Clerk

1. Capital Improvement Program FY2018 to FY2022

Mark Perkins reviewed the proposed CIP 2018-2022 (Exhibit A)

Council Member D'Alfonso stated as a city we say that we want to be more walkable/bikeable community. The CIP is only repairing current trails/sidewalks and asked when in the future are we, as a city, going to plan for new/additional trails/sidewalks/parks.

Council Member Lawrence stated the Park Committee has been discussing where in the city to place a possible new park.

Mayor Glantz stated sometimes opportunities present themselves during a development or redevelopment and we could wait until then to allow for budgeting/funding opportunities.

Mark Perkins stated that some funding can be included in the plan to research potential projects, if there is a consensus to do so.

Council Member Lawrence stated what we want and where we want it are discussions that the Council needs to have before creating a budget.

Council Member Travers suggested that the Council should use the ongoing strategic planning process to identify priorities including potential new trail/pedestrian projects before allocating funds.

Jason Jaggi stated that the draft comprehensive plan emphasizes pedestrian facilities, and once this plan is approved we can begin to establish priorities.

Adjourned at 6:56 pm



City Council
300 North New Ballas Rd
Creve-Coeur, MO 63141

Debbie Ryan
City Clerk
(314) 872-2517
www.creve-coeur.org/

Meeting: 03/13/17 06:00 PM

DOC ID: 2345

DISCUSSION ITEM (ID # 2345)

Draft Strategic Plan Fiscal Years 2018-2020



STRATEGIC PLAN FY2018-2020

VISION

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

MISSION STATEMENT

The City of Creve Coeur serves its citizens by providing superior municipal services and being a leader for continuous community improvement.

VALUES

Service Delivery

- Quality. We seek to be the best in all we do, applying best practices in delivery of municipal service delivery.
- Commitment. We are committed to doing things right and working hard to deliver excellent service to our community.

People Centered

- Responsive. We seek to understand and be responsive to the needs of residents and businesses through ongoing dialogue.
- Employees. We value the employees who deliver municipal services and seek to be an employer of choice in order to keep and attract a talented workforce.
- Celebrating diversity. We embrace the diversity in Creve Coeur's population and consider it a strength of our community, something that sets us apart from others.

Decision Making

- Flexibility. We are open to new ideas and willing to try new ways of doing business.
- Community-mindedness. We consider the impact of our decisions on the city as a whole, as well as those immediately impacted.
- Forward-thinking. While mindful of current needs, we work to anticipate the future needs of Creve Coeur's residents and businesses and plan accordingly.

Stewardship

- Fiscal responsibility. We are good stewards of the City's financial resources, committed to long-term financial stability of the City.
- Sustainability. We seek to incorporate sustainability into decision making, both within municipal operations and as a leader in the community at large.

GOALS & OBJECTIVES

GOALS	OBJECTIVES
1. Encourage civic engagement.	a. Communicate effectively with citizens. b. Bring people together. c. Maximize participation in elected and appointed bodies.
2. Enhance parks, parks programs, and green space.	a. Develop more parks programs. b. Promote parks and parks programs. c. Increase the number of parks and parks amenities.
3. Support a strong and diverse economic base.	a. Implement the 39 North Plan. b. Consider strategies to attract desired businesses. c. Promote Creve Coeur.
4. Practice and promote sustainability.	a. Update and implement bicycle and pedestrian plans. b. Integrate sustainability into municipal operations. c. Serve as a community leader in sustainability.
5. Create a greater sense of place.	a. Support development of a town center. b. Diversify housing options. c. Support public art. d. Encourage high quality development.
6. Maintain excellent municipal services.	a. Control long-term costs. b. Use technology to improve municipal services. c. Ensure a competitive work environment.

FY2018-2020 STRATEGIC PLAN ACTION ITEMS

GOAL 1: ENCOURAGE CIVIC ENGAGEMENT

1a. Communicate effectively with citizens.

	Implementation Lead	Priority	FY Schedule
Build social media following thru low cost advertising.	Public Information Officer	2	2018
Review new resident guide and update as needed.	Public Information Officer	2	2018
Investigate and make recommendation for funding of electronic signage outside of government center – include grants and Capital Improvement Plan as options. \$	Public Works Director	2	2019
Form working group to make recommendation regarding new directional signage in government center lobby to improve wayfinding by visitors to City Hall.	Public Works Director	1	2020
Compile lists of community boards; post fliers for at least three high priority events each year.	Public Information Officer	Ongoing	2018, ongoing
Conduct triennial citizen survey	Public Information Officer	1	2018

1b. Bring people together.

See objective 3b for action items related to community events including a Food Festival/Art Fair and Food Truck Friday.

	Implementation Lead	Priority	FY Schedule
Maintain or increase attendance in existing events that educate citizens about government: CERT, citizens' police academy, RAD training, National Night Out.	Police Chief	1	Ongoing
Create a Creve Coeur Leadership Course to educate citizens about all aspects of City government.	Administration	1	2019
Invite local bands to open for at least two City events to assess impact on attendance. Continue if successful.	Recreation Director	2	2018

1c. Maximize participation in elected and appointed bodies.

	Implementation Lead	Priority	FY Schedule
Add youth members to select City committees (e.g., E&E, HEB, Arts, PHP).	City Clerk	2	2019
Assess effectiveness of youth members and consider whether to expand to other boards/commissions/committees.	City Clerk		2020
Utilize community bulletin boards and promotion through civic organizations to attract new and more diverse membership in boards/committees/commissions. Enlist City staff and elected officials to advertise through their networks.	Public Information Officer	3	2018, Ongoing

Form working group to consider consolidation of boards/commissions/committees and make recommendation to City Council. Consider policy for creation of additional appointed bodies.	City Administrator, Mayor, City Clerk	1	2018
Create a guide for new council members, providing “Creve Coeur Government 101” education that helps them acclimate quickly.	City Council, City Clerk	2	2019

GOAL 2: ENHANCE PARKS, PARKS PROGRAMS, AND GREEN SPACE

2a. Develop more parks programs.

	Implementation Lead	Priority	FY Schedule
Consider recommendations (in process) of the Golf Task Force. Include related action items in next annual Strategic Plan update.	Recreation Director, City Administrator	1	2018
Consider recommendations (in process) of Parks and Historic Preservation Committee. Include related action items in next annual Strategic Plan update.	Recreation Director, City Administrator	1	2019
Bring Public Works/Parks Maintenance and Parks and Recreation staff together two times/year to evaluate programming.	Public Works Director, Recreation Director	Annually	2018, ongoing
Create GIS layer for parks facilities. \$	Public Works Director, Recreation Director, City Council	3	2020

2b. Promote parks and parks programs.

	Implementation Lead	Priority	FY Schedule
Develop a map and list of park amenities and include in recreation guide.	Recreation Director	1	2018
Offer special rate to businesses/employers within Creve Coeur. Consider a punch card option.	Recreation Director	2	2019
Cross-promote parks and recreation opportunities through clubs and organizations that utilize City facilities (those that serve residents but are not operated by the City).	Recreation Director	1	2018
Target 10 new businesses: request involvement and sponsorship in community events like farmer's market and concert series.	Recreation Director	2	2019
Develop and implement a plan for signage in parks. \$	Public Works Director, Recreation Director	1	2018, develop 2019, implement
Use television monitor to stream recreation program information behind counter at Dielmann Recreation Complex. \$	Recreation Director	2	2019
Promote Dielmann Recreation Center and programs to local businesses in monthly business newsletter to increase program participation and facility usage.	Recreation Director	1	2018, ongoing

2c. Increase the number of parks and park amenities.

	Implementation Lead	Priority	Schedule
Evaluate options to create a City park in western Creve Coeur and make recommendation to City Council.	Public Works Director, Parks Director, City Council	3	2018
Research funding options for desired park amenities; summarize and report to City Administrator.	Public Works Director, Parks Director	1	2019
Complete review of capital improvement needs related to parks and identify priorities.	Recreation Director, Public Works Director	3	2020

GOAL 3: SUPPORT A STRONG AND DIVERSE ECONOMIC BASE

3a. Implement the 39 North Plan.

Planning in the 39 North project area is being led by the St. Louis Economic Development Corporation in cooperation with the Danforth Foundation.

Implementation of the plan will be a joint effort of these entities, private developers, and others; the City of Creve Coeur will play an active supporting role.

As implementation moves forward, additional City-led actions may be defined and added via updates to the strategic plan.

	Implementation Lead	Priority	FY Schedule
Adopt 39 North Plan	Planning and Zoning Commission, City Council	1	2018
Develop and adopt zoning changes as recommended in the 39 North Plan.	Community Development, Planning and Zoning Commission, City Council	2	2019
Identify priority projects to support infrastructure improvements. Requests may include Olive/Lindbergh intersection improvements, bike/pedestrian connections to the Centennial Greenway, others.	SLEDP, City	1	2018
Promote the Plan	SLEDP, City	1	Ongoing

3b. Consider strategies to attract desired businesses.

	Implementation Lead	Priority	FY Schedule
Identify sought after businesses, including but not limited to, locally owned and chef owned restaurants. Encourage them to come to Creve Coeur and understand any barriers they face.	Economic Development Committee	1	2018

Have a local food festival to encourage more locally owned restaurants and micro-breweries to come to Creve Coeur. Combine it with an art fair. \$	Recreation Director, Arts Committee, EDC, City Council	2	2020
Explore a food-truck Friday at a City park.	Recreation Director, Arts Committee	1	2018
Prepare white paper on establishing a voter-approved use tax to level playing field for brick and mortar businesses. Present to City Council.	Finance Director, City Council	1	2020

3c. Promote Creve Coeur.

	Implementation Lead	Priority	Schedule
Develop a branding/marketing strategy to promote Creve Coeur.	Administration, Economic Development Committee	3	2019
Develop marketing tools for outreach and promotion to new businesses and residents. Consider creating videos that are virtual tours of what the city has to offer: parks, shopping, housing, businesses.	Public Information Officer	1	2020
Improve participation in business awards nominations.	Economic Development Committee	1	2019
Use community events like farmer's market to promote and reinforce community brand.	Recreation Director	3	ongoing

GOAL 4: PRACTICE AND PROMOTE SUSTAINABILITY**4a. Update and implement bicycle and pedestrian plans.**

	Implementation Lead	Priority	FY Schedule
As opportunities arise, participate in regional bicycle/pedestrian planning including (but not limited to) efforts by Great Rivers Greenway and St. Louis County.	Community Development	1	TBD
Explore a bike/pedestrian trail between Mason and Bellerive School through Creekside at Mason. Create a concept plan for the trail, recommended implementation steps and funding required. Request funds. \$	Public Works Director, City Council	1	2019
Identify a test project to connect parks through trails and seek public comment.	Public Works Director	3	2019
Install bike racks at all City properties that do not currently have them. \$	Public Works Director	1	2018
Review comprehensive plan and existing bikeways plan to determine priorities for bicycle and pedestrian infrastructure.	Community Development Director, Public Works Director	1	2018
Identify funding for new bicycle/pedestrian paths. \$	Public Works Director, Recreation Director, City Council	1	2019

4b. Integrate sustainability into municipal operations.

	Implementation Lead	Priority	FY Schedule
Incorporate energy efficiency into all building renovations at public facilities, to the extent practical.	Public Works Director	Ongoing	Ongoing
Pursue emissions reductions in government buildings as established by Phase 2 of the Climate Action Plan.	Public Works Director	Ongoing	Ongoing
Evaluate electric and other alternative fuels for new City vehicles. Make			

recommendation to City Administrator and share findings with Energy and Environment Committee.	Public Works Director	1	2018
Evaluate use of car chargers at government facilities. Make recommendation to City Administrator and share findings with Energy and Environment Committee.	Public Works Director	3	2020

4c. Serve as a community leader in sustainability.

	Implementation Lead	Priority	FY Schedule
Draft a sustainable development ordinance.	Community Development	3	2020
Continue to promote the Climate Action Plan and recognize community success.	Energy and Environment Committee, Public Information Officer	2	Ongoing
Draft, adopt and implement a stormwater ordinance. Use permit process and permit guidelines to implement a better tear-down solution for residential redevelopment.	Community Development Director	1	2018 (draft) 2019 (adopt)
Compile a master list of City's environmental commitments; track progress. As needed, identify priorities for implementation and ways departments can work together.	Administration	2	2018
Encourage restaurants to join Green Dining Alliance.	Energy and Environment Committee	3	2019

GOAL 5: CREATE A GREATER SENSE OF PLACE BY SHAPING THE BUILT ENVIRONMENT**5a. Support development of a town center and other locations for community gathering.**

	Implementation Lead	Priority	FY Schedule
Finalize and adopt form based code for downtown.	Community Development Director, Planning and Zoning Commission	1	2018
Work with citizen committee to consider community amenities as part of the police station and government center renovation projects. Ideas include a walking path, amphitheater, flexible interior space, small library and art.	Facilities Needs Assessment Task Force, Public Works Director, Community Development Director, Administration	2	2018-2020

5b. Diversify housing options.

	Implementation Lead	Priority	FY Schedule
Make zoning changes as recommended in the Comprehensive Plan to address housing needs in the community including desire to attract/keep age-in-place seniors and young professionals.	Community Development, Planning and Zoning Commission	1	2020
Meet with housing developers to discuss housing needs in the community and the desire for a variety of housing options.	Community Development Director	3	2019

5c. Support public art.

	Implementation Lead	Priority	FY Schedule
Acquire community public art that will serve as an identifier for the city. \$	Arts Committee, City Council		2020
Host a city photo contest (pictures of Creve Coeur): display finalists in City Hall.	Arts Committee		2019
As part of effort to explore zoning incentives, consider ways to encourage installation of public art.	Arts Committee		2020

5d. Encourage high quality development.

	Implementation Lead	Priority	FY Schedule
Revise zoning incentives to encourage high quality development, calibrating incentives to Comprehensive Plan goals.	Community Development Director, Planning and Zoning Commission		2018 (consider revisions) 2019 (adopt changes)
Review and revise existing design guidelines to be consistent with Comprehensive Plan.	Community Development Director, Planning and Zoning Commission	1	2018 (consider revisions) 2019 (adopt changes)
Review regulatory processes to identify efficiencies and service improvements, including, but not limited to, process for approval of Conditional Use Permits.	Community Development Director		2019

GOAL 6: MAINTAIN EXCELLENT MUNICIPAL SERVICES**6a. Control long-term costs.**

	Implementation Lead	Priority	FY Schedule
Continue to reduce unfunded pension liability to eliminate by mid-2020	Administration, Finance Director	1	ongoing
Seek grant opportunities to support municipal services.	All Departments	Ongoing	Ongoing
Continue long-range forecasting to anticipate revenue and expenditure challenges in advance.	Finance Director	1	Ongoing

6b. Use technology to improve municipal services.

	Implementation Lead	Priority	FY Schedule
Improve efficiency of municipal operations through software.	Department Heads, Information Technology	1	2018
Develop new procedure to regularly review website and solicit updates to keep site current.	Department Heads, Public Information Officer	1	2018
Explore record archiving system to better manage City records.	City Clerk	2	2018

6c. Ensure a competitive work environment.

	Implementation Lead	Priority	Schedule
Conduct annual salary and benefit review.	Administration	1	Annually
Continue to provide opportunities for professional development including tuition reimbursement and membership in professional organizations.	Administration, Department Heads	1	Ongoing
Create standardized onboarding plan for new employees.	Department Heads, Administration	1	2019
Prepare an employee directory with updated/more detailed organizational chart; make available in print and online; share with all new employees.	Administration	2	2019

Creve Coeur Strategic Plan FY2018-20
Suggested Performance Measures

	New Measure	Annual Report	Budget Document	Other Existing Source
Goal 1: Encourage civic engagement				
Increase number of followers on Facebook and Twitter by 10% over three years	X			
Increase attendance at city sponsored events by 10% over three years			X	
Increase number of participants in CERT, citizens' police academy, RAD training, National Night Out by 10% over three years	X			
Increase number of and diversity (race/gender/length of time living in Creve Coeur) of applicants to Boards/Committees/Commissions	X			
Goal 2: Enhance parks, parks programs and green space				
Increase the number of programs offered by 10% over three years			X	
Increase number of participants in parks programs and classes by 10% over three years			X	
Increase the dollar amount of parks amenities included in annual capital improvement budget	X			
Increase community center usage (hours used) by 15% over three years		X		
Goal 3: Support a strong and diverse economic base				
Increase business license applications - all		X		
Increase business license applications for targeted businesses by 10% over three years (see Objective 3b., calling for identification of types of businesses to target)	X			
Maintain or increase sales tax revenue			X	
Goal 4: Practice and promote sustainability				
Increase lanes miles of bike/ped facilities by 10% each year	X			
Reduce annual energy use in government buildings by 2.4% over three years (Phase 2 Climate Action Plan)				X
Reduce community energy use (through zoning incentives and other strategies) by 5% over three years (Phase 2 Climate Action Plan)				X
Increase the number of restaurants in the Green Dining Alliance by at least 5 each year	X			
Goal 5: Create a Greater Sense of Place				
Increase the number of building permit requests for nontraditional housing (select locations only as indicated in comprehensive plan)	X			
Increase the number of public art installations by three or more each year	X			
Overall satisfaction with building permits and overall enforcement of City codes and ordinances (Resident Survey, 2020)				X
Overall satisfaction with how well the community is planning for growth (Resident Survey, 2020)				X
Goal 6: Maintain Excellent Municipal Services				
Bond rating (CAFR)				X
General fund balance			X	
Percentage of FTE employee turnover, ALL		X		
Percentage of FTE employee turnover, sworn only		X		

Creve Coeur Strategic Plan FY2018-20
Suggested Performance Measures



STRATEGIC PLAN 2018 - 2020

Our Vision:

The City of Creve Coeur will be an exceptional place to live, work and play: a **vibrant, sustainable** and **progressive** community.

Creve Coeur will be home to thriving residential neighborhoods and diverse businesses, superior community amenities and world class research, technology and health centers.

Our Mission:

The City of Creve Coeur serves its citizens by providing superior municipal services and being a leader for continuous community improvement.

Goals



Encourage civic engagement



Enhance parks, parks programs, and green space



Support a strong and diverse economic base



Practice and promote sustainability



Create a greater sense of place



Maintain excellent municipal services

Objectives

Communicate effectively with citizens

Bring people together

Maximize participation in elected and appointed bodies

Develop more parks programs

Promote parks and parks programs

Increase the number of parks and parks amenities

Implement the 39 North Plan

Consider strategies to attract desired businesses

Promote Creve Coeur

Update and implement bicycle and pedestrian plans

Integrate sustainability into municipal operations

Serve as a community leader in sustainability

Support development of a town center

Diversify housing options

Support public art

Encourage high quality development

Control long term costs

Use technology to improve municipal services

Ensure a competitive work environment



STRATEGIC PLAN 2018 - 2020

VALUES

Service Delivery

Quality- We seek to be the best in all we do, applying best practices in delivery of municipal services.

Commitment- We are committed to doing things right and working hard to deliver excellent service to our community.

People Centered

Responsive- We seek to understand and be responsive to the needs of residents and businesses through ongoing dialogue.

Employees- We value the employees who deliver municipal services and seek to be an employer of choice in order to keep and attract a talented workforce.

Celebrating Diversity- We embrace the diversity in Creve Coeur's population and consider it a strength of our community, something that sets us apart from others.

Decision Making

Flexibility- We are open to new ideas and willing to try new ways of doing business.

Community mindedness- We consider the impact of our decisions on the city as a whole, as well as those immediately impacted.

Forward-thinking- While mindful of current needs, we work to anticipate the future needs of Creve Coeur's residents and businesses and plan accordingly.

Stewardship

Fiscal responsibility- We are good stewards of the City's financial resources, committed to long-term financial stability of the City.

Sustainability- We seek to incorporate sustainability into decision making, both within municipal operations and as a leader in the community at large.