



**WORK SESSION MEETING
AGENDA
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
FEBRUARY 12, 2018
6:00 PM**

CALL TO ORDER

ROLL CALL

DISCUSSION ITEMS

1. Work Session Minutes Dated January 22, 2018

2. Police Station

Summary: Staff will provide an update on the Police Station project.

3. Strategic Plan FY18-FY20 Update

Summary: Staff will review progress on the FY 18- FY 20 Strategic Plan with the City Council.

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 02/8/2018
Deborah Ryan, MPCC
City Clerk



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

SCHEDULED

Meeting: 02/12/18 06:00 PM
Department: Legislative /City Clerk
Category: Report
Prepared By: Debbie Ryan
Initiator: Debbie Ryan
Sponsors:

DRAFT MINUTES (ID # 2893)

DOC ID: 2893

Work Session Minutes Dated January 22, 2018



**WORK SESSION MEETING
MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
JANUARY 22, 2018
6:00 PM**

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

Staff Present: Mark Perkins City Administrator, Carl Lumley City Attorney, Chief Eidman, Steve Unser Chief Building Official, Jared Reid Plans Examiner/Building Inspector, Sharon Stott Assistance City Administrator, Jason Jaggi Community Development Director, Lori Obermoeller Finance Director, Jim Heines Public Works Director, Matt Wohlberg City Engineer and Deborah Ryan City Clerk

1. Work Session Minutes Dated November 27, 2017 and January 8, 2018

Council Member Hoffman moved, seconded by Council Member Baseley to approve work session minutes dated November 27, 2017 and January 8, 2018.

Approved by unanimous vote.

2. Building Division Goals and Initiatives

Steve Unser reviewed the future goals of the Building Division as outlined in memo dated January 17, 2018. (Exhibit A) Mr. Unser reviewed the department's current processes of inspections/permitting and what is expected with the implementation of the new software that is coming. Mr. Unser stated he feels that the new software will improve efficiency within the department, and also improve communication within the department as well as with the public.

Steve Unser discussed the apartment occupancy inspection program, which has allowed the city to improved life safety issues within these dwellings. However, the apartment owners/managers would sometimes rather just pay fines or fees instead of getting the required occupancy permit.

Council Member D'Alfonso asked if staff could draft an ordinance to increase the fines or otherwise increase the penalty for failure of apartment owners to obtain the required inspection prior to occupancy.

Steve Unser stated he would look into this.

With regard to ways to improving communication with residents regarding permit requirements, Council Member Lawrence suggested placing a reminder in the newsletter encouraging residents to make sure final approval from the city is obtained prior to making final payment to the contractor.

Adjourned at 6:50 p.m.

Respectfully submitted:

Deborah Ryan



**AGENDA
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
JANUARY 22, 2018
6:00 PM**

City Clerk



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

SCHEDULED

Meeting: 02/12/18 06:00 PM
Department: City Administrator
Category: Report
Prepared By: Mark Perkins
Department Head: Carl Lumley

STAFF REPORT

Police Station

Staff will provide an update on the Police Station project.



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

SCHEDULED

Meeting: 02/12/18 06:00 PM
Department: City Administrator
Category: Discussion
Prepared By: Sharon Stott
Department Head: Sharon Stott

STAFF REPORT

Strategic Plan FY18-FY20 Update

Staff will review progress on the FY 18- FY 20 Strategic Plan with the City Council.

SHORT-TERM AND LONG-TERM GOALS

STRATEGIC GOAL 1
ENCOURAGE CIVIC ENGAGEMENT
1a. Communicate effectively with citizens.

	Implementation Lead	Schedule	Staff Notes/Updates
Review new resident guide and update as needed.	Public Information Officer	FY18, Priority 1	Updated in spring 2017
Conduct triennial citizen survey	Public Information Officer	FY18, Priority 1	Citizen Survey scheduled for spring 2018
Build social media following thru low cost advertising.	Public Information Officer	FY18, Priority 2	Began testing advertising August 2017
Compile lists of community boards; post fliers for at least three high priority events each year.	Public Information Officer	FY18, Priority 2 (create lists) Ongoing, Priority 2 (post fliers)	
Investigate and make recommendation for funding of electronic signage outside of government center – include grants and Capital Improvement Plan as options. \$	Public Works Director	FY19, Priority 2	This will most likely be part of the Government Center Renovation after the Police Building is constructed.
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	FY20, Priority 1	This will most likely be part of the Government Center Renovation after the Police Building is constructed.

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	Schedule	Staff Notes/Updates
Maintain or increase attendance in existing events that educate citizens about government: CERT, Citizens' Police Academy, RAD training, National Night Out.	Police Chief	Ongoing, Priority 1	The PD is currently conducting a Citizens Police Academy which is full. RAD class completed with another class being offered this fall. CERT has been combined with the Eureka Fire District, as our Fire Districts have

SHORT-TERM AND LONG-TERM GOALS

			withdrawn from the program. National Night out was a huge success with over 20 subdivisions participating. Trivia night was held in November 2017
Invite local bands to open for at least two City events to assess impact on attendance. Continue if successful.	Recreation Director	FY18, Priority 2	Farmer's Market hosted musicians on occasion in 2017 and will look to do the same in 2018, plus will look into adding a band to future Arbor Day Celebrations
Create a Creve Coeur Leadership Course to educate citizens about all aspects of City government.	Administration	FY19, Priority 1	

1c. Maximize participation in elected and appointed bodies.

	Implementation Lead	Schedule	Staff Notes/Updates
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	Ongoing, Priority 1	
Create a guide for new council members, providing "Creve Coeur Government 101" education that helps them acclimate quickly.	City Council, City Clerk	FY18, Priority 1	Draft submitted to CA in January 2018
Explore ways to bring the perspective of young people into the city's decision making. Make recommendation to City Council.	City Clerk	FY19, Priority 2	
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	FY20, Priority 3	

SHORT-TERM AND LONG-TERM GOALS

SHORT-TERM AND LONG-TERM GOALS

STRATEGIC GOAL 2**ENHANCE PARKS, PARKS PROGRAMS, AND GREEN SPACE****2a. Develop more parks programs.**

	Implementation Lead	Schedule	Staff Notes/Updates
Bring Public Works/Parks Maintenance and Parks and Recreation staff together two times/year to evaluate programming.	Public Works Director, Recreation Director	Ongoing, Priority 1	Met with Jason and Mike on 1/19/18 to discuss park needs and proposed projects for the year
Consider recommendations (in process) of the Golf Task Force. Include related action items in next annual Strategic Plan update.	Recreation Director, City Administrator	FY18, Priority 1	- Staff has implemented many recommendations already; by promoting course through social media, increasing participant numbers in Jr. golf camps, adding Footgolf and additional tournaments - Created hole sponsorship program - Created golf course website - Will follow through in new golf season in 2018 as well
Consider recommendations (in process) of Parks and Historic Preservation Committee. Include related action items in next annual Strategic Plan update.	Recreation Director, City Administrator	FY19, Priority 1	- Goals are being set to accomplish the following: - research new trails/ walkways - location for a new park - improve historical buildings - collaborate with other committees - take active role in park master plan process

SHORT-TERM AND LONG-TERM GOALS

Create GIS layer for parks facilities. \$	Public Works Director, Recreation Director, City Council	FY20, Priority 3	Park property layer complete. Will be working on adding park amenity information.
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2b. Promote parks and parks programs.

	Implementation Lead	Schedule	Staff Notes/Updates
Promote Dielmann Recreation Center and programs to local businesses in monthly business newsletter to increase program participation and facility usage.	Recreation Director	Ongoing, Priority 1	Goal is to include an article on a special event, facility space to rent and the golf course each month
Develop a map and list of park amenities and include in recreation guide.	Recreation Director	FY18, Priority 1	New map created and included in the Spring/Summer Recreation Guide in 2017 and on posted on City website
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	FY18, Priority 1	Staff has made contact with clubs and organizations to discuss the opportunities
Develop and implement a plan for signage in parks. \$	Public Works Director, Recreation Director	FY18, Priority 1 (develop) FY19, Priority 1 (implement)	- Funding for signs in FY18 Budget and draft CIP FY19-FY23. - PHP working on design and appearance. - This has become part of a much larger City wide signage project. Staff and a new task force will be working on a concept theme for city sign branding.
Offer special rate to businesses/employers within Creve Coeur. Consider a punch card option.	Recreation Director	FY19, Priority 2	

SHORT-TERM AND LONG-TERM GOALS

Target 10 new businesses: request involvement and sponsorship in community events like Farmers Market and Summer Concert Series.	Recreation Director	FY19, Priority 2	•
Use television monitor to stream recreation program information behind counter at Dielmann Recreation Complex. \$	Recreation Director	FY19, Priority 2	• Will add to the FY19 budget request

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

	Implementation Lead	Schedule	Staff Notes/Updates
Review capital improvement needs related to parks and identify priorities.	Recreation Director, Public Works Director	Ongoing, Priority 2	• PW has developed a 5-year plan on Capital park needs. Will review with staff and PHP Committee. PHP is creating ideas as well. • Park Master Plan budgeted in draft of CIP FY19-FY23.
Evaluate need for additional city parks and make recommendation to City Council.	Public Works Director, Parks Director, Parks and Historic Preservation Committee, City Council	FY18, Priority 2	• Related question for inclusion in citizen survey in spring 2018

SHORT-TERM AND LONG-TERM GOALS

STRATEGIC 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 Partnership (SLEDP) 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	Schedule	Staff Notes/Updates
Promote the Plan.	SLEDP, City	Ongoing, Priority 1	- CD Director served on a panel with SLEDP and Olivette discussing 39 North Plan at APA Metro STL meeting on May 17th - Joint Marketing/Branding Program under consideration, to be brought to Council 10/9/17
Adopt 39 North Plan.	Planning and Zoning Commission	FY18, Priority 1	Adopted by P&Z on 6/5/17 as amendment to Creve Coeur 2030 Comp Plan
Identify priority projects to support infrastructure improvements. Requests may include Olive/Lindbergh intersection improvements, bike/pedestrian connections to the Centennial Greenway, others.	SLEDP, City	FY18, Priority 1	- Ordinance to provide up to \$50,000 in matching funds to develop the Old Olive Street Plan, on City Council agenda 10/9/17* - Letter of Support provided by City for Olive/Lindbergh Interchange overhaul, County has secured the grant.
Develop and adopt zoning changes as recommended in the 39 North Plan.	Community Development, Planning and Zoning		

SHORT-TERM AND LONG-TERM GOALS

	Commission, City Council	FY19, Priority 2	
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3b. Consider strategies to keep and attract desired businesses.

	Implementation Lead	Schedule	Staff Notes/Updates
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, Administration	FY18, Priority 1	- EDC met with commercial real estate brokers to review their sign code amendment recommendations. - P&Z and Council approved sign code amendments in 2017.
Explore a food-truck Friday at a City park.	Recreation Director, Arts Committee	FY18, Priority 1	Food trucks have attended three concerts in Millennium Park in 2017 and will be invited for the 2018 series as well.
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	FY20, Priority 1	FY18 staff is researching and will present to Finance Committee and Council
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	FY20, Priority 2	

3c. Promote Creve Coeur.

	Implementation Lead	Schedule	Staff Notes/Updates
Use all community events to promote and reinforce community brand.	Recreation Director	Ongoing, Priority 1	PHP setting up a booth at select activities and events, looking to attend more in 2018
Identify ways to improve participation in business awards nominations.	Economic Development Committee, Administration, Public Information Officer	FY18, Priority 1	EDC added a new Green Business Award to recognize organizations with sustainable

SHORT-TERM AND LONG-TERM GOALS

			business practices- awards in 2018
Develop a branding/marketing strategy to promote Creve Coeur.	Administration, Economic Development Committee	FY19, Priority 3	EDC action item to promote PGA 2018 to businesses in Creve Coeur w/e-newsletter
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	FY20, Priority 1	Aerial video footage taken of golf course developed with PIO/PD and on website

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

	Implementation Lead	Schedule	Staff Notes/Updates
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	TBD, Priority 1	- Coordinating sidewalk improvements on Warson Road with Olivette and SLEDP to connect to Stacy Park and to accommodate future bike path through Monsanto property - Coordinated with St. Louis County and Town and Country to develop a sidewalk plan for Mason Road - Currently working with St. Louis County and SLEDP to improve pedestrian access and use along Old Olive Street Road
Install bike racks at all City properties that do not currently have them. \$	Public Works Director	FY18, Priority 1	Funding included in FY18 Budget

SHORT-TERM AND LONG-TERM GOALS

Review Comprehensive Plan and existing bikeways plan to determine priorities for bicycle and pedestrian infrastructure.	Community Development Director, Public Works Director	FY18, Priority 1	Have Identified two potential bike/walking trail locations.
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	FY19, Priority 1	- Concept plan completed. - Met with residents and trustees of Bellerive Est. Subdivision, got luke-warm reception to plan. - Identified two other trail locations. Will be working with subdivision trustees and resident on concept plans.
Identify funding for new bicycle/pedestrian paths. \$	Public Works Director, Recreation Director, City Council	FY19, Priority 1	Recreational Trails Program grant identified and plan to pursue in 2018
Identify a test project to connect parks through trails and seek public comment.	Public Works Director	FY19, Priority 3	

4b. Integrate sustainability into municipal operations.

	Implementation Lead	Schedule	Staff Notes/Updates
Incorporate energy efficiency into all building renovations at public facilities, to the extent practical.	Public Works Director	Ongoing, Priority 1	Energy efficiency is a priority in the Police Building design, efficiency measures to be documented.
Pursue emissions reductions in government buildings as established by Phase 2 of the Climate Action Plan.	Public Works Director	Ongoing, Priority 1	Energy efficient equipment is a priority and emissions reduction are priorities when building equipment is replaced.
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, Energy and Environment Committee	FY18, Priority 1	Staff annually reviews the technology improvements in alternative fuels for city equipment and make recommendations for fleet purchases.

SHORT-TERM AND LONG-TERM GOALS

Evaluate use of car chargers at government facilities. Make recommendation to City Administrator and share findings with Energy and Environment Committee.	Public Works Director	FY20, Priority 3	• This will most likely be part of the Government Center Renovation Project.
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SHORT-TERM AND LONG-TERM GOALS

4c. Serve as a community leader in sustainability.

	Implementation Lead	Schedule	Staff Notes/Updates
Encourage restaurants to join Green Dining Alliance.	Energy and Environment Committee	FY18, Priority 1 (& ongoing)	City Council has recommended participation when applications are presented at Council.
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	FY18, Priority 1 (draft) FY19, Priority 1 (adopt)	- Draft residential stormwater ordinance reviewed by Stormwater Committee, P&Z, and E&E. All have recommended approval. Ordinance to adopt scheduled for City Council meetings in October - Public hearing for revisions to the zoning regulations affecting residential development scheduled for September 18th P&Z meeting
Continue to promote the Climate Action Plan and recognize community success.	Energy and Environment Committee, Public Information Officer	Ongoing, Priority 2	E&E recommended Green Business Award to EDC to recognize organizations with sustainability practices.
Compile a master list of City's environmental commitments; track progress. As needed, identify priorities for implementation and ways departments can work together.	Administration	FY18, Priority 2	- USGBC-St. Louis Gateway Chapter representatives spoke to E&E on August 24th with implementation suggestions for energy benchmarking as recommended in Climate Action Plan Phase 2. - February 2018 staff working with providing USGBC-St. Louis Gateway with read-only access to city's Energy Star Portfolio

SHORT-TERM AND LONG-TERM GOALS

Draft a sustainable development ordinance.	Community Development	FY20, Priority 3	
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SHORT-TERM AND LONG-TERM GOALS

STRATEGIC GOAL 5**MAINTAIN AND ENCOURAGE HIGH QUALITY DEVELOPMENT****5a. Support development of a town center and other locations for community gathering.**

	Implementation Lead	Schedule	Staff Notes/Updates
Work with citizen committee to consider community amenities as part of the Police Building 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	FY18-20, Priority 1	- Public art area is planned near building entrance at SW corner of the new Police Station. - Staff is working with the Architect and contractor to construct universal Art mounting pad and uplighting during the Police Building construction.
Finalize and adopt form based code for downtown.	Community Development Director, Planning and Zoning Commission	FY18, Priority 2	

5b. Maintain high quality housing.

	Implementation Lead	Schedule	Staff Notes/Updates
Maintain code enforcement to preserve the character of neighborhoods as they age.	Community Development Director, Planning and Zoning Commission	Ongoing, Priority 1	City staff reviewing possibility of a occupancy inspection program for condominiums, to be topic of work session December 2017.
Minimize impact to residential property in areas where commercial development is nearby.	Community Development Director, Planning and Zoning Commission	Ongoing, Priority 1	

5c. Support high quality demand-driven housing options.

	Implementation Lead	Schedule	Staff Notes/Updates
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SHORT-TERM AND LONG-TERM GOALS

Meet with housing developers to discuss housing needs in the community and the desire for a variety of housing options.	Community Development Director	FY19, Priority 3	Planning staff held preliminary meetings with two developers considering attached townhomes and patio homes on two separate sites in the City.
Consider 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	FY20, Priority 1	

5d. Support public art.

	Implementation Lead	Schedule	Staff Notes/Updates
Acquire community public art that will serve as an identifier for the city.	Arts Committee, City Council	Ongoing	Arts Committee joined Creative Communities Alliance in 2017 and agreed to participate in the Sculpture on the Move program
As part of effort to explore zoning incentives, consider ways to encourage installation of public art.	Arts Committee, Planning and Zoning Commission	Ongoing	Arts Committee recommended inclusion of public art for new Police Building - under consideration
Host a city photo contest (pictures of Creve Coeur): display finalists in City Hall.	Arts Committee	FY19, Priority 1	PHP hosting a photo contest in fall of 2017 for recreation/parks

5e. Update regulatory framework for development.

	Implementation Lead	Schedule	Staff Notes/Updates
Review and revise existing design guidelines to be consistent with Comprehensive Plan.	Community Development Director, Planning and Zoning Commission	2018, Priority 1 (consider revisions) 2019, Priority 1 (adopt changes)	

SHORT-TERM AND LONG-TERM GOALS

Revise zoning incentives to encourage high quality development, calibrating incentives to Comprehensive Plan goals.	Community Development Director, Planning and Zoning Commission	2018, Priority 2 (consider revisions) 2019, Priority 2 (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	FY19, Priority 2	•

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

	Implementation Lead	Priority	Staff Notes/Updates
Continue to reduce unfunded pension liability for the defined benefit plan.	Administration, Finance Director	Ongoing, Priority1	• Ongoing discussions with Employee Pension Board and LAGERS for management of closed DB Plan
Continue long-range forecasting to anticipate revenue and expenditure challenges in advance.	Finance Director	Ongoing, Priority1	• FY18 Ongoing discussions with Finance Committee to review other revenue sources and possible expenditures/services to reduce
Seek grant opportunities to support municipal services.	All Departments	Ongoing	• Staff has received and will continue to pursue several road improvement grants and Municipal Parks grants as noted in CIP FY19-FY23

6b. Use technology to improve municipal services.

	Implementation Lead	Priority	Staff Notes/Updates
Improve efficiency of municipal operations through software.	Department Heads, Information Technology	FY18, Priority1	• Council has approved purchase of software, phase 1, and necessary hardware; implementation of finance,

SHORT-TERM AND LONG-TERM GOALS

			human resources to occur in fall 2018, public works and building software purchase to occur in FY19.
Develop new procedure to regularly review website and solicit updates to keep site current.	Department Heads, Public Information Officer	FY18, Priority 1	
Explore record archiving system to better manage City records.	City Clerk	FY18, Priority 2	- Hired temporary PT staff to assist Building & PW with destruction of duplicates and scan documents for archiving - term ended December 2017 once budgeted \$ was exhausted.. - Surplus equipment being sold or disposed of, ongoing.

6c. Ensure a competitive work environment.

	Implementation Lead	Priority	Staff Notes/Updates
Conduct annual salary and benefit review.	Administration	Ongoing, Priority 1	- Completed membership transition from defined contribution to LAGERS defined benefit completed 8/1/2017. - Annual review of local area cities benefit/salaries in February 2018.
Continue to provide opportunities for professional development including tuition reimbursement and membership in professional organizations.	Administration, Department Heads	Ongoing, Priority 1	- Funding included in FY18 department budgets for memberships. - Administration promotes offsite trainings to employees when applicable.

SHORT-TERM AND LONG-TERM GOALS

Create standardized onboarding plan for new employees.	Department Heads, Administration	FY19, Priority 1	
Prepare an employee directory with updated/more detailed organizational chart; make available in print and online; share with all new employees. Consider making it available to community via website as well.	Administration	FY19, Priority 2	



STRATEGIC PLAN

FY2018-2020

Acknowledgements

A strategic plan requires rigorous consideration of constraints and opportunities and creative thinking about ways municipal government can rise to meet the challenges that lie ahead. Thanks to Creve Coeur's elected officials and staff whose hard work is reflected in this document. We greatly appreciate the opportunity to work with you and we wish you the best of luck as you move forward with the most important phase of your plan, implementation.



Beth Quindry
Shockey Consulting

Elected Officials

Mayor Barry L. Glantz
Council Member James Faron, Ward 1
Council Member Alexis Travers, Ward 1
Council Member Ellen Lawrence, Ward 2
Council Member Ted Ruzicka, Ward 2
Council Member Charlotte D'Alfonso, Ward 3
Council Member Robert Hoffman, Ward 3
Council Member Sue Baseley, Ward 4
Council Member Scott Saunders, Ward 4

City Staff

Mark C. Perkins, City Administrator
Sharon Stott, Assistant to the City Administrator

Tim Brinks, Assistant Recreation Director
Glenn Eidman, Chief of Police
Jason Jaggi, Director of Community Development
James Heines, Director of Public Works
Lauren Khawaja, Human Resource and Management Analyst
Carl Lumley, City Attorney
Bess McCoy, Public Information Officer & Management Analyst
Deborah Ryan, City Clerk
Daniel Smith, Director of Finance
Chris Tumbarello, Information Systems Coordinator
Matt Wohlberg, City Engineer
Jason Valvero, Director of Recreation

Table of Contents

Introduction	4
Vision and Mission	7
Values.....	8
Goals and Objectives	9
Action Plan	10
Goal 1: Encourage civic engagement	11
Goal 2: Enhance parks, parks programs and green space	13
Goal 3: Support a strong and diverse economy	16
Goal 4: Practice and promote sustainability	18
Goal 5: Maintain high quality housing	20
Goal 6: Maintain excellent municipal services	23
Strategic Plan Graphic	Appendix A

Introduction

Context

City leaders sought to update the City's existing strategic plan to guide the next three years of city government.

With a significant project about to begin and the City's long-term goals defined in an updated (draft) comprehensive plan, it was a good time to reevaluate the city's short and midterm priorities. In November 2016, voters in Creve Coeur approved Prop P, a bond measure to fund construction of a new police station, one of the largest capital improvement projects the city has embarked upon. Discussions during the strategic planning process identified creative ways the City can benefit from this project, even beyond the immediate benefit to police department operations.

Also in 2016, the City drafted an important update to its comprehensive plan (final approval pending). Many of the issues from the comprehensive planning process were discussed during strategic planning meetings including the need to balance high quality existing housing with strategic market-driven housing options, the desire for a town center, improvements to the bicycle and pedestrian network and attention to development along East Olive Boulevard.

Of note, four of eight city council members had come into office since completion of the last strategic plan. The refresh of the plan offered the opportunity to reflect these new voices in city government.

Process

The process for development of the strategic plan included:

1. **Work Session I with Elected Officials, City Staff in attendance, January 4, 2017**
Elected officials reviewed and revised the City's vision; identified strengths, weaknesses, opportunities and threats; and developed a list of values held by city government.
2. **Work Session II with Elected Officials, City Staff participating, January 5, 2017**
Elected officials worked with city staff to review goals and begin to develop objectives and action items.
3. **Work Session III with City Staff, February 17, 2017**
City staff reviewed and further developed the objectives and action items to carry out the strategic plan.
4. **Work Session IV with Elected Officials, City Staff in attendance, March 13, 2017**
Elected officials reviewed the draft strategic plan and provided comments.
5. **City Council Meeting, April 13, 2017**
Elected officials voted unanimously to approve the strategic plan by Resolution 1281.



Council members imagine the future of Creve Coeur with newspaper headlines (above). City staff develop action items for the strategic plan (below, right and left).





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.
- 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.

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.
- Resiliency. We are strong and have systems in place that allow us to recover quickly from difficulties.

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 keep and 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. Maintain and encourage high quality development.	a. Support development of a town center. b. Maintain high quality housing. c. Support high quality demand-driven housing options. d. Support public art. e. Update regulatory framework for development.
6. Maintain excellent municipal services.	a. Control long-term costs. b. Use technology to improve municipal services. c. Ensure a competitive work environment.

ACTION PLAN

In the following pages, a table with action items is included for each of the objectives listed on the table on page 8. Objectives are organized by goal.

Action items are specific tactics that city staff, as well as elected and appointed officials, can take to accomplish the objective. A schedule indicates the fiscal year in which the action item will take place and assigns a level of priority within that year.



GOAL 1 ENCOURAGE CIVIC ENGAGEMENT

1a. Communicate effectively with citizens.

	Implementation Lead	Schedule
Review new resident guide and update as needed.	Public Information Officer	FY18, Priority 1
Conduct triennial citizen survey	Public Information Officer	FY18, Priority 1
Build social media following thru low cost advertising.	Public Information Officer	FY18, Priority 2
Compile lists of community boards; post fliers for at least three high priority events each year.	Public Information Officer	FY18, Priority 2 (create lists) Ongoing, Priority 2 (post fliers)
Investigate and make recommendation for funding of electronic signage outside of government center – include grants and Capital Improvement Plan as options. \$	Public Works Director	FY19, Priority 2
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	FY20, Priority 1

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	Schedule
Maintain or increase attendance in existing events that educate citizens about government: CERT, citizens' police academy, RAD training, National Night Out.	Police Chief	Ongoing, Priority 1
Invite local bands to open for at least two City events to assess impact on attendance. Continue if successful.	Recreation Director	FY18, Priority 2
Create a Creve Coeur Leadership Course to educate citizens about all aspects of City government.	Administration	FY19, Priority1

1c. Maximize participation in elected and appointed bodies.

	Implementation Lead	Schedule
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	Ongoing, Priority 1
Create a guide for new council members, providing "Creve Coeur Government 101" education that helps them acclimate quickly.	City Council, City Clerk	FY18, Priority 1
Explore ways to bring the perspective of young people into the city's decision making. Make recommendation to City Council.	City Clerk	FY19, Priority 2
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	FY20, Priority 3



GOAL 2 ENHANCE PARKS, PARKS PROGRAMS, AND GREEN SPACE

2a. Develop more parks programs.

	Implementation Lead	Schedule
Bring Public Works/Parks Maintenance and Parks and Recreation staff together two times/year to evaluate programming.	Public Works Director, Recreation Director	Ongoing, Priority 1
Consider recommendations (in process) of the Golf Task Force. Include related action items in next annual Strategic Plan update.	Recreation Director, City Administrator	FY18, Priority 1
Consider recommendations (in process) of Parks and Historic Preservation Committee. Include related action items in next annual Strategic Plan update.	Recreation Director, City Administrator	FY19, Priority 1
Create GIS layer for parks facilities. \$	Public Works Director, Recreation Director, City Council	FY20, Priority 3

2b. Promote parks and parks programs.

	Implementation Lead	Schedule
Promote Dielmann Recreation Center and programs to local businesses in monthly business newsletter to increase program participation and facility usage.	Recreation Director	Ongoing, Priority 1
Develop a map and list of park amenities and include in recreation guide.	Recreation Director	FY18, Priority 1
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	FY18, Priority 1
Develop and implement a plan for signage in parks. \$	Public Works Director, Recreation Director	FY18, Priority1 (develop) FY19, Priority 1 (implement)
Offer special rate to businesses/employers within Creve Coeur. Consider a punch card option.	Recreation Director	FY19, Priority 2
Target 10 new businesses: request involvement and sponsorship in community events like farmer's market and concert series.	Recreation Director	FY19, Priority 2
Use television monitor to stream recreation program information behind counter at Dielmann Recreation Complex. \$	Recreation Director	FY19, Priority 2

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

	Implementation Lead	Schedule
Review capital improvement needs related to parks and identify priorities.	Recreation Director, Public Works Director	Ongoing, Priority 2
Evaluate need for additional city parks and make recommendation to City Council.	Public Works Director, Parks Director, Parks and Historic Preservation Committee, City Council	FY18, Priority 2



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	Schedule
Promote the Plan	SLEDP, City	Ongoing, Priority 1
Adopt 39 North Plan	Planning and Zoning Commission	FY18, Priority 1
Identify priority projects to support infrastructure improvements. Requests may include Olive/Lindbergh intersection improvements, bike/pedestrian connections to the Centennial Greenway, others.	SLEDP, City	FY18, Priority 1
Develop and adopt zoning changes as recommended in the 39 North Plan.	Community Development, Planning and Zoning Commission, City Council	FY19, Priority 2

3b. Consider strategies to keep and attract desired businesses.

	Implementation Lead	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, Administration	FY18, Priority 1
Explore a food-truck Friday at a City park.	Recreation Director, Arts Committee	FY18, Priority 1
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	FY20, Priority 1
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	FY20, Priority 2

3c. Promote Creve Coeur.

	Implementation Lead	Schedule
Use all community events to promote and reinforce community brand.	Recreation Director	Ongoing, Priority 1
Identify ways to improve participation in business awards nominations.	Economic Development Committee, Administration, Public Information Officer	FY18, Priority 1
Develop a branding/marketing strategy to promote Creve Coeur.	Administration, Economic Development Committee	FY19, Priority 3
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	FY20, Priority 1



GOAL 4

PRACTICE AND PROMOTE SUSTAINABILITY

4a. Update and implement bicycle and pedestrian plans.

	Implementation Lead	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	TBD, Priority 1
Install bike racks at all City properties that do not currently have them. \$	Public Works Director	FY18, Priority 1
Review comprehensive plan and existing bikeways plan to determine priorities for bicycle and pedestrian infrastructure.	Community Development Director, Public Works Director	FY18, Priority 1
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	FY19, Priority 1
Identify funding for new bicycle/pedestrian paths. \$	Public Works Director, Recreation Director, City Council	FY19, Priority 1
Identify a test project to connect parks through trails and seek public comment.	Public Works Director	FY19, Priority 3

4b. Integrate sustainability into municipal operations.

	Implementation Lead	Schedule
Incorporate energy efficiency into all building renovations at public facilities, to the extent practical.	Public Works Director	Ongoing, Priority 1
Pursue emissions reductions in government buildings as established by Phase 2 of the Climate Action Plan.	Public Works Director	Ongoing, Priority 1
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, Energy and Environment Committee	FY18, Priority 1
Evaluate use of car chargers at government facilities. Make recommendation to City Administrator and share findings with Energy and Environment Committee.	Public Works Director	FY20, Priority 3

4c. Serve as a community leader in sustainability.

	Implementation Lead	Schedule
Encourage restaurants to join Green Dining Alliance.	Energy and Environment Committee	FY18, Priority 1 (& 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	FY18, Priority 1 (draft) FY19, Priority 1 (adopt)
Continue to promote the Climate Action Plan and recognize community success.	Energy and Environment Committee, Public Information Officer	Ongoing, Priority 2
Compile a master list of City's environmental commitments; track progress. As needed, identify priorities for implementation and ways departments can work together.	Administration	FY18, Priority 2

Draft a sustainable development ordinance.	Community Development	FY20, Priority 3
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GOAL 5

MAINTAIN AND ENCOURAGE HIGH QUALITY DEVELOPMENT

5a. Support development of a town center and other locations for community gathering.

	Implementation Lead	Schedule
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	FY18-20, Priority 1



A Big Idea: Create Community Gathering Opportunities in the Police Station Renovation Project

In strategic planning work sessions, elected officials and city staff identified the police station renovation project as an opportunity to create a community gathering place. By exploring amenities such as walking paths, a community amphitheater, public art and flexible meeting spaces, the project can serve the community as well as municipal operations.

Finalize and adopt form based code for downtown.	Community Development Director, Planning and Zoning Commission	FY18, Priority 2
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5b. Maintain high quality housing.

	Implementation Lead	Schedule
Maintain code enforcement to preserve the character of neighborhoods as they age	Community Development Director, Planning and Zoning Commission	Ongoing, Priority 1
Minimize impact to residential property in areas where commercial development is nearby	Community Development Director, Planning and Zoning Commission	Ongoing, Priority 1

5c. Support high quality demand-driven housing options.

	Implementation Lead	Schedule
Meet with housing developers to discuss housing needs in the community and the desire for a variety of housing options.	Community Development Director	FY19, Priority 3
Consider 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	FY20, Priority 1

5d. Support public art.

	Implementation Lead	Schedule
Acquire community public art that will serve as an identifier for the city.	Arts Committee, City Council	Ongoing
As part of effort to explore zoning incentives, consider ways to encourage installation of public art.	Arts Committee, Planning and Zoning Commission	Ongoing
Host a city photo contest (pictures of Creve Coeur): display finalists in City Hall.	Arts Committee	FY19, Priority 1

5e. Update regulatory framework for development.

	Implementation Lead	Schedule
Review and revise existing design guidelines to be consistent with Comprehensive Plan.	Community Development Director, Planning and Zoning Commission	2018, Priority 1 (consider revisions)
		2019, Priority 1 (adopt changes)
Revise zoning incentives to encourage high quality development, calibrating incentives to Comprehensive Plan goals.	Community Development Director, Planning and Zoning Commission	2018, Priority 2 (consider revisions)
		2019, Priority 2 (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	FY19, Priority 2



GOAL 6

MAINTAIN EXCELLENT MUNICIPAL SERVICES

6a. Control long-term costs.

	Implementation Lead	Priority
Continue to reduce unfunded pension liability for the defined benefit plan.	Administration, Finance Director	Ongoing, Priority1
Continue long-range forecasting to anticipate revenue and expenditure challenges in advance.	Finance Director	Ongoing, Priority1
Seek grant opportunities to support municipal services.	All Departments	Ongoing

6b. Use technology to improve municipal services.

	Implementation Lead	Priority
Improve efficiency of municipal operations through software.	Department Heads, Information Technology	FY18, Priority1
Develop new procedure to regularly review website and solicit updates to keep site current.	Department Heads, Public Information Officer	FY18, Priority 1
Explore record archiving system to better manage City records.	City Clerk	FY18, Priority 2

6c. Ensure a competitive work environment.

	Implementation Lead	Priority
Conduct annual salary and benefit review.	Administration	Ongoing, Priority 1
Continue to provide opportunities for professional development including tuition reimbursement and membership in professional organizations.	Administration, Department Heads	Ongoing, Priority 1
Create standardized onboarding plan for new employees.	Department Heads, Administration	FY19, Priority 1
Prepare an employee directory with updated/more detailed organizational chart; make available in print and online; share with all new employees. Consider making it available to community via website as well.	Administration	FY19, Priority 2

Appendix A

Strategic Plan Graphic



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



Maintain and encourage high quality development



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 keep and 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

Maintain existing housing

Support high quality demand-driven housing options

Support public art

Update regulatory framework for 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.

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.

Resiliency- We are strong and have systems in place that allow us to recover quickly from difficulties.

Creve Coeur Strategic Plan FY2018-20
Performance Measures

	Data Source			
	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 community center usage (hours used) by 15% over three years		X		
Goal 3: Support a strong and diverse economic base				
Increase business license applications for <i>targeted</i> 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				
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: Maintain and encourage high quality housing				
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				
Maintainance of Standard and Poor's AAA bond rating (PAFR)				X
Percentage of FTE employee turnover, ALL		X		
Percentage of FTE employee turnover, sworn only		X		