



**WORK SESSION MEETING
AGENDA
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
FEBRUARY 11, 2019
6:00 PM**

CALL TO ORDER

ROLL CALL

DISCUSSION ITEMS

1. Approval of January 28, 2019 City Council Work Session Meeting Minutes

2. Strategic Plan Update

Summary: City staff will review the status of the Strategic Plan, and seek further feedback and direction on action items from 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 02/7/2019
Deborah Ryan, MPCC
City Clerk



**WORK SESSION MEETING
MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
JANUARY 28, 2019
6:00 PM**

CALL TO ORDER

A regular meeting of the City Council of the City of Creve Coeur was called to order by Mayor Glantz at the City Council Chamber, 300 North New Ballas Rd, City of Creve Coeur Government Center, Creve Coeur, MO 63141 on Monday, January 28, 2019 at 6:00 PM.

Council Member, Ward 2 AJ Wang
Council Member, Ward 2 Ellen Lawrence
Council Member, Ward 3 Robert Hoffman
Council Member, Ward 3 Charlotte D'Alfonso
Council Member, Ward 3 Scott Saunders
Council Member, Ward 1 Alexis Travers
Council Member, Ward 3 Susan Baseley
Council Member, Ward 1 Heather Silverman

ROLL CALL

Staff Present: City Administrator Mark Perkins, City Attorney Carl Lumley, Community Development Director Jason Jaggi, Lt. Hartman, Finance Director Lori Obermoeller, City Planner Whitney Kelly, Asst City Administrator Sharon Stott
Also Present: Planning and Zoning Commissioners Gene Rovak, Matt Schuh, Tim Carney, James Myers Amendment 2 consultant John Payne

DISCUSSION ITEMS

1. Approval of January 14, 2019 City Council Work Session Meeting Minutes

RESULT:	ACCEPTED [UNANIMOUS]
MOVER:	Susan Baseley, Council Member, Ward 3
SECONDER:	Robert Hoffman, Council Member, Ward 3
AYES:	Wang, Lawrence, Hoffman, D'Alfonso, Saunders, Travers, Baseley, Silverman

2. Medical Marijuana - Mayor, City Council and Planning and Zoning Commission Session

Mark Perkins stated Amendment Two approved in November and this joint work session is so that staff can hear from Council and Planning and Zoning and go back and craft an ordinance.

Jason Jaggi stated we need to consider land use, safety impacts, building/fire safety and employee/employer impacts. Medical users will be issued an identification, permits will be



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issued for manufacturers and dispensaries and tonight we need to discuss land use impacts. Amendment Two provides some restrictions regarding time, place and manner.

Council Member Baseley asked if there are issues with manufacturing.

Gene Rovak asked if the city could allow any pharmacy to dispense under their current permitted use.

John Payne stated Federal laws still identifies marijuana as illegal, so pharmacies would have to choose between dispensing drugs or marijuana.

Council Member D'Alfonso stated she is not in favor of CUP requirements but need to educate the public.

Council Member Saunders stated he agrees with not requiring CUP, so that each time a dispensary tried to come in that it wouldn't be debated each time.

Carl Lumley suggested the city could pick the areas to allow.

Jason Jaggi stated Warrenburg has regulations on how far apart each dispensary can be located.

John Payne stated Amendment Two only allows Twenty-four (24) dispensaries per Congressional District, which would mean Creve Coeur could only have one or two located within the district.

Council Member Lawrence stated there is a good chance that Creve Coeur will be able to have cultivation. She stated she would like to see it be kept in the Light Industrial area and would like to stay a green city. Asked what types of resources are needed. Council Member Lawrence stated she is concerned about manufacturing for safety reasons and asked if the city will need to update our smoking ordinance.

Council Member Silverman stated if the hours are limited it wouldn't be a bad commercial neighbor.

Mark Perkins stated we can't address all the what ifs for the future, difficult to draft for the unknowns.

Gene Rovack stated not all medical would go to recreational dispensaries if its ever allowed.

Council Member Lawrence stated the city can't charge more fees and more revenue will only cost us more in Police Department personnel.

John Payne stated the State has to certify at least two labs for testing of quality.



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Council Member Lawrence stated Creve Coeur needs to think about all aspects and keep to Light Industrial except dispensaries. We need to be thinking about all of these now.

Gene Rovak states security is going to be an issue with cultivation and cash.

John Payne stated per Amendment Two, the licensed business must have a security plan.

Jason Jaggi stated all these are permitted uses but manufacturing is a concern.

Gene Rovak asked is there a time table that Creve Coeur needs to work with in getting an ordinance set in place.

Carl Lumley stated it would be good to get in place soon as applicants are going to begin seeking out areas that have legislation in place and ready to allow.

Whitney Kelly stated any requests for a drive through is an automatic CUP.

John Payne stated there are 300 applicant that have prefired for licenses. Per Amendment Two the rules must be finalized by the State by June 4th, applications can begin being filed July 4th and State review of applications will begin August 3rd. State will require a 120 day review period. Applicants could have municipal approval in place but would have to wait for state approval which could be as late as the end of the year, if not later. An applicant having municipal support would help with an applicants scoring with the state.

Council Member D'Alfonso asked how will information get out that Creve Coeur has regulations in place.

Mark Perkins stated the Trade Association.

John Payne stated last spring to early summer applicants should start approaching the city.

Mayor Glantz suggesting citizen education begin soon with Townhall meetings and Coffee with the Mayor.

John Payne stated there are a total of 330 licenses available for the state and it is anticipated that 1500 applications will be submitted.

Mark Perkins suggested restricting any dispensaries, etc near schools, churches, daycare facilities per Amendment Two. We can be more restrictive but not more lineate.

John Payne stated the testing lab wouldn't look any different than a regular medical lab.

Council Member Saunders asked about delivery services and dispensaries and asked what the restrictions would be.



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John Payne stated for delivery services anyone delivering would have to verify valid medical ID prior to delivery.

Council Member Saunders asked what portion is delivery services with a business.

John Payne stated currently utilized more in rural areas. Delivery is a fairly new area of the business.

Staff will begin working on a draft ordinance to bring before Planning and Zoning Commission for discussion before going through Council for consideration.

Adjourned at 6:54 pm

RESULT:	ITEM DISCUSSED
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City Council
300 North New Ballas Rd
Creve-Coeur, MO 63141

Meeting: 02/11/19 06:00 PM
Department: City Administrator
Category: Report
Prepared By: Mark Perkins
Department Head: Carl Lumley

REVIEWED

STAFF REPORT

Strategic Plan Update

City staff will review the status of the Strategic Plan, and seek further feedback and direction on action items from 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, spring 2018 and winter 2018.
Conduct triennial citizen survey	Public Information Officer	FY18, Priority 1	- Citizen Survey completed in June 2018. - Presented to City Council, updated on website and included in August newsletter.
Build social media following thru low cost advertising.	Public Information Officer	FY18, Priority 2	- During the past year, the City has paid to promote select Facebook posts. This helps more people see the post, and therefore helps spread information farther and helps us reach people who we would not have reached originally. The cost typically ranges from \$5 to \$30 per promotion. - Twenty Facebook ads purchased (\$235) in FY19 to date, paid content will reach 20%-500% more individuals (approx. 500-5,000 more individuals), depending on how much is spent.

SHORT-TERM AND LONG-TERM GOALS

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)	- List of community boards being researched and compiled in FY19. - Revisit opportunities for use of Nextdoor and subdivision trustees.
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 a future Government Center Renovation after the Police Building is constructed. We have investigated the current lighting in the sign and found that it will require a complete rebuild to get internal lighting to work.
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	- Way finding signage will be part of the Government Center renovation project after operations have been moved to new locations within the building - We have laminated maps available in the lobby to assist the public to direct visitors to the court office on the lower level.

SHORT-TERM AND LONG-TERM GOALS

Subdivision Trustee Annual/ Semi Annual Meeting -- to improve community engagement and communication about key issues (i.e., opening on boards and committees, deer mitigation, street lighting program, biking and hiking trail opportunities in their area Inform citizens on regional governance initiative and potential impact on Creve Coeur (New Item as of February 2019)	City Clerk/PIO Administration/PIO/City Council	Ongoing FY19-FY20, Priority 1	Scheduled for Thursday, May 9, 2019 in the Multipurpose room. Suggested time 7 pm Added to Strategic Plan February, 2019
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SHORT-TERM AND LONG-TERM GOALS

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	● This fiscal year, our initiatives will include the following: Crime Prevention and Police department programs for this year: Residential security class, Creve Coeur Day, RAD self-defense class, coffee with a cop, NCJW back to school event, Active Shooter presentation, Shop w/a cop for children/families that can't afford school supplies, DARE class, Advanced Citizen's Academy, Identity Theft Prevention presentation, Creve Coeur Night Out (October), Shred event, DEA drug take-back, AARP Driver Safety. This does not include social media outreach, Code Red notifications, PD tours, one-on-one meetings, CrimeReports.com, and monitoring the Exchange Location, along with mitigating parenting plans. ● April 27th, 2019 will be our Drug Take Back day. New Citizens

SHORT-TERM AND LONG-TERM GOALS

			Academy will begin in March. Our Citizens Academy include the following police departments: ● Chesterfield, Creve Coeur, Des Peres, Frontenac, Ladue, Olivette, and Town & Country. ● The PD will plan and host an open house once the new building has been completed. ● Posted social media for planned events-RAD training, and self-protection class.
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 2018 and will look for hosting more in 2019 season, plus will look into adding a band to future Arbor Day Celebrations. ● Researching new location for Farmer's Market to reduce cost and increase attendance in FY 19
Create a Creve Coeur Leadership Course to educate citizens about all aspects of City government.	Administration	FY19, Priority 1	● Research of similar courses implemented in other/local cities commenced in FY18, recommendation for course agenda and possible implementation in FY19. ● [Removed following City Council Work Session on 7/23/18]

SHORT-TERM AND LONG-TERM GOALS

Create a Creve Coeur 101 Course for new residents annually or semi annually (resident id cards, services overview, boards and commission openings, street light and sewer lateral program -- see new resident guide, amenities)	City Clerk/PIO	ongoing	Scheduled for Thursday, September 19, 2019, Multipurpose room 7:00 pm
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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	- PIO is posting Committee openings through Facebook and Nextdoor.. By promoting openings online, the City would potentially reach broader demographics. - The PD is also using our social media platform to share schedules and events.
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	Completed and shared with new council in April 2018.
Explore ways to bring the perspective of young people into the city’s decision making perhaps. Make recommendation to City Council.	City Clerk	FY19, Priority 2	Contact High Schools in Creve City Clerk to contact Ladue and Parkway North High Schools in winter 2019 to advise of city’s interest in ex-officio student representation boards, committees and commissions.
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	The discussion included past projects, current projects and future projects public use or programming. Items completed included historical information signs, Bernie Park tennis court refinishing, Millennium Park playground surface replacement. Future project of adding electric to the pavilions, playground replacement, use of the Muni Grant funds, trail and bridge issues at MTP that were either resolved or added to the future list.
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. - Offered two Jr. PGA events.

SHORT-TERM AND LONG-TERM GOALS

			• Additional youth camps added in FY18 and will add one more in FY19/FY20. • FootGolf on last Saturday of each month. • Course reviews remain high, averaging 4.0 out of 5.0.
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 set to accomplish the following: • Park Master Plan to be completed April 2019 • Research new trails/walkways. • Consider a new park on west side of the city. • Met goal...installed informational display signs for historical buildings in September 2018. • Collaborate with other committees (PHP chair has reached out to other committee chairs to meet). • Consultant under contract to assess historical Cabins/Lake School.
Create GIS layer for parks facilities. \$	Public Works Director, Recreation Director	FY20, Priority 3	• Park property layer complete in FY18. We will work with our GIS Coordinator to add layer to mapping in hopes to make it available to the public on the city Website.

SHORT-TERM AND LONG-TERM GOALS

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	- Special events, facility space to rent and the golf course are promoted in business newsletter ongoing. - Staff has reached out to apartment complexes close to farmer's market to promote.
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. Will update with sale of Fountain Park.
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. - PT Programmer to work on this in 2019.
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. - This has become part of a much larger City wide signage project. A new task force will need to be formed to work directly with staff to develop a theme and potential designs.
Offer special rate to businesses/employers within Creve Coeur. Consider a punch card option.	Recreation Director	FY19, Priority 2	Will work on in first part of 2019

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	Staff has approached 5 new businesses to date, resulting in a sponsor for the Heart to Heart event (\$300) and and first Golf Hole Sponsor (\$1,000).
Use television monitor to stream recreation program information behind counter at Dielmann Recreation Complex. \$	Recreation Director	FY19, Priority 2	Installed TV in October of 2018 and currently streaming recreation information, as well as other departments information that would benefit the visitors of the facility. Example would be PD classes.

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 to identify capital priorities, completion April 2019 - Cabin/Lake School assessment to be completed February 2019
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	- Park Master Plan forthcoming in April 2019 - Once Master Plan is developed, Funding sources for recommended

SHORT-TERM AND LONG-TERM GOALS

			improvements/replacements can be identified.
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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	- Joint Marketing/Branding established in 2018, to be renewed in early 2019. - Street banners installed in corridor by partnership in 2018.
Adopt 39 North Plan.	Planning and Zoning Commission	FY18, Priority 1	Adopted by P&Z on June 5, 2017 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. - Olive/Lindbergh Interchange design contractor selected. Contract awarded 1/2019 - Consultant team hired for Old Olive Great Streets project.

SHORT-TERM AND LONG-TERM GOALS

			Study is underway. Preliminary design phase completed. Consultant team hired for 39 North Greenways project. Study is underway. Preliminary alignment options provided.
Develop and adopt zoning changes as recommended in the 39 North Plan.	Community Development, Planning and Zoning Commission, City Council	FY19, Priority 2	Initial review by staff is underway. Zoning code changes will be brought to P&Z after completion of Old Olive great streets study.

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. - Zoning text amendment to eliminate the 40% limitation for restaurants within the CB District public hearing at PZ scheduled for 1-22-19
Explore a food-truck Friday at a City park.	Recreation Director, Arts Committee	FY18, Priority 1	- Food trucks were present at 2 of the 3 concerts at Millennium Park in 2018. - Looking for possible food truck for the Farmer's Market, depending on market location.

SHORT-TERM AND LONG-TERM GOALS

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	To be presented to Council and Finance Committee late FY19 along with other revenue enhancement options
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	Staff attended an Urban Institute Workshop in FY18 and encouraged a brewery to locate a beer garden in Creve Coeur.

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, attending Arbor Day and looking to attend more in 2019.
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 business practices- awards in 2018. - City to partner with Chamber on awards program in 2019.
Develop a branding/marketing strategy to promote Creve Coeur.	Administration, Economic Development Committee	FY19, Priority 3	PGA F&Qs on website in June 2018; included in residential and business newsletters in August.
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.	Administration/Public Information Officer /EDC	FY20, Priority 1	- Aerial video footage taken of golf course developed with PIO/PD and on website - PIO created two short videos on major city projects.

SHORT-TERM AND LONG-TERM GOALS

			• EDC planning a forum for commercial real estate and development industry in spring 2019. • EDC is planning roundtables for obtaining feedback on inspection process, in follow up to ongoing surveys.
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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 pedestrian improvements on Warson Road with Olivette and STLEDP to connect Stacy Park to 39N. • Currently working with St. Louis County and SLEDP to improve pedestrian access and use along Old Olive Street, as part of Old Olive Master Plan.
Install bike racks at all City properties that do not currently have them. \$	Public Works Director	FY18, Priority 1	• Completed
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 potential trail using Ameren easement to connect Malcolm Terrace Park and Spoede Road, in cooperation with City of Frontenac.

SHORT-TERM AND LONG-TERM GOALS

			Held first Public meeting with residents Jan. 29, 2019
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 lukewarm 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, Muni-Parks grant, and Land and Water Conservation grant identified as potential funding source for future projects.
Identify a test project to connect parks through trails and seek public comment.	Public Works Director	FY19, Priority 3	- Working on partnering to develop a trail on the Ameren ROW from MTP to Spodee. - Held resident meeting in January 2019, Frontenac continuing to review.

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 measures have been incorporated in the Police Building design and communicated on the city web site.

SHORT-TERM AND LONG-TERM GOALS

Pursue emissions reductions in government buildings as established by Phase 2 of the Climate Action Plan.	Public Works Director	Ongoing, Priority 1	Energy efficiency 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.
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	To be evaluated as part of future Government Center Renovation Project.

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 in Green Dining Alliance when applications are presented at Council. - Green Dining Alliance to be further promoted in Business Newsletter.
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)	- Residential stormwater ordinance adopted by Council. - New requirements are being incorporated into qualifying improvement permits.
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. - Recycling best practices have been promoted in city newsletter and social media. - E&E to develop a plan for assisting Commercial Businesses and Apartment housing to recycle.
Compile a master list of City's environmental commitments; track progress. As needed, identify priorities for implementation and ways departments can work together.	Administration/E&E	FY18, Priority 2	- USGBC-St. Louis Gateway Chapter representatives spoke to E&E August 2018 re: energy benchmarking as recommended in Climate Action Plan Phase 2. - February 2018 staff working with providing USGBC-St. Louis

SHORT-TERM AND LONG-TERM GOALS

			Gateway with read-only access to city's Energy Star Portfolio
Draft a sustainable development ordinance.	Community Development Energy and Environment	FY20, Priority 3	• Sustainable development practices are being incorporated as part of the zoning code rewrite in the form a site coverage bonus. East Olive area to be completed late Spring / early Summer 2019. •

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. - Little Library to be installed in Millennium Park and Beirne Park Spring 2019.
Finalize and adopt form based code for downtown.	Community Development Director, Planning and Zoning Commission	FY18, Priority 2	- Requires further review. - Incorporated as part of overall zoning code update.

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 reviewed possibility of a occupancy inspection program for condominiums which was discussed at 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	- Review of buffering standards is part of the zoning code rewrite process, 1st phase to be completed by Summer 2019

SHORT-TERM AND LONG-TERM GOALS

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

	Implementation Lead	Schedule	Staff Notes/Updates
Meet with 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. - Zoning code amendment leading to a townhome project on Lindbergh was denied by City Council - Interest remains on East Olive corridor.
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	City Council recently denied request to allow townhouses in GC-General Commercial District. Follow up on the challenges with these uses will be discussed as part of zoning code rewrite

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	- City has been a member of the Creative Communities Alliance since 2017 and will expand its participation by two locations. - A universal mounting system for traveling art was installed

SHORT-TERM AND LONG-TERM GOALS

			at the Dielmann Recreation Complex in FY18. • Designs for Olive Bridge Deck were completed and approved by HEB and in October 2018. Existing plants removed, irrigation repairs made, and plants ordered Fall of 2018. Planting anticipated April/May 2019.
As part of effort to explore zoning incentives, consider ways to encourage installation of public art.	Arts Committee, Planning and Zoning Commission	Ongoing	• Public art to be included for new Police Building • This goal will be included for discussion as part of zoning code rewrite. • Sculpture on the Move artwork installed at Dielmann Recreation Complex FY18 with expansion to include Police Station and Westgate Park in 2019.
Host a city photo contest (pictures of Creve Coeur): display finalists in City Hall.	Arts Committee	FY19, Priority 1	• PHP hosted 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)	• In April 2018, P&Z is considering a text amendment to allow townhouses in the General Commercial District to allow diverse housing options

SHORT-TERM AND LONG-TERM GOALS

			in Creve Coeur. City Council denied this request. Follow up with P&Z and Council on challenges with these types of uses.
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)	• Zoning code rewrite process underway, first phase (East Olive) to be completed by Summer 2019. • Draft revisions for East Olive corridor, S. Lindbergh, West Olive presented to P&Z. Additional outreach planned for Spring 2019 prior to public hearings. • EDC to host forum for commercial real estate industry and developers on East Olive corridor plan.
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	• A review of the allowable uses will be a component of the zoning code rewrite, phase one to be completed by Summer 2019. • Draft revisions for East Olive corridor, S. Lindbergh, West Olive presented to P&Z. Additional outreach planned prior to public hearings. • EDC to host builder roundtables for identifying

SHORT-TERM AND LONG-TERM GOALS

			building inspection process improvements, 2019.
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SHORT-TERM AND LONG-TERM GOALS

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	● Pension Board / Council agreed to more conservative interest earnings assumption (6.75%). ● Pension Board exploring buyout of non-active vested legacy plan participants.
Continue long-range forecasting to anticipate revenue and expenditure challenges in advance.	Finance Director	Ongoing, Priority1	● FY18 - FY19 Ongoing discussions with Finance Committee and City Council to review city revenues. ● Finance Task Force established to review expenditures, with recommendations to be submitted March 2019. ● City eliminated (3) vacant FTE positions in FY18 to reduce expenses
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
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SHORT-TERM AND LONG-TERM GOALS

Improve efficiency of municipal operations through software.	Department Heads, Information Technology	FY18, Priority1	- Phase 1 - Encode 10 Finance/HR/Payroll live October, 2018, implementation ongoing. - Phase 2 - Entergov - Permits/Public Works - to be implemented Summer 2019. - Recreation Department software update completed Fall 2018.
Develop new procedure to regularly review website and solicit updates to keep site current.	Department Heads, Public Information Officer	FY18, Priority 1	PIO/Department staff reviewing and updating all web pages on annual basis.
Explore record archiving system to better manage City records.	City Clerk	FY18, Priority 2	- PT records clerk completed purge of Building Department records up to 12/31/15 - Bldg Commissioner continues to work on purging large drawings - 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 to be completed in February 2019.

SHORT-TERM AND LONG-TERM GOALS

			- Salary adjustments for patrol due to transition to 2080 hours annually (12-hr shifts). - Bid process resulted in a new Dental carrier in 2019, resulting in substantial savings. Life and Vision insurance to be reviewed Fall 2019.
Continue to provide opportunities for professional development including tuition reimbursement and membership in professional organizations.	Administration, Department Heads	Ongoing, Priority 1	- Funding included in annual for memberships. - Ongoing, administration promotes offsite trainings to employees when applicable. - Ongoing, Admin partners with Employee Assistance Program, PD and IT to offer in-house trainings to employees
Create standardized onboarding plan for new employees.	Department Heads, Administration	FY19, Priority 1	Checklist updated in FY18 to ensure orientation is consistent with all new employees
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	To be implemented in 2019, providing improved communication with employees

6d. Building Permitting Process.*

	Implementation Lead	Priority	Staff Notes/Updates
Identify improvements to building permitting and inspection processes; to improve citizen satisfaction level and reduce inspection volume.	Administration / Director of Community	FY19, Priority 1	Energov permitting software scheduled to go live June 2019.

SHORT-TERM AND LONG-TERM GOALS

(Item Added July 2018)	Development/Chief Building Official		• Required inspector call-aheads and reduction of some inspections have been implemented • Improving processes to close out expired permits and reduce occurrences in the future • Changes to phone system to reduce reliance on voicemail to improve customer service implemented
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****New in July 2018***



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

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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		