



**WORK SESSION MEETING
AGENDA
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
FEBRUARY 28, 2022
6:00 PM**

CALL TO ORDER

ROLL CALL

DISCUSSION ITEMS

- 1. Approval of December 13, 2021 City Council Work Session Meeting Minutes**
- 2. Approval of January 5, 2022 City Council Special Work Session Meeting Minutes**
- 3. Approval of January 11, 2022 City Council Special Work Session Meeting Minutes**
- 4. City of Creve Coeur Strategic Plan Draft**
Summary: Shockey Consulting representative Beth Quindry and City staff will present and discuss the Strategic Plan draft with 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 02/24/2022
Kellie Henke
City Clerk



**WORK SESSION MEETING
MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
DECEMBER 13, 2021
6:00 PM**

CALL TO ORDER

A work session meeting of the City Council of the City of Creve Coeur was called to order by Mayor Robert Hoffman at the City Council Chamber, 300 North New Ballas Rd, City of Creve Coeur Government Center, Creve Coeur, MO 63141 on Monday, December 13, 2021 at 6:00 PM.

Council Member, Ward 4 Joseph Martinich
Council Member, Ward 3 Alice Benner
Council Member, Ward 2 Nicole Greer
Council Member, Ward 4 Dan Tierney
Council Member, Ward 3 David Hoffman
Council Member, Ward 2 Tim Carney
Council Member, Ward 1 Heather Silverman
Council Member, Ward 1 Mark Manlin
Mayor Robert Hoffman

Staff in attendance: City Administrator Mark Perkins, City Attorney Carl Lumley, Director of Finance Lori Obermoeller, Assistant City Administrator Sharon Stott, Chief of Police Jeff Hartman, Information Systems Coordinator Chris Tumbarello, and City Clerk Kellie Henke.

Others in attendance: Senior Project Manager Beth Quindry from Shockey Consulting.

DISCUSSION ITEMS

Approval of Minutes

1. Approval of November 22, 2021 City Council Work Session Meeting Minutes

RESULT:	ACCEPTED [UNANIMOUS]
MOVER:	Dan Tierney, Council Member, Ward 4
SECONDER:	Tim Carney, Council Member, Ward 2
AYES:	Manlin, Silverman, Carney, Greer, Benner, Hoffman, Martinich, Tierney

Elected Official Briefing - Strategic Plan

Shockey Consulting Senior Program Manager Beth Quindry presented on the upcoming strategic plan process for elected officials as outlined in Exhibit A. Ms. Quindry provided a brief overview of successes from the previous strategic plan, the role of elected officials in collaborating on priorities for the City with City staff for the next three to five years, and how the Comprehensive Plan 2030, 5-Year Capital Improvement Plan, Parks Master Plan, and 2021 Citizen Survey are valuable references used during the process.



**WORK SESSION MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
DECEMBER 13, 2021
6:00 PM**

City Administrator Mark Perkins stated staff use the strategic plan as a tool to help provide focus on action items, and annual updates are provided to the City Council and included in the annual budget book.

Ms. Quindry asked the City Council to discuss any perceived pitfalls they could foresee during a strategic planning process, to which City Council consensus was: avoiding too many action items, ensuring the document is easy to read, developing a vision which includes ways to achieve it, and avoiding unrealistic expectations of what can be accomplished.

Ms. Quindry stated a survey will be submitted to the City Council and staff in the next couple of days to be completed by December 24 to ensure the information is ready for discussion during the first work session on January 5. She reminded the City Council a second work session is scheduled for January 11, and the draft plan will be presented to City Council on February 14, followed by a 30-day public comment period.

Mr. Perkins stated providing a public comment period allows City boards, committees, and commission members and citizens a chance to review the plan and allows for a more transparent process.

Ms. Quindry asked the City Council to discuss their expectations of the process and facilitators, to which the City Council consensus was: including language and action items that are inclusive to all stakeholders, clearly defining individuals and their roles in executing the plan, and facilitating the planning process in a manner which encourages far-reaching ideas and goals, and encouraging participation from everyone including staff.

Adjourn

Motion to adjourn Work Session to go into Executive Session.

The work session ended at 7:04 p.m. to go into Executive Session to discuss attorney-client communication and litigation.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Dan Tierney, Council Member, Ward 4
SECONDER:	Nicole Greer, Council Member, Ward 2
AYES:	Manlin, Silverman, Carney, Greer, Benner, Hoffman, Martinich, Tierney

Submitted by:

Kellie Henke
City Clerk

Robert Hoffman
Mayor

Strategic Planning

Elected Official Briefing



12/13/2024

Today's Presentation

- Strategic Planning Inspiration
- Success Stories
- Role of Elected Officials
- Planning Process Overview
- Pitfalls to Avoid
- Questions/Discussion



The real path to greatness, it turns out, requires simplicity and diligence.

-Jim Collins, author



12/13/2021

Creve Coeur Strategic Plan, 2018-2020

Successes

Encourage Civic Engagement

- Subdivision Trustee Annual Meeting
- Creve Coeur 101 course for new residents
- Chief of Police candidate survey
- Print/electronic newsletters, social media
- Citizen Survey 2021

Enhance Parks and Green Space

- Passage of Prop C, Parks & Stormwater Fund
- New Park Master Plan, Millennium Park Plan, Park Master Signage Plan
- Venable Park Task Force and rededication ceremony
- Trail improvements at Malcolm & Conway Parks

Strong and Diverse Economy

- 39N grant partnerships for infrastructure improvements, joint marketing
- Vanguard Heights, The Vue Apartment Complex, The Edge @BRDG & West Park
- New Barnes-Jewish West County Hospital, Mercy Ballas Outpatient Building
- Promote Creve Coeur: videos, "Show the Love Campaign," Creve Coeur Business Awards, logo illuminated street signs

Practice and Promote Sustainability

- Hybrid police vehicles
- Diehlman solar panel acquisition
- Grant-funded business sustainability coordinator.
- Green business certification and award

High Quality Development

- 2015 ICC Codes Adopted
- Building Permit Task Force & Process Improvements
- Little Libraries, Sculpture on the Move, "Eldman's Arches"
- Round table discussions with developers, East Olive Zoning

Excellent Municipal Services

- New police building
- Cost cutting measures: spousal surcharge, expanded WCDC, millions received in grants
- New software system: finance, HR, recreation, police evidence
- Facilities task force for Government Center

12/13/2021



Strategic Planning

Consciously choosing to be clear about your organization's direction in relation to what's happening in the dynamic environment.

STRATEGY



Establishes a unique value proposition compared to other communities



Identifies clear trade-offs and clarifies what NOT to do



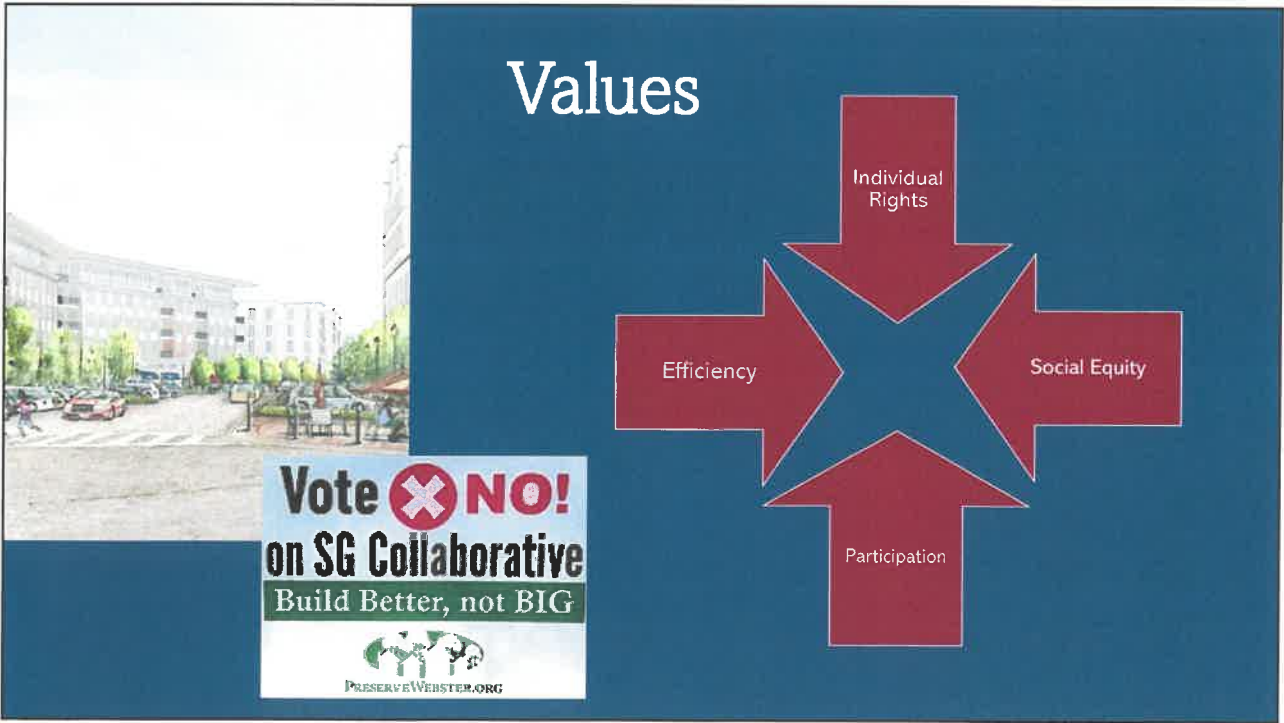
Focuses on activities that fit together and reinforce each other



Encourages continual improvement within an organization and moves it toward its vision







Bridging the Gap

CHARACTERISTICS	POLITICS	ADMINISTRATION
Activity	Game/Allocation of values	Problem solving
Players	Representatives/trustees	Experts/trustees
Conversation	"What do you hear?" • Passion • Dreams • Stories	"What do you know?" • Data • Plans • Report
Pieces	Intangible: interests and symbols	Tangible: information; money, people, equipment
Currency	Power (stories), loyalty, and trust	Knowledge (deeds)
Dynamic	Constructive conflict, compromise, and change	Predictability, cooperation, and continuity

Strategic Planning

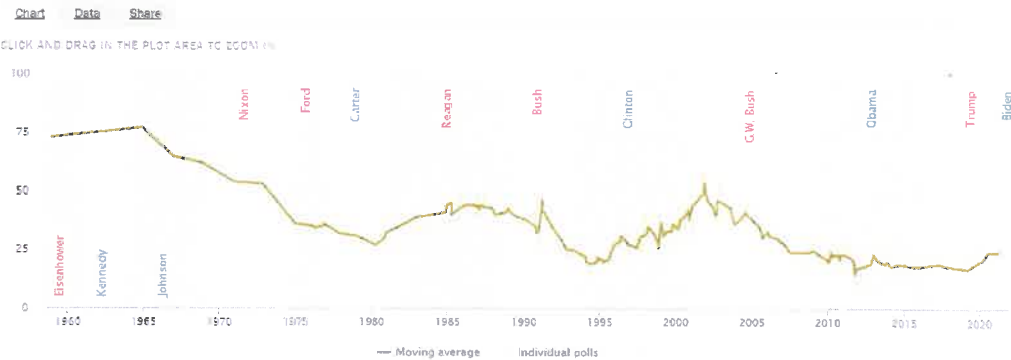
School of Public Affairs and Administration, University of Kansas, Dr. John Nalbandian, Professor Emeritus



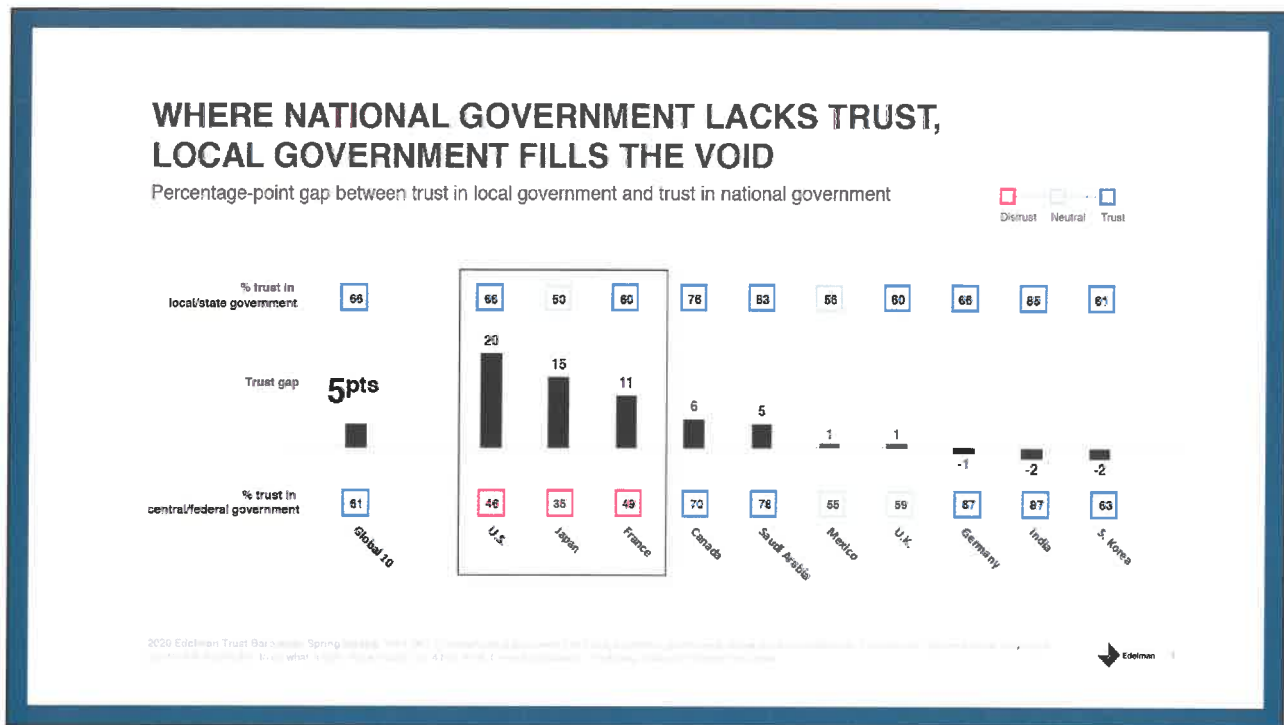
Public Trust in Government: 1958-2021

Public trust in government remains low. Only about one-quarter of Americans say they can trust the government in Washington to do what is right "just about always" (2%) or "most of the time" (22%).

Public trust in government near historic lows



Sources: Pew Research Center

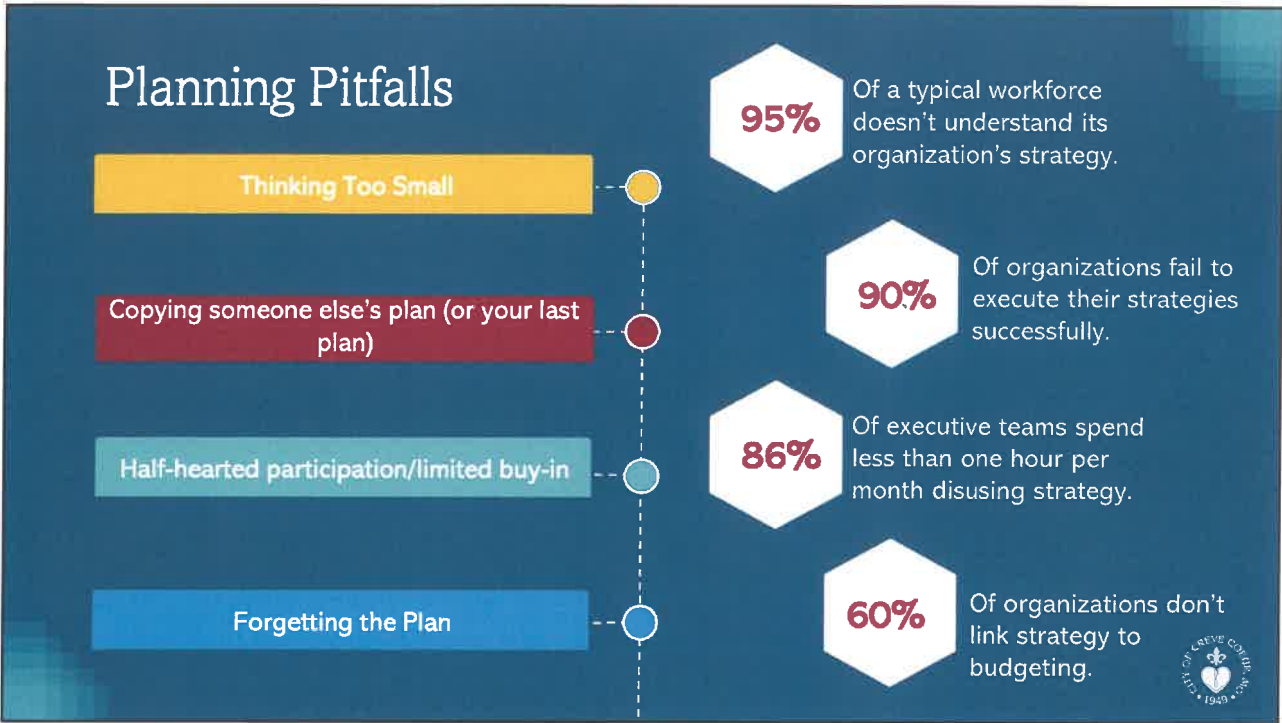


Strategic Planning: Your Opportunity

Bridging the gap between what is politically acceptable and administratively sustainable.

- Take advantage of Creve Coeur's **culture of strategic planning**.
- **Bring your constituents' perspective** to determining priorities for the next 3-5 years.
- **Provide direction to staff** on where they should focus.
- **Build trust in government** by coming together, navigating difference, and advancing a plan collectively.

12/13/2021



Planning Process Overview

Planning Process

December	January	February	March
Elected Official Briefing & Survey	Workshop 1: Jan. 5 or 6 (discuss)	Draft Document Review: Feb.14	Public Comment Period (Feb.15 – March 15)
	Workshop 2: Jan. 11		Final Plan Adoption March 22
	City Staff Workshop and Action Planning		

12/13/2021



Strategic Plan Components

Vision	Describes the future in idealistic and aspirational terms; offers hope
Mission Statement	How city government will support the vision
Values	Common virtues that are the underlying motivation for action
Goals and Action Steps	Goals are long-term desired results. Action steps are specific tasks.
Performance Measures	Defines success in specific terms

12/13/2021



Your Strategic Plan



**STRATEGIC PLAN
2018 - 2020**

Our Vision:
The City of Green Cove Springs will be the preeminent place to live, work and play in the Southeastern United States.

Our Mission:
The City of Green Cove Springs will be the preeminent place to live, work and play in the Southeastern United States.

Goals

- Improve public safety, security and crime prevention
- Support a strong and vibrant economic base
- Protect and preserve natural resources
- Manage and improve infrastructure

Objectives

- Develop and maintain a comprehensive public safety plan
- Develop and maintain a comprehensive economic development plan
- Develop and maintain a comprehensive natural resources plan
- Develop and maintain a comprehensive infrastructure plan

**COAL I
ENCOURAGE CIVIC ENGAGEMENT**

1a. Communicate effectively with citizens

Task	Implementation Lead	Schedule
Review and update guide and update as needed	Public Information Officer	FY18, Priority 1
Conduct internal citizen survey	Public Information Officer	FY18, Priority 1
Build social media following through low cost advertising	Public Information Officer	FY18, Priority 2

Coordinate list of community board members for an annual meeting every second year

Investigate and make recommendations for funding of electronic device rental at community center, rec center and Capital Improvement Plan as needed

Develop and maintain a comprehensive public safety plan

Develop and maintain a comprehensive economic development plan

Develop and maintain a comprehensive natural resources plan

Develop and maintain a comprehensive infrastructure plan

STRATEGIC COAL I ENCOURAGE CIVIC ENGAGEMENT			
1a. Communicate effectively with citizens			
Task	Implementation Lead	Schedule	Staff Notes/Updates
Review and update guide and update as needed	Public Information Officer	FY18, Priority 1	Updated no less than annually 2017-2020 as needed, scheduled for May 2021 following Mayoral/Council Election
Conduct internal citizen survey	Public Information Officer	FY18, Priority 1	• Citizen Survey completed in June 2018 • Survey postponed from FY17 to FY22 due to anti-Lupinus Council Election in spring 2021
Build social media following through low cost advertising	Public Information Officer	FY18, Priority 2	• Promoting select Facebook posts has helped reach a broader audience. Cost effective campaigns from \$5 to \$30 per post. Total content reaches 20K-300K more individuals (approx. 500-1,000 more individuals), depending on how much is spent. • City, Recreation and Veterans Market Facebook pages spent a total \$200 on ads in FY18. City Facebook spent \$3 on ads in FY20. \$100 on ads in FY21 to date. • City social media platforms: Facebook (2,672 followers), Twitter (1,860 followers), Instagram (255 followers), Nextdoor (7,763 followers). • Police social media platforms: Facebook (8,283 followers), Twitter (2,941 followers), Instagram (2,299 followers).

Questions and Discussion



Survey

- To be completed by staff and elected officials
- Anonymous
- Due Friday, December 24
- Results shared at January workshop



LINK

<https://www.surveymonkey.com/r/CreveCoeurStrategy>

12/13/2021



The Political-Administrative Divide

COUNCIL'S SPHERE	
Determine "purpose," scope of services, tax level, constitution issues	MISSION Advise (what city "can" do may influence what it "should" do); analyze conditions and trends
Pass ordinances; approve new projects and programs; ratify budget	POLICY Make recommendations on all decisions; formulate budget; determine service distribution formula
Make implementing decisions (e.g., site selection); handle complaints; oversee administration	ADMINISTRATION Establish practices and procedures and make decisions for implementing policy
Suggest management changes to manager; review organization's performance in manager's appraisal	MANAGEMENT Control the human, material and informational resources of organization to support policy and administrative functions
MANAGER'S SPHERE	

Jim Svara, Dichotomy and Duality: Reconceptualizing the Relationship between policy and Administration in Board-Manger Cities, Public Administration Review, Vol. 45, no. 1, pp 221-232

12/13/2021





**SPECIAL WORK SESSION MEETING
MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
POLICE BUILDING
EMERGENCY OPERATIONS CENTER
350 NORTH NEW BALLAS RD
JANUARY 5, 2022
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 Robert Hoffman at the Creve Coeur Police Department, 350 N New Ballas Road, Creve Coeur, MO 63141 on Wednesday, January 5, 2022 at 6:00 PM.

Council Member, Ward 1 Mark Manlin
Council Member, Ward 1 Heather Silverman
Council Member, Ward 2 Tim Carney
Council Member, Ward 2 Nicole Greer
Council Member, Ward 3 Alice Benner- Zoom
Council Member, Ward 3 David Hoffman
Council Member, Ward 4 Joseph Martinich
Council Member, Ward 4 Dan Tierney
Mayor Robert Hoffman

The Following Staff Were Also Present:

City Administrator Mark Perkins, City Attorney Carl Lumley, Director of Community Development Jason Jaggi, Director of Public Works Jim Heines, Director of Recreation Jason Valvero, Assistant Director of Public Works/City Engineer Matt Wohlberg, Assistant City Administrator Sharon Stott, Public Information Officer Melissa Orscheln, Information Systems Coordinator Chris Tumbarello, and City Clerk Kellie Henke. Director of Finance Lori Obermoeller and Chief of Police Jeff Hartman attended by means of Zoom.

Also present: Senior Project Manager Beth Quindry and Molly Saunders from Shockey Consulting.

II. STRATEGIC PLAN WORKSHOP I

Beth Quindry and Molly Saunders of Shockey Consulting conducted Strategic Plan Workshop Number 1 through various exercises and group discussions (See Exhibit A).

Review Workshop Purpose & Agenda

Warm Up Exercise

Vision Exercise

Values Exercise



**SPECIAL WORK SESSION MEETING
MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
POLICE BUILDING
EMERGENCY OPERATIONS CENTER
350 NORTH NEW BALLAS RD
JANUARY 5, 2022
6:00 PM**

Break

SWOT and Trends Presentation and Discussion

Identification of Goals

Defining Success Discussion

Wrap-Up and Adjourn

Strategic Workshop Number 2 will be held on Tuesday, January 11, 2022.

The meeting adjourned at 8:49 PM.

Submitted by:

Kellie Henke
City Clerk

Robert Hoffman
Mayor

Strategic Planning

Workshop 1



Today's Workshop

- Warm Up Exercise
- Vision Discussion
- Values Exercise
- SWOT and Trends Presentation
- Identification of Goals
- Defining Success



Opening Exercise



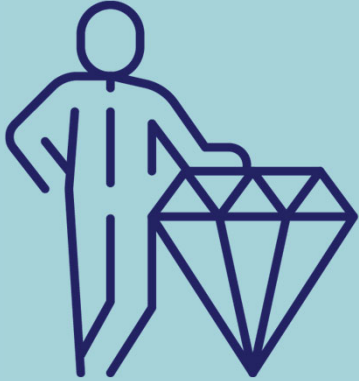
- Each person will receive one piece of paper with a picture on it.
 - You may look only at your own picture; keep it hidden from others.
 - The challenge is to put the story in sequential order without looking at others' pictures.
- Discuss with others to see if your pictures have anything in common.
- Line up in what you believe to be sequential order.
 - When the group believes it has all the pictures in order, we will reveal the order.
 - Discuss what worked and what didn't.

Vision



A community vision describes the future in idealistic and aspirational terms. Its timeframe is typically 10 years or more. By definition, the community vision cannot be realized by municipal government alone; it is a vision for the community as a whole. Knowing the community's vision helps the City define its role.

Values



Values guide decision-making in all circumstances, irrespective of changes in its goals or strategies.

Question #1

What word describes what you appreciate most in a leader?

Q1

Question #2

Think of someone who exemplifies the best of Creve Coeur. What behavior makes that person stand out?

Q2

Question #3

What word describes good public policy?
The policy is....

Q3



THE FUTURE

MEGA TRENDS

HOW WILL TRENDS IMPACT YOUR COMMUNITY?



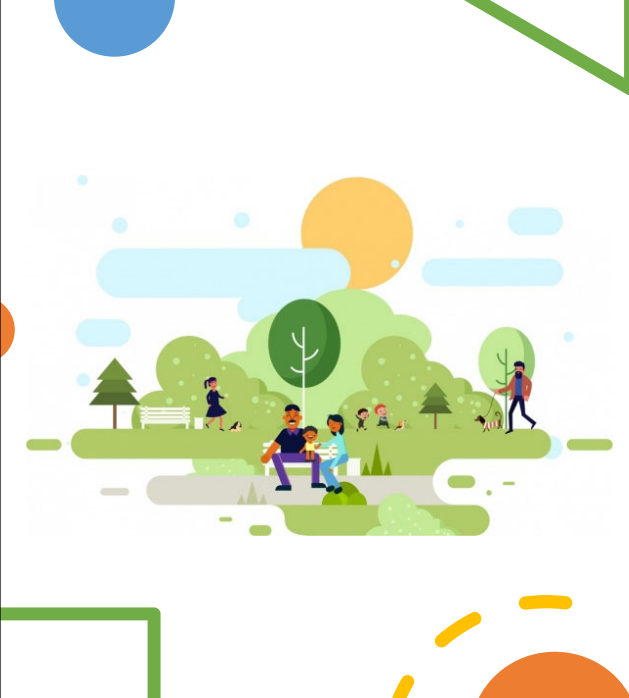
MEGA TREND #1

Our population is getting older, younger, and more diverse.

WHAT'S TRENDING?

Choice, Equity, & Affordability

- Housing costs are rising across the nation.
- Millennials & Generation Z cannot afford a home, so they live with their parents.
- Many immigrant cultures live with multiple generations under one roof.
- Accessory dwelling units (a.k.a. granny flats) are on the rise.
- Older people are choosing to age-in-place, live with their families, or live with housemates.



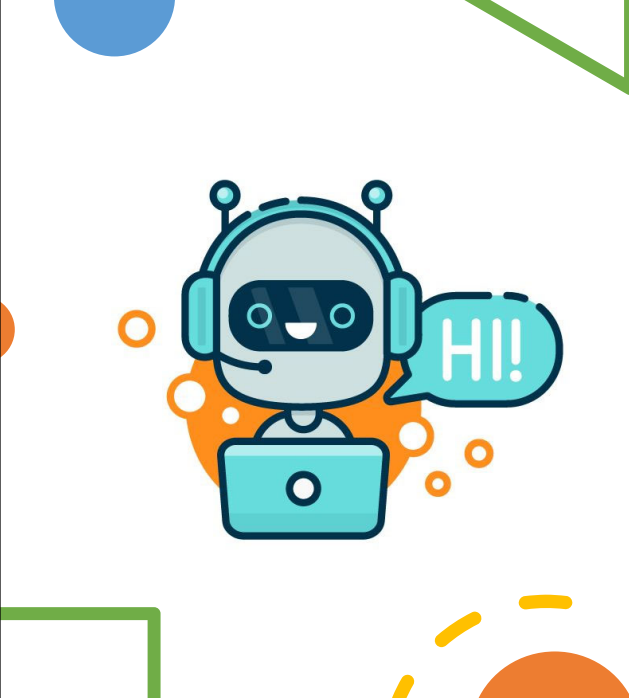
MEGA TREND #2

People desire authentic places, healthy living, and well-connected communities.

WHAT'S TRENDING?

Health, Well-Being & Sense of Place

- Millennials, Gen X, & Baby Boomers are drawn walkable downtowns.
- People are seeking homes connected to vibrant activity centers & walkable areas.
- People prefer to spend money on experiences over things.
- People desire places that celebrate the arts, culture, & creativity.
- Outdoor socializing & recreational activities are in demand.



MEGA TREND #3

Exponential change in technology is changing the way we live, work, and play.

WHAT'S TRENDING?

Virtual Interactions

- COVID-19 & telecommunication technologies have normalized working from home & telehealth visits.

Shared Economy

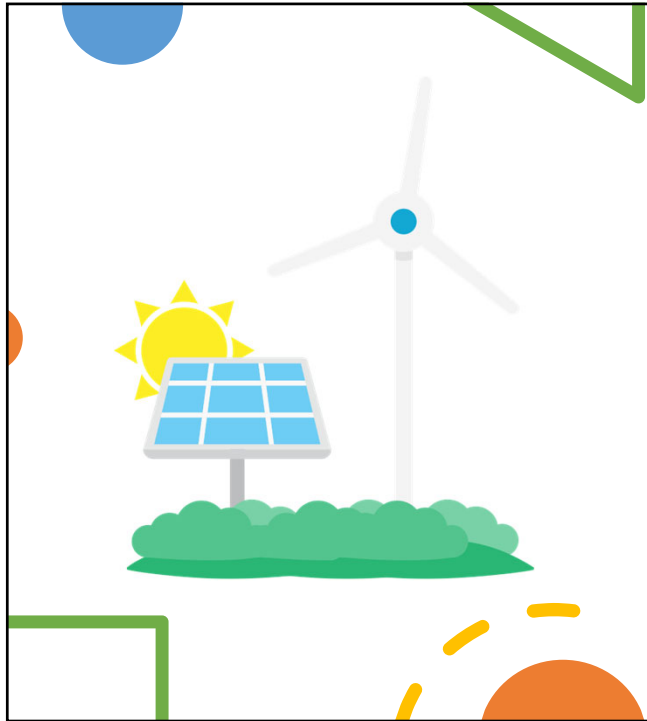
- Shared access to homes, bikes, & cars supported by phone apps.

Transportation

- People desire multi-modal transportation options.
- Driverless vehicles will reduce traffic & enhance mobility for all.

Logistics & Automation

- Advancements in robotics & artificial intelligence will replace jobs & automate logistics.



MEGA TREND #4

Connecting climate to health, resources, and technological advances.

WHAT'S TRENDING?

Climate-Driven Solutions

- Climate change is causing more frequent & severe weather events. Temperatures are increasing.
- Climate-driven energy & water consumption will increase resulting in increased demand on our energy systems & water supply.
- There is a shift from fossil fuels towards a bio-economy built on renewable energy.
- Smart Cities use technology to enhance quality & performance of city services, reducing consumption, waste, & costs.

STRENGTHS

What are the community's strengths?

S

Community Strengths

- Forward-Looking Culture/Progressive

City Government Strengths

- **Community Support/Engagement**
- **Employees/Staff/Leadership Team**
- **Excellent Services**
- Financial position
- Transparency and communications
- Location

Community Weaknesses

- Land-locked/redevelopment needed
- Inclusiveness

City Government Weaknesses

- Shortages in staffing
- Play opportunities are limited – lacking theatre, live music, recreation center
- Sales tax revenue loss with online purchases
- Trash pick-up costs are high
- **Aging infrastructure**
- Turning down needed redevelopment because of a vocal few who oppose it
- Development process (online permit needed, external perception is negative)
- Lack of infrastructure for walking and biking
- Takes a long time to accomplish things



WEAKNESSES

What are the community's weaknesses?

Community Opportunities

- Agtech/39N
- Medical
- More townhomes/condos
- Capitalize on visitors to Creve Coeur
- East Olive business district

City Government Opportunities

- **Maintaining and attracting a quality workforce**
- **Improve parks and park facilities**
- Use Tax
- Establishing programs for parks and stormwater to make use of new revenue
- Infrastructure bill and federal \$\$ for projects
- Refine systems/more automation
- Better use of energy/reduce consumption
- Consider charging extra for premium services
- Grant opportunities and partnerships to share cost



OPPORTUNITIES

What opportunities do community members need to capitalize on in the next five years?

Community Threats

- Aging Population
- Political climate/divisiveness
- Less demand for office and commercial real estate
- **Resistance to some development**

City Government Threats

- **Retirements**
- **Limited resources**
- Aging Infrastructure and Facilities (ice rink, Government Center)
- Showing residents the parks and stormwater money is being spent well



THREATS

What challenges will the community face over the next five years?

Critical Issues

Elected Officials

- 1 Maintaining and improving public facilities
- 2 Addressing infrastructure needs/deferred maintenance
- 3 Making improvements to the Government Center
- 4 Support ongoing development of 39N
- 5 **Attracting and retaining a quality workforce**
- 6 Crime and perception of public safety
- 7 Improving key corridors and gateways
- 8 Offer transportation options

Staff

- 1 **Attracting and retaining a quality workforce**
- 2 Making improvements to the Government Center
- 3 Addressing infrastructure needs/deferred maintenance
- 4 Growing the commercial tax base
- 5 Implementing technology into city service provision
- 6 City finances (diversify revenue sources)
- 7 Support ongoing development of 39N
- 8 Attracting and maintaining major employers



GOALS

Goals are long-term desired results that make progress toward the vision.

Next Steps

December	January	February	March
Elected Official Briefing & Survey	Workshop 1: Jan. 5	Draft Document Review: Feb. 14	Public Comment Period (Feb. 15 – March 15)
	Workshop 2: Jan. 11		Final Plan Adoption March 22
	City Staff Workshop and Action Planning		





**SPECIAL WORK SESSION MEETING
MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
JANUARY 11, 2022
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 Robert Hoffman at the Multi Purpose Room, 300 North New Ballas Rd, Creve-Coeur, MO 63141 on Tuesday, January 11, 2022 at 6:00 PM.

Council Member, Ward 1 Mark Manlin
Council Member, Ward 1 Heather Silverman
Council Member, Ward 2 Tim Carney
Council Member, Ward 2 Nicole Greer
Council Member, Ward 3 Alice Benner
Council Member, Ward 3 David Hoffman
Council Member, Ward 4 Joseph Martinich
Council Member, Ward 4 Dan Tierney
Mayor Robert Hoffman

The Following Staff Were Also Present:

City Administrator Mark Perkins, City Attorney Carl Lumley, Director of Community Development Jason Jaggi, Director of Public Works/City Engineer Matt Wohlberg, Chief of Police Jeff Hartman, Assistant City Administrator Sharon Stott, Public Information Officer and Management Analyst Melissa Orscheln, and City Clerk Kellie Henke. Director of Finance Lori Obermoeller and Director of Recreation Jason Valvero attended by means of Zoom.

Also present: Senior Project Manager Beth Quindry and Gabby Danback from Shockey Consulting.

II. STRATEGIC PLAN WORKSHOP II

Beth Quindry and Gabby Danback of Shockey Consulting conducted Strategic Plan Workshop Number 2 through various exercises and group discussions (See Exhibit A). During discussions, Ms. Quindry referenced several executive summaries of various City planning documents include the Comprehensive Plan 2030, Parks Master Plan, 2021 Resident Survey, and the 2018-2020 Strategic Plan available on the city website at www.crevecoeurmo.gov.

Session I Recap

Present and Discuss Results of Pre-Workshop Survey

Break

Goals to Action - Small Group Discussions



**MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
JANUARY 11, 2022
6:00 PM**

Prioritization Exercise

Group Wrap Up: Most Important or Exciting Workshop Idea

Strategic Plan Draft Review will be held on Monday, February 14, 2022.

The meeting adjourned at 8:33 p.m.

Submitted by:

Kellie Henke
City Clerk

Robert Hoffman
Mayor

Exhibit A



STRATEGIC PLAN FRAMEWORK (WORKING DRAFT)

VISION

What makes Creve Coeur such a great place to live in 2032?

- Work and live
- Walkable
- Amenities – parks, trails, ice rink, golf course
- Amazing people

(Vision Exercise, Session I)

The City of Creve Coeur is a place for every part of your life – living, working, learning, and playing. Creve Coeur is a vibrant, inclusive, and resilient community where:

- Residential neighborhoods and diverse businesses thrive
- Residents enjoy a strong civic life and come together to achieve common goals
- Amenities are abundant and accessible to all

Creve Coeur is a community of choice, a destination, a leader.

MISSION STATEMENT (existing)

The City of Creve Coeur serves its residents and businesses by providing superior municipal services and being a catalyst for community improvement locally and regionally.

Exhibit A

OUR VALUES

Insight: We plan for the future with imagination and wisdom. *(Vision, Insightful, Thoughtful)*

Creativity: We seek originality and are not constrained by what has always been done.
(Creative)

Fairness: We consider all points of view and make decisions equitably, based on what is in the long-term best interest of the community. *(Fair x 2, Fairness, Integrity, Equitable, Honesty, Diplomatic)*

Inclusion: We respect and value community members with diverse backgrounds, abilities, and beliefs.
(Inclusion x 2)

Fiscal Responsibility: We are good stewards of community resources.
(Fiscally Responsible)

Caring: We listen and respond to community members' needs with compassion and empathy.
(Understanding, Listener, Empathic, Helpful – a neighbor in every sense, Caring, Compassion)

Commitment: We use our abilities and resources to do what is best for our community. *(Experienced, Ability, Commitment to Service, Determined)*

Practical and Straightforward: We pursue the simplest, but most effective solutions, policies and practices for our community. *(Simple)*

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

Exhibit A

GOALS

What was it that the City did leading up to their 2032 award to support or inspire positive change?

- Listened to residents and encouraged participation (7)
- Attracted businesses/encouraged development (5)
- Made government easy – transparent, reasonable, simple (3)

(Vision Exercise, Session I)

How does it feel to work for the City of Creve Coeur in 2032?

- Competitive wages and benefits
- Opportunities for growth
- Impact/Purpose
- Appreciated

(Vision Exercise, Session I)

GOAL 1: Maintain excellence in municipal service delivery.

Issues to Consider	Staffing needs including pending retirements, funding needs (including potential use tax), transparency and inclusion in decision-making, premium services and their cost, need for technology and other ways to make processes simpler, sustainability, managing threats to local control <i>Question: Will the trend toward remote working impact local government? If so, what are the implications?</i>
Related Departments/Services	Police, Fire, Internal Services (human resources, finance, IT)

Exhibit A

GOAL 2: Invest in public facilities and infrastructure to support the local economy and quality of life.

Issues to Consider	Infrastructure is aging, Federal funding is going to increase through the Infrastructure bill (how can Creve Coeur take advantage of it), Government Center needs, community internet access, investing for energy efficiency
Related Departments/Services	Public Works, Parks (ice rink, golf course)

GOAL 3: Support a strong and diverse economic base.

Issues to Consider	Support for 39N and biotech, strong core businesses (Olive Rd), diversity of land use and economy is a strength, desire to attract worker-residents, improvements to East Olive, redevelopment of “key parcels” (M. Perkins comment) <i>Question: several comments were made about attracting development. Is there a common understanding for what type of development is desired in different locations?</i>
Related Departments/Services	Community Development, private sector?

GOAL 4: Support and create quality of life amenities.

Issues to Consider	Parks, trails, parks programming, creation of a downtown and/or places for the community to gather, need to celebrate the diversity of Creve Coeur’s residents/build on diversity as a strength <i>Question: is there a common definition of what is meant by community amenities?</i>
Related Departments/Services	Parks, Community Development

Exhibit A

GOAL 5: Encourage high quality development

Issues to Consider	Residential: more diversity of housing is needed for younger and older residents, accessory buildings will be in demand, 1-acre lots are a challenge Non-residential: there is less demand for office and commercial development; diverse economic base is needed; residents want a vibrant mix of retail and restaurants
Related Departments/Services	Community Development

CREVE COEUR MISSOURI STRATEGIC PLAN



February 24, 2022

INTRODUCTION

In January 2022, elected officials and city staff came together to update the City of Creve Coeur's strategic plan. Goals and actions identified in the 2018 plan were largely complete and the City was ready for a new plan, its first since the onset of the COVID-19 pandemic.

At the initial workshop, the group discussed current trends impacting cities and reviewed pre-workshop survey results that included feedback from council and staff on critical issues facing Creve Coeur and proposed solutions. Results also included components of a traditional SWOT analysis: strengths, weaknesses, opportunities, and threats.

With this context in mind, the group developed a vision for the community, organizational values, and four areas of concentration for the plan:

- Maintaining excellent municipal services
- Public facilities and infrastructure
- Development and the economy
- Parks

A fifth focus area, public engagement, was added to stress the importance of continuing the City's commitment to involving residents and businesses in city affairs.

A second workshop with elected officials and follow up meetings with city staff developed specific strategies and actions to achieve the goals along with indicators to measure progress.

STRATEGIC PLAN DEFINITIONS

VISION

A community vision describes the future in idealistic and aspirational terms.

MISSION

A mission statement explains, in simple and concise terms, an organization's purpose for being.

VALUES

Values are enduring, passionate, and distinctive core beliefs.

GOALS

Goals are long-term results.

STRATEGIES

Provide direction toward achieving the goals and move the community toward its vision.

ACTIONS

Actions are the specific steps taken to achieve a goal – they are the to-do list.



Our Vision

The City of Creve Coeur is a place for every part of life – living, working, learning, and playing. Creve Coeur is a vibrant, inclusive, and resilient community where

- ✓ Residential neighborhoods and diverse businesses thrive.
- ✓ Residents enjoy a strong civic life and come together to achieve common goals.
- ✓ Amenities are abundant and accessible to all.

Creve Coeur is a community of choice for residents and businesses and an example for other communities to follow.





MISSION STATEMENT

The City of Creve Coeur serves its residents and businesses by providing superior municipal services and being a catalyst for community improvement locally and regionally.

OUR VALUES

- 1 **Insight:** We plan for the future with imagination and wisdom.
- 2 **Creativity:** We seek originality and are not constrained by what has always been done.
- 3 **Fairness:** We consider all points of view and make decisions equitably, based on what is in the long-term best interest of the community.
- 4 **Inclusion:** We respect and value community members with diverse backgrounds, abilities, and beliefs.
- 5 **Fiscal Responsibility:** We are good stewards of community resources.
- 6 **Caring:** We listen and respond to community members' needs with compassion and empathy.
- 7 **Commitment:** We use our abilities and resources to do what is best for our community.
- 8 **Practical and Straightforward:** We pursue the simplest, but most effective solutions, policies and practices for our community.
- 9 **Forward Thinking-** While mindful of current needs, we work to anticipate the future needs of Creve Coeur's residents and businesses and plan accordingly.

GOAL 1



Invest in city services to make them efficient and effective.

STRATEGIES

- ✓ Retain and attract employees through competitive pay and benefits.
- ✓ Establish succession plans for key positions in anticipation of retirements.
- ✓ Use technology to improve resident access to city services and increase efficiency of government operations.
- ✓ Review internal processes to manage staff workload.
- ✓ Consider additional revenue sources to diversity City's revenue base.

INDICATORS

FTE Turnover, All

FTE Turnover, sworn only

Perceptions of Overall Quality of City Services (2024 Resident Survey)

Perception of Overall Value Received for Local Tax Dollars/Fees (2024 Resident Survey)

First Year Actions:

- Conduct a comprehensive review of city's benefit package
- Cross-train across departments especially for one-person divisions and develop position guides
- Implement a building permitting software and digital archiving systems
- Review onboarding process. Consider group rather than individual orientation to save time.
- Inform residents about the use tax ballot initiative



GOAL 2



Invest in infrastructure and facilities to support the local economy and quality of life.

STRATEGIES

- ✓ Renovate or replace the Government Center.
- ✓ Reinvest in city recreational facilities.
- ✓ Consistently plan for and invest in maintenance of infrastructure to preserve what we have.
- ✓ Support infrastructure costs through grants.

INDICATORS

Progress toward Government Center improvements and Ice Arena usage
 Pavement Rating
 Satisfaction with Maintenance of City streets (Resident Survey, 2024)
 Implementation of 39N Greenways Plan

First Year Actions:

- Complete the Government Center feasibility study and decide scope and funding strategy
- Develop a stormwater management plan
- Consider alternative uses to the Ice Arena before moving forward with a conversion of the ice refrigerant system
- Update City's quinquennial street condition analysis
- Develop and maintain a list of potential fast-track projects that align with federal government funding opportunities



GOAL 3



Promote safety and well-being of the community.

STRATEGIES

- ✓ Maintain excellence in police services.
- ✓ Maintain and improve Creve Coeur parks.
- ✓ Increase opportunities to walk and bike in Creve Coeur.
- ✓ Share information with the public on use of Prop C funds and on all parks and recreation programs.
- ✓ Seek grants and partnerships to support parks and parks programs.
- ✓ Expand on current recreation programming to meet community needs.

INDICATORS

Annual crime data

Satisfaction with Overall Quality of Police Services (Residents Survey, 2024)

Progress on Phase 1, Millennium Park Master Plan

Satisfaction with Maintenance of City Parks (Resident Survey, 2024)

Satisfaction with Overall Quality of Recreation Services (Resident Survey, 2024)

First Year Actions:

- Review police recruitment strategy and identify new ways to attract candidates
- Expand use of license plate reader (LPR) cameras at major intersections to prevent and solve crime (not traffic enforcement cameras)
- Complete Phase 1 of the Millennium Park Master Plan
- Complete the installation of the restroom at Conway Park to be year-round and look at similar upgrades at other parks
- Plan for nature trail in Millennium Park and subdivision connection to Millennium Park
- Establish online registration for parks programs



GOAL 4



Actively engage Creve Coeur residents and seek input from diverse perspectives.

STRATEGIES

- ✓ Identify specific ways the city can encourage cultural events in Creve Coeur.
- ✓ Provide opportunities for residents to learn about local government and participate.
- ✓ Seek diversity on City boards and commissions through intentional recruitment.
- ✓ Reach out to the business community on a regular basis to share information and understand their needs.

INDICATORS

Increase number of followers on Facebook and Twitter

Increase number of attendees, Subdivision Annual Meeting

Increase number and diversity of applicants to Boards/Commissions/Committees considering race, gender, age, and length of time in Creve Coeur

First Year Actions:

- Resume Subdivision Trustee annual meeting
- Upgrade agenda management system for governing bodies (Council, Boards, Commissions)



GOAL 5



Encourage high quality development in order to strengthen and diversify the economy and provide additional services and amenities to residents.

STRATEGIES

- ✓ Continue to encourage development of East Olive.
- ✓ Establish a walkable mixed-use development to serve as a “downtown” Creve Coeur.
- ✓ Support continued development of 39N along with partners - St. Louis Economic Development Partnership, Danforth Plant Science Center, Bayer, and City of Olivette.
- ✓ Attract townhomes, villas, and condos.
- ✓ Identify appropriate zoning incentives that could be used in targeted planning areas including 39N, East Olive, and future Downtown Creve Coeur based on demonstrated need, fulfillment of development objectives, and public benefit.
- ✓ Update regulatory framework to allow development desired by the community.
- ✓ Reduce barriers and streamline development processes.

INDICATORS

Employment data of AgTech industry

Increase sales tax revenue

Increase in number of building permit requests for condos, villas, and townhomes

Overall satisfaction with building permits and overall enforcement of City codes and ordinances (Resident Survey, 2024)

Building Division surveys following close-out of building permits

First Year Actions:

- Conduct a market study to identify types of businesses, restaurants, entertainment, cultural amenities which could be supported by a “downtown” Creve Coeur.
- Contact developers to share information on suitable locations for townhomes, villas, and condos in Creve Coeur and learn more about their needs.
- Revise drive-thru ordinance
- Establish online permitting system, implement Building Task Force recommendations



Draft Strategic Plan Action Plan Worksheet 2/24/22

Notes: Staff will propose a projected completion date for each action item in the final action plan.

Goal	Strategy	Action	Responsible Party
1. Invest in city services to make them efficient and effective.			
	Retain and attract employees through competitive pay and benefits		
		Resume city administrator interviews with new employees on their one-year anniversary	City Administrator
		**Conduct a comprehensive review of city's salary and benefit package on a regular basis	Assistant City Administrator
	Establish succession plans for key positions in anticipation of retirements		
		Conduct roundtable discussions/lunch-n-learns where experienced employees share information with others.	Dept. Directors or designees to lead discussions
		**Cross-train across departments especially for one-person divisions and develop position guides	Dept. Directors / Assistant City Administrator
1. Invest in city services to make them efficient and effective.		Fund training opportunities to prepare internal candidates for promotions.	Dept. Directors
	Use technology to improve resident access to city services and increase efficiency of government operations		
		**Implement a building permitting software and digital archiving systems	Community Development Director/City Clerk
		Consider digital solutions to support human resources, particularly on-boarding and applicant tracking software	Assistant City Administrator
	Review internal processes to manage staff workload		
		**Review onboarding process. Consider group rather than individual orientation to save time.	Assistant City Administrator
		Consider virtual options for some customer service that would allow employees to work from home some of the time.	Director of Public Works, Director of Community Development, Assistant City Administrator

Goal	Strategy	Action	Responsible Party
1. Invest in city services to make them efficient and effective.	Consider additional revenue sources to diversify City's revenue base	**Inform residents about the use tax ballot initiative	Public Information Officer
		Consider user fees for services where practical	City Administrator (Lead)
2. Invest in infrastructure and facilities to support the local economy and quality of life.			
	Renovate or replace the Government Center		
		**Complete the feasibility study and decide scope and funding strategy	City Administrator (Lead)
		Design improvements	City Administrator (Lead)
		Construct improvements	City Administrator (Lead)
	Reinvest in City recreational facilities		
2. Invest in infrastructure and facilities to support the local economy and quality of life.		**Consider alternative uses to the Ice Arena before moving forward with a conversion of the ice refrigerant system	
		Engage consultant to explore alternative programming options for Ice Arena with long term operating feasibility analysis.	Director of Recreation
		Proceed with renovations pursuant to outcome of feasibility analysis.	Director of Recreation
	Consistently plan for and invest in maintenance of infrastructure to preserve what we have		
		Consideration of Police & Safety Committee street light findings by Council	Director of Public Works, Police & Safety Committee, City Council
		**Update the city's quinquennial street condition analysis	Director of Public Works
		**Develop a stormwater management plan	Director of Public Works
		Consider maintenance costs before new projects are built	Director of Public Works, Elected and Appointed Officials

Goal	Strategy	Action	Responsible Party
2. Invest in infrastructure and facilities to support the local economy and quality of life.	Support infrastructure costs through grants		Director of Public Works
		**Develop and maintain a list of potential fast-track projects that align with federal government funding sources (especially, Infrastructure Investment and Jobs Act)	Director of Public Works
3. Promote safety and well-being of the community.			
	Maintain excellence in police services		
		Maintain CALEA accreditation	Chief of Police
		Add mental health programs for police officers	Chief of Police
		**Review police recruitment strategy and identify new ways to attract candidates	Chief of Police
		**Expand use of license plate reader (LPR) cameras at major intersections to prevent and solve crime (not traffic enforcement cameras)	Chief of Police
3. Promote safety and well-being of the community.		Upgrade security system in parks	Chief of Police, Director of Parks and Recreation
	Maintain and improve Creve Coeur parks		
		**Complete Phase 1 of the Millennium Park Master Plan	Director of Recreation
		**Complete the installation of the restroom at Conway Park to be year-round and look at similar upgrades at other parks	Director of Recreation
		Complete a Venable Park Master Plan	Director of Recreation
		Complete park signage master plan	Director of Recreation
		Complete survey work for facility users, renters, and program participants	Director of Recreation

Goal	Strategy	Action	Responsible Party
	Increase opportunities to walk and bike in Creve Coeur.		
3. Promote safety and well-being of the community.		**Plan for nature trail in Millennium Park and subdivision connection to Millennium Park	Director of Recreation, Public Works
		(as City works on adding trails) Work with property owners of adjacent properties to understand and address their concerns	Director of Recreation, Public Works
		Support ongoing development of the 39N Greenways Plan (also included in Goal 5)	Community Development
	Share information with the public on use of Prop C funds and on all parks and recreation programs		
		Share information on Prop C spending through social media, Creve Coeur newsletter, website, and yard signs on project sites	Director of Recreation, Public Information Officer
		Host table at special events to educate the public on parks and parks programming	Director of Recreation
	Seek grants and partnerships to support parks and parks programs		Director of Recreation
	Expand on current recreation programming to meet community needs		
3. Promote safety and well-being of the community.		Continuous review of recreation offerings to align with community needs	Director of Recreation
		**Establish online registration for parks programs	Director of Recreation
4. Actively engage Creve Coeur residents and seek input from diverse perspectives.			
	Identify specific ways the city can encourage cultural events in Creve Coeur.		
	Provide opportunities for residents to learn about local government and participate.		
		**Resume Subdivision Trustee annual meeting	City Clerk and City Administrator
		**Upgrade agenda management system for governing bodies (Council, Boards, Commissions)	City Clerk
		Explore ways of improving virtual meeting support through Government Center renovation	City Clerk

Goal	Strategy	Action	Responsible Party
4. Actively engage Creve Coeur residents and seek input from diverse perspectives.		Use the City's monthly newsletter to share information with the public on issues related to implementation of development priorities in the Comprehensive Plan	
		Place articles in Creve Coeur newsletter, provide information on City website, draft talking points for elected officials, etc.	Public Information Officer
	Seek diversity on City boards and commissions through intentional recruitment		
	Reach out to the business community on a regular basis to share information and understand their needs		
		Continue Mayor's State of the City update to the Creve Coeur Olivette Chamber of Commerce	Mayor
		Meet with key business stakeholders individually	Mayor, City Administrator, Director of Community Development
5. Encourage high quality development in order to strengthen and diversify the economy and provide additional services and amenities to residents.			
	Continue to encourage development of East Olive.		
		Review zoning to encourage desired development.	Director of Community Development
	Establish a walkable mixed-use development to serve as a "downtown" Creve Coeur.		
		**Conduct a market study to identify types of businesses, restaurants, entertainment, cultural amenities which could be supported	Director of Community Development
		Work closely with existing property owners in the area identified as Downtown Creve Coeur to encourage and support redevelopment consistent with planning objectives in the area and to understand their concerns.	Director of Community Development
	Support continued development of 39N along with partners - St. Louis Economic Development Partnership, Danforth Plant Science Center, Bayer, and City of Olivette.		

Goal	Strategy	Action	Responsible Party
5. Encourage high quality development in order to strengthen and diversify the economy and provide additional services and amenities to residents.		Pursue funding opportunities for implementing the Old Olive Great Streets plan	Director of Community Development
		Support ongoing development of the 39N Greenways Plan (also included in Goal 3)	Director of Community Development
		Identify key parcels and collaborate with STLEDP and property owners on redevelopment	City Administrator, Director of Community Development
		Align zoning with 39N plan	Director of Community Development
		Collect data about what it would take to get those who work in 39N to want to live in Creve Coeur	Director of Community Development, Public Information Officer
	Attract townhomes, villas, and condos.		
		**Contact developers to share information on suitable locations in Creve Coeur and learn more about their needs.	Director of Community Development, City Administrator

Goal	Strategy	Action	Responsible Party
5. Encourage high quality development in order to strengthen and diversify the economy and provide additional services and amenities to residents.	Identify appropriate zoning incentives that could be used in targeted planning areas including 39N, East Olive, and future Downtown Creve Coeur based on demonstrated need, fulfillment of development objectives, and public benefit.		
		Determine appropriate zoning incentives that could be used.	Director of Community Development
	Update regulatory framework to allow development desired by the community		
		**Revise drive-thru ordinance	Director of Community Development
	Reduce barriers and streamline development processes		
		Implementation of Building Division Task Force recommendations as outlined in 11/1/21 report to city council	Director of Community Development
		Review planning/permitting processes for projects that the city wants to encourage (i.e., public art, solar panels, EV charging stations)	Director of Community Development
5. Encourage high quality development in order to strengthen and diversify the economy and provide additional services and amenities to residents.		**Establish online permitting system and implement building task force recommendations	Director of Community Development

**** These actions are identified as possible first year actions.**



Creve Coeur Strategic Plan Priorities Overview

2021 Citizen Survey

Services that should receive the most emphasis over the next two years:

- Maintaining Quality of police services
- Improving Quality of building inspections and permits
- Maintaining Maintenance of City parks

Pre-Workshop Survey

Council Critical Issues <i>Listed in order of Council priority; parentheses indicate ranking of the same issue by staff.</i>	1. Maintaining and improving public facilities 2. Address infrastructure needs/deferred maintenance (#3) 3. Government Center renovation (#2) 4. Support ongoing development of 39N (#7) 5. Attracting and maintaining a quality workforce (#1)
Staff Critical Issues <i>Listed in order of staff priority; parentheses indicate ranking of the same issue by Council.</i>	1. Attracting and retaining a quality workforce (#5) 2. Government Center renovation (#3) 3. Address infrastructure needs/deferred maintenance (#2) 4. Growing commercial tax base 5. Implementing technology into city service provision

Workshop 1, Visualize the Future Exercise/Vision Statement

- Living your whole life, self-contained community, something for all aspects of life
- Attracting businesses
- Talking to and engaging a diverse group of residents
- City services are accessible and “easy”/straight forward
- Bringing amenities to the community – including those like the ice rink and golf course that are publicly owned and restaurants, shops, culture

Workshop 2, Top Strategies

Competitive pay with work/life balance for city employees. Encourage flexibility.	13
Technology – be available in more ways than in-person only. Increase online services.	12
Attract desirable developments – townhomes, villas, condos, walkable mixed-use district	10
Trails	8
Attract entertainment, cultural venues, restaurants	8
Support a variety of transportation options on East Olive	7
Public-private partnerships for amenities like ice rink and parks	5
(all other strategies received 4 or fewer votes)	



STRATEGIC PLAN DRAFT PLAN DISCUSSION ITEMS

During the strategic planning process, many ideas and suggestions were made. Staff felt a few ideas required further consideration by City Council before finalizing the Plan. These issues will be discussed during the Council workshop on February 28.

Discussion Items by Goal

GOAL 1: Invest in city services to make them efficient and effective.

- Public transparency-demonstrate where funds are going

GOAL 2: Invest in infrastructure and facilities to support the local economy and quality of life.

- Olive Blvd Shuttle. What was goal or intention behind the idea for the shuttle?

GOAL 3: Promote safety and well-being of the community. (no discussion items)

GOAL 4: Actively engage Creve Coeur residents and seek input from diverse perspectives.

- Consider ways to encourage Creve Coeur cultural events
- Recruitment of City boards and commissions
- Regional engagement through Missouri Municipal League and other regional organizations advocating for cities

GOAL 5: Encourage high quality development in order to strengthen and diversify the economy and provide additional services and amenities to residents.

- Development of banquet facilities (or destination/event facilities)
- Continue to use code enforcement to maintain high quality housing