



## **STRATEGIC PLAN, 2013-2015**

With January, 2016 updates

### **Introduction**

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

### **Process**

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

## VISION

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

## MISSION

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

## GOALS AND ACTION STEPS

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

### **1.1 Advance plans for redesign of government facilities.**

2013

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

2014

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

### **2015 Status:**

- Space needs study was completed in April 2014. Facilities Task Force and City Council have reduced the number of options to two; Financing alternatives have been reviewed and this process will continue in 2015. Task Force work will continue in spring of 2015, public engage process to follow. Consideration to be given to a ballot measure for financing in 2016.

### **2016 Status:**

- The city's consultant, Bond Architects, is working on the schematic drawings and preliminary plans for a new Police Station and renovated Government Center. Plans, updated cost estimates and financing plan will be forwarded to the Government Center Task Force and City Council by February 2016.

- With regard to getting the word out about the city's facilities' needs, Government Center tours were held for appointed officials in September, 2015 as well as the general public in October, 2015. Articles regarding the building needs appeared in the October and December residential newsletters.
- The city's efforts to inform citizens about facility needs will be further increased in 2016, particularly if a voter-approved bond issue is sought in November of 2016.

## **1.2 Develop a system for online payment of fees.**

2013

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

2014

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

### **2015 Status**

- New software for Dielmann Recreation Complex was installed in Fall 2013; on-line park, community room, and program reservations were implemented Spring 2014. Online golf reservations implemented March 1, 2015.
- City is procuring a provided for credit card services for Finance and Community Development, implementation expected to begin by May 1, 2015. Implementation will begin with Finance and anticipate other installations no later than August 1, 2015.
- Online building permits – Resident and contractors will be able to view the status of their permit and inspection requests beginning June 1, 2015. Certain mechanical permits for furnace and a/c replacement will be available on line beginning July 1, 2015.
- Business license renewal and other online applications are anticipated to be part 2 of the credit card implementation process. Implementation is anticipated for the FY 2016 business license renewal.

### **2016 Status:**

- Credit card services will be fully implemented in the Government Center by January 2016. On-line building permit implementation has not occurred, staff continues to work with "MyGov" on implementation for spring 2016.
- Business License applications will be implemented online by spring 2016.

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

2013

- Conduct additional trainings as needed to cross-train front desk staff. (*Finance, Community Development, Public Works*).
- Customer service training was provided to all Government Center staff in early 2013, and was repeated in 2014.

2015

- Providing ongoing cross-training of key functions at the Community Development/Public Works counter, Finance counter, and Police Records Clerk counter.
- Providing small group team building and conflict resolution training for employees.
- “Respectful Interactions”, a customer service training, was provided to city staff in November, 2015.

**2016 Status:**

- Continue to provide ongoing customer service training for all employees.

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

**2016 Status:**

- This objective is completed annually as part of the budget process.
- During 2015, an additional Public Works Project Manager was hired to meet workload demands.
- Staff coordinated a third party contract with ACA Checkpoint in order to meet new Affordable Care Act filing requirements.
- Staff has started the Self-Assessment process as a precursor to the American Public Works Association Accreditation to improve existing policies and practices in Public Works and other key city departments.

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

2013/Ongoing

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

2015

- Conduct a review of retirement benefits to ensure that benefit levels remain competitive.
- Implement a comprehensive Employee Assistance Program to provide easy access to life management services designed to keep employees healthy, on the job, and productive. Services include consultation on topics such as parenting, caregiving for children and elders, estate planning, tobacco cessation, performance improvement services and training, and substance abuse and grief counseling.
- Contract with an independent agency to provide comprehensive one-on-one financial consultation to assist employees with periodic investment review of their retirement plans.

**2016 Status:**

- A comprehensive Employee Assistance Program (EAP) was implemented. The EAP provides a variety of confidential assessments, short-term counseling, referrals and

- follow-up services to employees who have personal and/or work-related problems at no cost to employees (9/2015).
- A variety of professional development training opportunities for employees were provided:
    - Drug & Alcohol Training for Supervisors (8/6/15)
    - Drug & Alcohol Training for CDL drivers (9/14/15)
    - Supervisor Training: Using EAP as a Management Tool (8/18/15 & 9/9/2015)
    - LTAP Chainsaw Safety for PW & Golf Maint. 9/19/2015
    - Biennial Ethics Training for Employees (10/8/2015)
    - Biennial Ethics Training for Elected & Appointed Officials (10/12/2015)
    - Conducting Performance Evaluations (10/6/2015)
    - CPR training for PW staff 9/22/2015
    - LTAP Snow and Ice Training for PW & Golf Maint. 9/30/2015
    - University of Missouri Chancellor's Certificates in Planning & Zoning (Andrea Muskopf, Jessica Stutte and Sharon Stott) completion 12/10/2015 (Oct-December)
    - LTAP Equipment Operations & Safety Training for PW & Golf Maint. (11/5/2015)
  - The Employee Wellness Program with Employee Wellness Committee was revamped to engage employees in wellness activities.
  - Staff researched cities with LAGERS retirement system to compare the city's retirement benefits.
  - An Employee Retirement Plan Committee was established to provide guidance and monitoring of the city's defined contribution retirement plans. The Committee surveyed employees regarding their Retirement Plan needs. The Committee has met twice during 2015 with Retirement Plan Advisors to prepare a Request for Proposals.

## **1.6 Enhance sustainability of municipal operations.**

2013

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

2013/Ongoing

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

### **2015 Status:**

- Solar panels at the Dielmann Recreation Complex were installed in fall of 2014. A heat and light recapture system is planned to be installed spring 2015.
- Significant upgrades to the Government Center will be considered as part of the Needs Analysis.
- Public Works continues to purchase green cleaning products and adds to that list when we can. We also use recycled paper products in the restrooms at the Government Center and in the restrooms at our city parks. Other areas include the installation of energy efficient boilers, LED street lighting on Olive (Cross Creek to Mason), and energy efficient lighting in our government buildings. Staff is also exploring a shared cost street light program to

increase lighting in residential areas. The program would promote the use of LED street lights in residential application and will help provide low cost street lighting.

#### **2016 Status:**

- In early 2016, Ameren announced that street lights in the St. Louis region would be replaced with LED lights over a five-year period.
- Staff recycles paper, aluminum, glass, cardboard, asphalt, leaves, and limb chipping.

### **1.7 Make city website more user friendly.**

2015

- Conduct external peer review of all city communication tools every three years. (*Administration*)
- All City Council, Planning and Zoning, Board of Adjustment work session and regular session minutes, ordinances, resolutions, and meeting summaries for all boards and committee should be accessible on the City's website by Summer 2015.
- **New Objective:** Provide more interactive mapping capabilities on the city's website through the development of the city's Geographical Information System (GIS).

#### **2016 Status:**

- Website Redesign
  - Focus group sessions were held with key city employees and department directors.
  - City employees and the public were surveyed for their input.
  - The results of the focus groups and surveys were shared with the City Council during the first City Council Work Session in January, 2016.
  - A contract will be presented to City Council at their meeting on February 8, 2016.
- All City Council, Planning and Zoning, and other board and committee agendas and minutes, along with City ordinances and resolutions are now accessible on the City's website.

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

### **2.1 Update Comprehensive Plan.**

2013

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

- Update future land use expectations for Olive Boulevard, East of Craig Road. (*Community Development, Planning Commission*)
- Update long-term land use goals for Light Industrial District. (*Community Development, Planning Commission*)

**2015 Status:**

- The Planning and Zoning Commission has recommended a consultant for assisting in the process. The updated plan will be completed by the end of 2016. City is working with St. Louis Economic Partnership and Danforth Center on a joint planning process for the LI District, Monsanto property and adjacent Old Olive corridor. To commence in mid-2015.

**2016 Status:**

- The Update to the Comprehensive Plan is scheduled to be completed by April 2016.
- A multi-partner cooperative planning process for Life Sciences is currently underway, and a plan is expected to be completed by late summer 2016.

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

2013

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

**2015 Status:**

- Funding for a partial Phase 1 of Lindbergh Streetscape Plan have been included in the CIP for 2017, to include painting of the traffic signal mast arms and illuminated street name signs. Artistic painting of Jersey-style barriers along Lindbergh was a leading idea from “For the Love of Creve Coeur” workshop in June 2013. Staff to work with MoDot and the Arts Committee to determine feasibility of painting a section of barriers in vicinity of Ladue Road on Lindbergh Blvd.
- Landscaped medians will be installed on Olive Blvd between New Ballas Road and Craig Road in summer 2015, as part of MoDot and Olive TDD joint project. Olive TDD will paint traffic signal mast arms, install pedestrian crossing equipment at Old Ballas Road and Olive, illuminated street name signs at each intersection within the corridor in 2016. Decorative light posts to be installed on New Ballas Road as part of Olive TDD in 2015.

**2016 Status:**

- MoDot has delayed the Olive Blvd roadwork and TDD improvements until summer of 2016. The decorative lighting on New Ballas Road will follow completion of the Olive Blvd work.

**2.3 Promote economic vitality.**

2013

- Meet with existing businesses on an ongoing basis to open lines of communication, build relationships and identify needs (Mayor, Administration, Economic Development Commission)

- Research the prospect of providing Wi-Fi service along Olive Boulevard. *(Administration/Public Works/Community Development)*

2014

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

**2015 Status:**

- Two roundtables with technology-sector businesses were held by the Mayor and EDC in 2013-14. Several additional informal meetings with businesses were held by the Mayor and City Administrator in 2014. These meetings will continue in 2015.
- No progress on the suggestion of Wi-Fi service along Olive, probably best suited to civic plazas and other public spaces as envisioned in the City’s Downtown Plan.
- The update to the economic development strategy was completed in 2014.

**2.4 Consider sale or future uses of Fountain Park.**

2013

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

**2015 Status:**

- A sale contract was executed in 2014 between the City and Drury Development Company, providing Drury with a three-year option to close on the property.

**2.5 Partner with others to encourage economic development.**

2013/Ongoing

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

**2015 Status:**

- Technology Sector – EDC held two roundtable meetings with technology businesses in 2013-14, and plans to continue collaborating with technology businesses going forward, providing support where possible.
- St. Louis Economic Development Partnership (STLEDP) – a branding plan was substantially completed through a joint effort of the City, STLEDP, Danforth and BRDG Park. The City will continue to collaborate with the STLEDP on the life sciences sector: 1) branding/marketing 2) development of a sector plan for the LI district

- Mentoring Opportunities - City sponsored a Coro Fellow/University of California-Berkeley student in fall 2013 to work with Community Development Department staff to research sustainable practices for inclusion in Comprehensive Plan update.
- The City is sponsoring a Science, Technology, Engineering, Arts and Math (STEAM) exhibition for the community in April 2015.

**2016 Status:**

- The Life Sciences branding /marketing will be a component of the life sciences planning project currently underway by several partners, including STLEP and the City of Creve Coeur.
- The Creve Coeur Economic Development Commission is launching a business award program in 2016 to recognize those businesses making exceptional contributions to their field or the community.

**2.6 Promote specific implementation of Downtown Plan**

2013

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

2014

- Evaluate options for creating a central civic space.

**2015 Status:**

- The form-based code for downtown is in late-stage review by PZ, scheduled to be completed by Fall 2015. The form-based code for downtown will include development incentives.
- The Update to the City's comprehensive plan in 2015 will provide an opportunity to reconsider options for creating a central civic space.

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

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

2013

- Review tax structure, evaluating service impact of reducing tax rates for city's portion of utility tax and property tax and make recommendation to Council regarding tax rate adjustment. *(Finance)*
- Address long-term pension plan liability, considering use of fund reserves to reduce long-term pension plan liabilities. *(Administration, Finance, City Council: discussions underway, spring 2013)*

- Pay off Mill Park debt using fund reserves. (*Administration, Finance, City Council: discussions underway, spring 2013*)
- Consider long-range capital improvement needs in allocating/earmarking a portion of city's fund reserves. (*Administration, Finance, City Council: discussions underway, spring 2013*)

**2015 Status:**

- Since 2013, the electric utility tax rate for residential properties was reduced from 7% to 5.5%;
- The property tax rate for 2014 was set at \$0.072 for residential, and \$0.079 for commercial, under the city's allowable cap rates of \$.091 for residential, and \$0.086 for commercial properties.
- Beginning in FY 2014, Council committed to \$300,000 in additional payments to the Pension Fund annually for five years to reduce the City's pension liability.;
- Millennium Park debt retired as of January 1, 2014
- Funds for street resurfacing/reconstruction increased by \$300,000 annually for 5 years beginning with FY 14-18 CIP.
- In 2015, City staff will examine the long-range financial outlook for the golf course, including both operating and anticipated capital considerations.

**2016 Status:**

- Pension Funding – The Employee Pension Board has recommended changes to the actuarial assumptions for the city's pension fund with a goal of eliminating the unfunded pension liability by 2025.
- City Council approved a 3<sup>rd</sup> party review of city streets, which will provide an updated funding schedule for maintenance of city streets going forward, to be completed by spring 2016.
- Golf course – a physical needs assessment of the golf course was completed in 2015; a task force has been formed by City Council to make recommendations on ways to improve the financial outlook of the golf course.

**3.2 Pursue change in regional sales tax distribution.**

2013

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

Ongoing

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

**2015 Status:**

- **Sales Tax Revenues** - The City is concerned about the current distribution of sales tax, resulting in Creve Coeur sharing over 20% of the sales tax generated by businesses in Creve Coeur. The Mayor and City Administrator have communicated the city's concerns with the legislative delegation at various venues, including the annual MML Legislative Conference in Jefferson City. For the 2015 legislative session, Creve Coeur has partnered with several other communities in hiring a consultant to monitor potentially adverse legislation which could impact our sales tax revenues or larger governance issues.

- **Local Governance** - The City will seek partnerships with neighboring communities to develop coalitions for preserving local governance. Joint work sessions between the City Councils of neighboring cities are planned for spring, 2015.

**2016 Status:**

- Creve Coeur will continue to partner with other cities in monitoring legislation which could impact sales tax revenues. Mayor Glantz will be actively involved as a board member for the St. Louis County Municipal League.
- Local Governance – Creve Coeur is joining several other cities in opposing legislation by St. Louis County which could result in the loss of control of police services by municipalities.

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

2013

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

**2015 Status:**

- Trash & recycling contract analysis and process was completed, a new contract will become effective July 1, 2015, with projected savings of \$500,000 by the third year;
- Switched life, AD&D and vision insurance providers to reduce costs by approximately \$7,100/annually.
- IT services were partially out-sourced beginning in January 2013. The city saved approximately \$16,000 in FY 2014, and projects additional savings of approximately \$34,000 for FY 2015.
- The Fleet Management Program is now operational and will be used to track fleet costs.
- Staff is planning to purchase project management software to manage construction projects as well as a work order program to track in-house operations.

**2016 Status:**

- A new trash and recycling contract was awarded using automated curbside trash and recycling, with projected savings of \$495,000 in FY 16, and this savings will grow to \$635,000 by FY18.
- Established a Recycle Rewards Program. Rebate to the city is based on the annual total tonnage of recycled materials thus creating an incentive for our residents to recycle more. (Estimated annual value \$17,500.)
- PW hiring a certified mechanic in an effort to reduce the cost of outsourced vehicle and equipment repairs and more importantly reduce downtime.

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

2013

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

2014

- The City continues to collaborate with Parkway Northeast Middle School to host the city's new Farmers Market.

#### **2015 Status:**

- The West Central Dispatch Center has brought a more professional and higher level of service to the community. Additionally, the Police department continues to see cost savings through the consolidation of dispatching services.
- The introduction of a new inter-operability radio system will continue to improve our radio communications as well as bring about a considerable cost savings to the three partner cities.
- All new in-car radios (already installed) purchased by the E-911 Commission.
- New radio furniture and PSAP's purchase and paid for by the E-911 Commission.
- E-911 Commission will transfer the phone lines to a fiber optic/digital phone line and will take over the monthly costs. The WCDC will see considerable cost saving upon this transition.
- The consolidation of the Citizen's Police Academy- a partnership exists between the Cities of Creve Coeur, Des Peres, Frontenac, Olivette, and Town and Country. Sharing the manpower and costs for the Citizen's Police Academy.
- CERT training- a partnership exists between Creve Coeur and Town and Country wherein the Citizen's Emergency Response Training is conducted jointly by the two cities, sharing the costs and the manpower.
- Based on the current quantities obtained by the city for its annual street program, we have determined that any additional savings from combining contracts with other cities would be inconsequential, but the additional project coordination and complication of dealing with multiple standards across city lines would be substantial.
- The informal mutual aid agreements with other public works agencies have been functioning well and we do not see a substantial benefit to formalizing such.
- The partnership with Parkway Northeast Middle School for hosting the City's Farmer's Market worked well in its inaugural season.
- Staff is working with other communities to create a co-op for traffic signal maintenance.
- Switched provider of Life, AD&D, Voluntary Life, Voluntary AD&D insurances effective 1/1/16 saving the city approximately \$17,100/annually or \$51,300/36 months.

#### **2016 Status:**

- Farmer's Market – the City moved the market to the Westgate Shopping Center, with the cooperation of Solon Gershmann, providing a more visible and higher-traffic location.
- Staff is working closely with other communities on a joint vendor relationship for traffic signal maintenance.

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

2013

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

Ongoing

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

2015

- The Storm Water Committee discussed a cost share program at the July 17, 2013 meeting. They felt it was not appropriate to spend public money on private property, however they did support the idea of an NID created by the residents within a set district to construct storm water improvements on private property.
- The city has been awarded the following grants:
  - Needs Analysis grant for the Golf Course and a construction grant for the Dielmann Recreation Complex, to be completed in 2015.
  - Emerson Road sidewalk, Warson Road resurfacing. Grant-supported resurfacing projects for Graeser Road and Coeur de Ville are in various stages of completion.
  - The City will be seeking additional parks grant funding, pending completion of the Golf course needs assessment. Staff has submitted grant applications for projects including Emerson Road reconstruction, and phase 1 of resurfacing of New Ballas Road. Over the next two years staff plans to apply for grants to fund the remaining two phases of New Ballas Resurfacing and Mosley road resurfacing.

#### **2016 Status:**

- The City has applied for a sidewalk improvement grant for the sidewalks in the Creve Coeur Executive Office Park, and plans to apply for a grant for reconstruction of Mosley Road in early 2016.
- With completion of the golf course needs assessment (partially funded by a grant), staff will be evaluating alternatives for the upcoming 2016 Regional Parks Commission grant round.
- Received a \$5,450 grant through St. Louis Area Insurance Trust which provided funding for many of the Employee Wellness Committee events this year. Majority of grant funds have been spent.

### **3.6 Improve maintenance program to extend equipment life.**

2013

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

Ongoing

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

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

**2015 Status:**

- Staff has acquired a vehicle management program; implementation is ongoing and will be complete by spring 2015.
- Equipment storage facility is included in CIP for FY 2018.
- The fleet size has been reduced to minimize repair and support costs. Additionally, the city will be hiring a mechanic to lower repairs costs by repairing equipment in-house.

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

**4.1 Encourage communication among citizens.**

2013

- Improve access to Wi-Fi in government center and Dielmann Center.  
*(Administration/Finance)*
  - Research gaps in existing coverage, identify cost and policy implications of coverage and access improvements.
  - Consider improvements to Wi-Fi as part of facility upgrades.
- Research web-based portal for information sharing among subdivision trustees.  
*(Administration)*
- Host semi-annual meeting of committee members or chairs to share information on committee work and identify opportunities for cooperation. *(Administration, City Council, Board and Committees)*

**2015 Status:**

- Wi-Fi is provided in the City Council Chambers and the warming area/snack bar of the Dielmann Recreation Complex. Broader Wi-Fi coverage will be included as part of the new or renovated Government Center facilities.
- The Police Department will begin the use of a social networking site- it has three vendors to choose from- Nixle, CodeRed, and Nextdoor.Com. A vendor will be chosen after the new fiscal budget and put into operation. The service and site has the potential applications beyond public safety. Many neighboring communities are currently using similar programs for notifications and communications.
- Mayor Glantz held meetings with committee chairs in 2013, and for a joint City Council – Committee Chair meeting was held in summer 2014.
- An item has been added to each Council agenda entitled, “Committee Liaison Reports,” to allow Council Members to share activities of boards and commissions, thereby promoting communication and collaboration.

**2016 Status:**

- Expanded Wi-Fi will be provided in the DRC following completion of the renovation, January 2016.
- Wi-Fi in Meeting Rooms 1 and 2
- The Government Center Needs Assessment Task Force, comprised of representatives of several citizen boards and commissions, continued to review and assess options for improvements to city facilities in a comprehensive and cost effective manner.

## **4.2 Encourage events that bring people together.**

2013

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

2013/Ongoing

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

2014

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

### **2015 Status:**

- Food Trucks - The City Council approved an ordinance to encourage more food trucks in the city in February 2014. The City's concert in the park series attracted food trucks to each event. There are also plans to include breakfast-oriented food trucks at several Farmers Market events as well as a "Truck or Treat" Food Truck event at the Market in October 2015. The Parks & Recreation Department launched a Twitter feed (@crevecoeurparks) in 2015 to work in tandem with the Facebook Page. Additionally, a Facebook page for the Farmers Market was launched (). With over 1500 followers, this group is the most active of all social media pages with frequent "likes" and "shares" that help spread the word about Market events.
- Through the launch of the Parks & Recreation Facebook page ([www.facebook.com/crevecoeurparks](http://www.facebook.com/crevecoeurparks)) and Pinterest page as well as continued use of the email list on the City's website, regular posts and email blasts kept the community informed about upcoming activities. Implementation of a monthly calendar at the Ice Arena and on the City's website also provided more visibility to regular activities as well as special events.
- Teen Events –
  - In January, the First Friday Glow Skate was introduced, and there was a significant increase in Friday skate attendance. The program was held in January, February and March and resumed again for skates in October, November & December.
- The City launched the inaugural season on Concerts in the Park in 2014 with three (3) concerts in Millennium Park. Three (3) more concerts are planned for 2015.
- The vintage baseball game in Millennium Park in April 2014 was well-attended, and teams enjoyed the atmosphere. Staff is currently negotiating a date for the 2015 game.
- The Police Department conducts an annual National Night out in June wherein City Officials, along with the Police department, Fire department, and Public Works join in visiting numerous neighborhoods in an effort to emphasize crime prevention strategies and awareness.

#### **4.3 Expand bicycling and pedestrian facilities throughout the city.**

2013

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

#### **2015 Status:**

- The Gateway Bike Plan's recommendations for roads within the City's control are either in place or could be accomplished, so adoption of the plan could take place following the Comprehensive Plan update. The Bike Plan will be evaluated for inclusion in the Transportation element of the Comprehensive Plan in 2015.
- Public Works continues to pursue sidewalk in-fill projects as well as CDBG, TAP, and STP funding for sidewalk upkeep.
- *(A related action step is included as part of the update to the City's Comprehensive Plan. See Goal 2: Economic Vitality on page 3)*

#### **2016 Status:**

- Following the completion of the Comprehensive Plan, the Energy and Environment Committee plans to make a recommendation to the City Council to have staff apply for a grant which would cover a portion or all of the expenses to complete a Bicycle and Pedestrian Plan.
- City staff is working with St. Louis County Highways and Town & Country on possible joint pedestrian path/sidewalk project on Mason Road (county-maintained) between I-64 and Hibler Road.

#### **4.4 Promote public art.**

2013

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

Ongoing

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

#### **2015 Status:**

- The Arts Committee will select a design for an artistic bus shelter to be installed on Olive Boulevard near the Donald Danforth Plant Science Center. The shelter will be constructed in the Spring of 2015. The project is projected to be completed in October 2015. The Arts Committee will also be coordinating with the Parks and Historic Preservation Committee on the placement of three donated sculptures in city parks.
- The Horticulture, Ecology and Beautification Committee and the Arts Committee are once again hosting an Arbor Day Celebration/Art Contest open to all ages on Sunday, April 26, 2015 in Millennium Park.
- One sculpture has been installed and two sculptures are currently being repaired prior to installation.

- The Horticulture, Ecology and Beautification Committee approved a design for the new street banners for Olive Boulevard.

### **2016 Status:**

- The Horticulture, Ecology and Beautification Committee will host the 8<sup>th</sup> Biennial Beautification Contest in spring/summer 2016.
- The Horticulture, Ecology and Beautification Committee and the Arts Committee will again be hosting an Arbor Day Celebration/Art Contest open to all ages in May, 2016 in Millennium Park.
- Two artistic bus shelters are scheduled to be completed in 2016, to be located at CVS/St. Luke's and Danforth Plant Science Center.
- New Street banners, selected by HEB, have been received and will be displayed spring 2016.
- The Arts Committee has selected an artist to design 52 unique street banners to be displayed along Olive Boulevard.
- Three sculptures have been donated to the city and displayed in city parks.
- The Art Committee is developing an "Art on Loan" program, with the first location planned for the Shoppes at Westgate in 2016.
- Artistic bus shelter is part of the Vanguard Apartment development on Old Olive.

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

### **GOAL 5:**

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

#### **5.1 Encourage citizen involvement in city affairs.**

2013

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

2014

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

### **2015 Status:**

- “For the Love of Creve Coeur” workshop held in June, 2014 with about 75 participants. Several ideas from the workshop emerged including establishing a farmer’s market; artistic painting of the Jersey barriers on Lindbergh, and promoting the city through t-shirts.
- The “*New Resident Guide*” has been completed and is available online.
- The newsletter, website and social media have been used to encourage involvement in city boards and commissions.
- Short videos will be created in spring of 2015 to highlight the city’s Police and Government Center facilities’ needs.
- Solicited input from citizens, boards, committees and commission members for Capital Improvement Program FY17-FY21 on website, in residential and business newsletters, and through staff liaisons via email (December 2015-January 2016)
- Solicited input from citizens, boards, committees and commission member for Comprehensive Plan Update.

### **5.2 Seek media coverage for city news and events.**

2013

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

Ongoing

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

### **2015 Status:**

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

### **2016 Status:**

- Staff to use Chamber of Commerce community calendar to market special events, recreation programs.
- Staff to meet with press to highlight city projects and issues, to encourage more coverage.

### **5.3 Continue efforts to promote sustainability in the community.**

2014

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

2015

- Launch voluntary energy-star rating program for commercial buildings. (*Climate Action Committee, Administration*)
- Update the Comprehensive Plan to include an Energy and Sustainability section.

#### **2016 Status:**

- An updated greenhouse gas emissions study was completed, along with a Phase 2 Climate Action Plan. The Energy and Environment Committee will be reviewing the draft and making recommendations to Council in early 2016 on specific implementation elements.