

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

**STRATEGIC GOAL 1
ENCOURAGE CIVIC ENGAGEMENT**

1a. Communicate effectively with citizens.

	Implementation Lead	Schedule	Staff Notes/Updates
Review new resident guide and update as needed.	Public Information Officer	FY18, Priority 1	<ul style="list-style-type: none"> Updated no less than annually 2017-2019; scheduled for June 2020 following Mayor/Council election.
Conduct triennial citizen survey.	Public Information Officer	FY18, Priority 1	<ul style="list-style-type: none"> Citizen Survey completed in June 2018. Next survey postponed to FY 2022 due to anticipated significant Council turnover.
Build social media following thru low cost advertising.	Public Information Officer	FY18, Priority 2	<ul style="list-style-type: none"> Promoting select Facebook posts has helped reach a broader audience. Cost typically ranges from \$5 to \$30 per promotion. 22 Facebook ads purchased (\$260) in FY19. Paid content reaches 20%-500% more individuals (approx. 500-5,000 more individuals), depending on how much is spent. Police social media: Facebook (7,451 followers), Twitter (2,134 followers), Instagram (1,219 Followers), NextDoor (3,874 members), and Neighbors Social Media Apps.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Compile lists of community boards; post fliers for at least three high priority events each year.	Public Information Officer	FY18, Priority 2 (create lists) Ongoing, Priority 2 (post fliers)	<ul style="list-style-type: none"> Community bulletin board list compiled in FY19. Flyers hung for two city events during 2019 (Summer Concert Series and Silver Screen Series) Revisit opportunities for use of Nextdoor and subdivision trustees. Electronic billboard advertising utilized at Page/Lindbergh and posted yard signs along New Ballas to promote Business Awards in FY 2020.
Investigate and make recommendation for funding of electronic signage outside of the government center – include grants and Capital Improvement Plan as options. \$	Public Works Director	FY19, Priority 2	<ul style="list-style-type: none"> Will be considered as part of Government Center Renovation. Staff has investigated the current lighting in the sign and found that it will require a complete rebuild to get internal lighting to work.
Form working group to make recommendation regarding new directional signage in government center lobby to improve wayfinding by visitors to City Hall.	Public Works Director	FY20, Priority 1	<ul style="list-style-type: none"> Way finding signage will be part of the Government Center renovation project. New laminated maps placed in the main lobby to direct visitors to the court office on the lower level. New Directional sign has been placed in lobby in 2020.
Subdivision Trustee Annual/ Semi Annual Meeting -- to improve community engagement and communication about key issues (i.e., opening on boards and committees, deer mitigation, street lighting program, biking and hiking trail opportunities in their area	City Clerk/PIO	Ongoing	<ul style="list-style-type: none"> The inaugural Subdivision Trustee Meeting was held in May, 2019; approx. 35 trustees attended Next event anticipated for summer 2020.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Inform citizens on regional governance initiative and potential impact on Creve Coeur (New Item as of February 2019)	Administration/PIO/City Council	FY19-FY20, Priority 1	<ul style="list-style-type: none"> • “Coffee with the Mayor” public forum with Professor Terry Jones was held in June 2019. • Initiative stalled in FY20; unknown if, and/or when it will resume.

1b. Bring people together.

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

	Implementation Lead	Schedule	Staff Notes/Updates
Maintain or increase attendance in existing events that educate citizens about government: CERT, Citizens’ Police Academy, RAD training, National Night Out.	Police Chief	Ongoing, Priority 1	<ul style="list-style-type: none"> • FY19 Outreach: RAD Class for residents; Coffee with a Cop, Coffee with the Cop • FY20 Outreach Past and Future: Residential Security Class; Safety Around the Home; Personal Safety; Creve Coeur Days; Active Shooter Presentations; Shop with Co; DARE Class; Advanced Citizens Academy; Identity Theft Presentations; Creve Coeur Night Out; DEA Drug Take Back; AARP Driver Safety • FY21 Outreach: Events will be rescheduled as needed due to COVID-19.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Invite local bands to open for at least two City events to assess impact on attendance. Continue if successful.	Recreation Director	FY18, Priority 2	<ul style="list-style-type: none"> ● FY19 Farmer’s Market hosted weekly musicians ● Possible band added to future Arbor Day Celebrations (event cancelled in FY20 due to COVID-19).
Create a Creve Coeur Leadership Course to educate citizens about all aspects of City government.	Administration	FY19, Priority 1	<ul style="list-style-type: none"> ● Research of similar courses implemented in other/local cities commenced in FY18, recommendation for course agenda and possible implementation in FY19. ● [Removed following City Council Work Session on 7/23/18]
Create a Creve Coeur 101 Course for new residents annually or semi-annually (resident id cards, services overview, boards and commission openings, street light and sewer lateral program -- see new resident guide, amenities)	City Clerk/PIO	ongoing	<ul style="list-style-type: none"> ● Inaugural Creve Coeur 101 Course held September 2019; approx. 20 residents in attendance. ● Next course anticipated to be September 2020.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

1c. Maximize participation in elected and appointed bodies.

	Implementation Lead	Schedule	Staff Notes/Updates
Utilize community bulletin boards and promotion through civic organizations to attract new and more diverse membership in boards/committees/commissions. Enlist City staff and elected officials to advertise through their networks.	Public Information Officer	Ongoing, Priority 1	<ul style="list-style-type: none"> • PIO is posting Committee openings through Facebook and Nextdoor. By promoting openings online, the City would potentially reach broader demographics. • As previously noted, PD uses social media platform to share schedules and events. • Implemented use of video conferencing for elected & appointed officials and staff meetings in response to COVID-19.
Create a guide for new council members, providing “Creve Coeur Government 101” education that helps them acclimate quickly.	City Council, City Clerk	FY18, Priority 1	<ul style="list-style-type: none"> • Completed - shared with new council in April 2018. • Distribution with Council turnover scheduled in June 2020.
Explore ways to bring the perspective of young people into the city’s decision making perhaps. Make recommendation to City Council.	City Clerk	FY19, Priority 2	<ul style="list-style-type: none"> • City Clerk to contact Ladue and Parkway North High Schools in fall 2020 to inform them of city’s interest in ex-officio student representation boards, committees and commissions.
Form working group to consider consolidation of boards/commissions/committees and make recommendation to City Council. Consider policy for creation of additional appointed bodies.	City Administrator, Mayor, City Clerk	FY20, Priority 3	<ul style="list-style-type: none"> • New Venable Park Task Force formed in FY20. • Postponed until after new Council is established in FY21.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

STRATEGIC GOAL 2

ENHANCE PARKS, PARKS PROGRAMS, AND GREEN SPACE

2a. Develop more parks programs.

	Implementation Lead	Schedule	Staff Notes/Updates
Bring Public Works/Parks Maintenance and Parks and Recreation staff together two times/year to evaluate programming.	Public Works Director, Recreation Director	Ongoing, Priority 1	<ul style="list-style-type: none"> ● Previous discussion included past projects, current projects and future projects public use or programming. ● Completed items include historical information signs, Bernie Park tennis court refinishing, Millennium Park playground surface replacement. Future project of adding electric to the pavilions, playground replacement, use of the Muni Grant funds, trail and bridge issues at MTP that were either resolved or added to the future list due to priority projects in 5-year CIP.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Consider recommendations (in process) of the Golf Task Force. Include related action items in next annual Strategic Plan update.	Recreation Director, City Administrator	FY18, Priority 1	<ul style="list-style-type: none"> ● Staff has promoting course through social media, increasing participant numbers in Jr. Golf Camps, adding Footgolf and additional tournaments ● Created Hole Sponsorship Program, 2 sold in fall 2019. ● Created golf course website. ● Offered two Jr. PGA events. ● Additional youth camps added in FY19 and in FY20. ● FootGolf on last Saturday of each month, activity has been low. ● Golf Course reviews remain high, averaging 4.0 out of 5.0.
Consider recommendations of Parks and Historic Preservation Committee.	Recreation Director, City Administrator	FY19, Priority 1	<ul style="list-style-type: none"> ● Completed Park Master Plan in 2019. ● Prioritize projects within the Park Master Plan ● Staff presented to Council several trails/walkways in FY 2019. ● Informational display signs for historical buildings installed 2018. ● Collaborate with other committees as opportunities present themselves.
Create GIS layer for parks facilities. \$	Public Works Director, Recreation Director	FY20, Priority 3	<ul style="list-style-type: none"> ● Park property layer complete in FY18. ● Changed name of Bernie Park to Dr. H. Phillip Venable Memorial Park.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

2b. Promote parks and parks programs.

	Implementation Lead	Schedule	Staff Notes/Updates
Promote Dielmann Recreation Center and programs to local businesses in monthly business newsletter to increase program participation and facility usage.	Recreation Director	Ongoing, Priority 1	<ul style="list-style-type: none"> Special events, facility space to rent and the golf course are promoted in the residential and business newsletters ongoing.
Develop a map and list of park amenities and include in recreation guide.	Recreation Director	FY18, Priority 1	<ul style="list-style-type: none"> Updated 2018 map with Dr. H. Phillip Venable Memorial Park on website and any materials used for other maps or rental forms.
Cross-promote parks and recreation opportunities through clubs and organizations that utilize City facilities (those that serve residents but are not operated by the City).	Recreation Director	FY18, Priority 1	<ul style="list-style-type: none"> Staff contacted clubs and organizations to discuss opportunities. Relocated the market to the American Legion Post for 2019 & 2020 seasons to improve customer experience and visibility. Staff has promoted opportunities to weekly rental groups, including a church, networking groups, AA, etc.
Develop and implement a plan for signage in parks. \$	Public Works Director, Recreation Director	FY18, Priority 1 (develop) FY19, Priority 1 (implement)	<ul style="list-style-type: none"> City staff to work with PHP and P&Z on updating park identification signage. Park Master Signage plan may be revisited while designing new Venable Park signs
Offer special rate to businesses/employers within Creve Coeur. Consider a punch card option.	Recreation Director	FY19, Priority 2	<ul style="list-style-type: none"> Staff to research winter 2020.
Target 10 new businesses: request involvement and sponsorship in community events like Farmers Market and Summer Concert Series.	Recreation Director	FY19, Priority 2	<ul style="list-style-type: none"> Staff has approached 5 new businesses to date, resulting in a sponsor for the Heart to Heart event (\$300) and first Golf Hole Sponsor (\$1,000).

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Use television monitor to stream recreation program information behind counter at Dielmann Recreation Complex. \$	Recreation Director	FY19, Priority 2	<ul style="list-style-type: none"> ● Installation of TV in October, 2018; ● Streaming recreation information, as well as other City information that would benefit the visitors of the facility (ex. PD classes).

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

	Implementation Lead	Schedule	Staff Notes/Updates
Review capital improvement needs related to parks and identify priorities.	Recreation Director, Public Works Director	Ongoing, Priority 2	<ul style="list-style-type: none"> ● Park Master Plan completed in fall 2019. Priority projects to be incorporated into CIP with PHP recommendations and available funding. ● PW provides annual update to 5-year plan on Capital replacement for park equipment and infrastructure. ● Consider additional funding sources in light of capital replacement needs and desire for new facilities. ● Cabin/Lake School assessment completed February 2019.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Evaluate need for additional city parks and make recommendation to City Council.	Public Works Director, Parks and Historic Preservation Committee, City Council	FY18, Priority 2	<ul style="list-style-type: none"> ● Park Master Plan completed in September 2019; plan stated Creve Coeur does meet the standards for calculating park acres per capita when including parks in close proximity to Creve Coeur. ● Sale of Fountain Park in FY 2020; funds earmarked for additional parks and recreation improvements within three years.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

**STRATEGIC GOAL 3
SUPPORT A STRONG AND DIVERSE ECONOMIC BASE**

3a. Implement the 39 North Plan.

Planning in the 39 North project area is being led by the St. Louis Economic Development Partnership (SLEDP) in cooperation with the Danforth Foundation. Implementation of the plan will be a joint effort of these entities, private developers, and others; the City of Creve Coeur will play an active supporting role. As implementation moves forward, additional City-led actions may be defined and added via updates to the Strategic Plan.

	Implementation Lead	Schedule	Staff Notes/Updates
Promote the Plan.	SLEDP, City	Ongoing, Priority 1	<ul style="list-style-type: none"> Joint Marketing/Branding is entering its 3rd year. A stand-alone web site for 39N was launched in late 2019. Street banners installed in corridor in 2018.
Adopt 39 North Plan.	Planning and Zoning Commission	FY18, Priority 1	<ul style="list-style-type: none"> Adopted by P&Z on June 5, 2017 as amendment to Creve Coeur 2030 Comp Plan.
Identify priority projects to support infrastructure improvements. Requests may include Olive/Lindbergh intersection improvements, bike/pedestrian connections to the Centennial Greenway, others.	SLEDP, City	FY18, Priority 1	<ul style="list-style-type: none"> Construction on Olive/Lindbergh Interchange overhaul to begin in 2020. City staff has identified state grants for partial funding Phase 1 of Old Olive Great Streets Plan, construction of new intersection at Old Olive and Lindbergh. Construction projected for 2023-24, pending grant award. 39 North Greenways Plan under review by Planning & Zoning Commission for final approval in January 2020.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Develop and adopt zoning changes as recommended in the 39 North Plan.	Community Development, Planning and Zoning Commission, City Council	FY19, Priority 2	<ul style="list-style-type: none"> 39 N Master Plan and Old Olive Great Street Plan recommends establishing overlay zoning district along Old Olive. Staff to conduct thorough zoning analysis review after E. Olive updates are completed.

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

	Implementation Lead	Schedule	Staff Notes/Updates
Identify sought after businesses, including but not limited to, locally owned and chef owned restaurants. Encourage them to come to Creve Coeur and understand any barriers they face.	Economic Development Committee, Administration	FY18, Priority 1	<ul style="list-style-type: none"> In FY 2019, EDC met with commercial real estate brokers to review their sign code amendment recommendations. Also in FY 2019, EDC and staff met with commercial developers real estate agents to discuss zoning changes to East Olive Blvd. P&Z and Council approved sign code amendments in 2017. Zoning text amendment to eliminate the 40% limitation for restaurants within the CB District public hearing at PZ scheduled for 1-22-19. Staff anticipates revisiting codes related to drive-thru restaurants in FY 2021.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Explore a food-truck Friday at a City park.	Recreation Director, Arts Committee	FY18, Priority 1	<ul style="list-style-type: none"> • City staff investigated and research shows events are competing against larger events throughout St. Louis. • City's largest parks do not have high visibility. • Vendors are looking for larger crowds than what the City events draw at concert series and farmer's market.
Prepare white paper on establishing a voter-approved use tax to level playing field for brick and mortar businesses. Present to City Council.	Finance Director, City Council	FY20, Priority 1	<ul style="list-style-type: none"> • Finance Committee is currently reviewing the use tax, scheduled for 2020 meetings.
Have a local food festival to encourage more locally owned restaurants and micro-breweries to come to Creve Coeur. Combine it with an art fair. \$	Recreation Director, Arts Committee, EDC, City Council	FY20, Priority 2	<ul style="list-style-type: none"> • Recreation staff looking at possible 1-day event in Fall 2020

3c. Promote Creve Coeur.

	Implementation Lead	Schedule	Staff Notes/Updates
Use all community events to promote and reinforce community brand.	Recreation Director	Ongoing, Priority 1	<ul style="list-style-type: none"> • PHP had booth at select activities and events, attending Dog Egg Hunt, Arbor Day, H2H and other events in 2019. • Joint efforts among appointed committees continues with Arbor Day, sustainability efforts, Green Business Awards

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Identify ways to improve participation in business awards nominations.	Economic Development Committee, Administration, Public Information Officer	FY18, Priority 1	<ul style="list-style-type: none"> ● EDC added a new Green Business Award to recognize organizations with sustainable business practices-awards in 2018; award offered annually. ● City partnered with Chamber on awards program in 2019; event scheduled for May 2020 may be postponed. ● Increased promotion in 2020 expanded to include paid billboard and Facebook advertising, yard signs, and cross promotion with Chamber, and solicitation of nominations process of Green Business Award through Green Business Certification program.
Develop a branding/marketing strategy to promote Creve Coeur.	Administration, Economic Development Committee	FY19, Priority 3	<ul style="list-style-type: none"> ● Branding/marketing efforts have focused on 39N as noted above. ● Ongoing branding through all city events, residential and business newsletters.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
<p>Develop marketing tools for outreach and promotion to new businesses and residents. Consider creating videos that are virtual tours of what the city has to offer: parks, shopping, housing, businesses.</p>	<p>Administration/Public Information Officer /EDC</p>	<p>FY20, Priority 1</p>	<ul style="list-style-type: none"> ● Creation 2 short videos on major city projects in FY19. ● EDC held a forum for the commercial real estate and development industry in spring 2019. ● EDC held roundtables for obtaining feedback on inspection process in summer 2019, in follow up to ongoing surveys.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

**STRATEGIC GOAL 4
PRACTICE AND PROMOTE SUSTAINABILITY**

4a. Update and implement bicycle and pedestrian plans.

	Implementation Lead	Schedule	Staff Notes/Updates
As opportunities arise, participate in regional bicycle/pedestrian planning including (but not limited to) efforts by Great Rivers Greenway and St. Louis County.	Community Development	TBD, Priority 1	<ul style="list-style-type: none"> Coordinated pedestrian crossing on Warson Road to connect Stacy Park to 39N. Old Olive Great Streets Plan has been completed, grant sources are being sought to complete Phase 1 in 2023-2024.
Install bike racks at all City properties that do not currently have them. \$	Public Works Director	FY18, Priority 1	<ul style="list-style-type: none"> Completed
Review Comprehensive Plan and existing bikeways plan to determine priorities for bicycle and pedestrian infrastructure.	Community Development Director, Public Works Director	FY18, Priority 1	<ul style="list-style-type: none"> 39 North Greenways Plan completed and adopted as a component of the 39 North Plan by P&Z. Pursued potential trail using Ameren easement to connect Malcolm Terrace Park and Spoede Road. However, City of Frontenac declined to participate.
Explore a bike/pedestrian trail between Mason and Bellerive School through Creekside at Mason. Create a concept plan for the trail, recommended implementation steps and funding required. Request funds. \$	Public Works Director, City Council	FY19, Priority 1	<ul style="list-style-type: none"> Concept plan completed. Met with residents and trustees of Bellerive Est. Subdivision; received luke-warm reception to plan.
Identify funding for new bicycle/pedestrian paths. \$	Public Works Director, Recreation Director, City Council	FY19, Priority 1	<ul style="list-style-type: none"> Recreational Trails Program grant, Muni-Parks grant, and Land and Water Conservation grant identified as potential funding source for future projects.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Identify a test project to connect parks through trails and seek public comment.	Public Works Director	FY19, Priority 3	<ul style="list-style-type: none"> • The Ameren ROW from Malcolm Terrace Park to Spoede was identified but no longer desired by Frontenac. • Connections to Millennium Park from neighboring subdivisions has been explored and will be discussed as part of the 5-year CIP.

4b. Integrate sustainability into municipal operations.

	Implementation Lead	Schedule	Staff Notes/Updates
Incorporate energy efficiency into all building renovations at public facilities, to the extent practical.	Public Works Director	Ongoing, Priority 1	<ul style="list-style-type: none"> • Energy efficiency measures have been incorporated in the Police Building design and communicated on the city website. • Finance Committee recommended and City Council approved acquisition at \$0 additional cost for Dielmann Recreation Complex solar panel following expiration of lease in FY20.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Pursue emissions reductions in government buildings as established by Phase 2 of the Climate Action Plan.	Public Works Director	Ongoing, Priority 1	<ul style="list-style-type: none"> Energy efficiency and emissions reduction are priorities when building equipment is replaced.
Evaluate electric and other alternative fuels for new City vehicles. Make recommendation to City Administrator and share findings with Energy and Environment Committee.	Public Works Director, Energy and Environment Committee	FY18, Priority 1	<ul style="list-style-type: none"> Staff annually reviews the technology improvements in alternative fuels for city equipment and make recommendations for fleet purchases.
Evaluate use of car chargers at government facilities. Make recommendation to City Administrator and share findings with Energy and Environment Committee.	Public Works Director	FY20, Priority 3	<ul style="list-style-type: none"> To be evaluated as part of Government Center Renovation Project.

4c. Serve as a community leader in sustainability.

	Implementation Lead	Schedule	Staff Notes/Updates
Encourage restaurants to join Green Dining Alliance.	Energy and Environment Committee	FY18, Priority 1 (& ongoing)	<ul style="list-style-type: none"> City Council has recommended participation in Green Dining Alliance when applications are presented at Council. Green Dining Alliance to be further promoted in Business Newsletter.
Draft, adopt and implement a stormwater ordinance. Use permit process and permit guidelines to implement a better tear-down solution for residential redevelopment.	Community Development Director	FY18, Priority 1 (draft) FY19, Priority 1 (adopt)	<ul style="list-style-type: none"> Residential stormwater ordinance adopted by Council. New requirements being incorporated into qualifying improvement permits.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Continue to promote the Climate Action Plan and recognize community success.	Energy and Environment Committee, Public Information Officer	Ongoing, Priority 2	<ul style="list-style-type: none"> ● FY 2019 E&E recommended Green Business Award to EDC to recognize organizations with sustainability practices. ● Recycling best practices have been promoted in city newsletter and social media. ● E&E to develop a plan for assisting Commercial Businesses and Apartment housing to recycle. ● E&E developed the Green Business Certification program in 2018 to recognize businesses making meaningful efforts to reduce their environmental impacts. Three businesses have received Green Business Certification thus far. ● A temporary part-time Business Sustainability Coordinator was hired in September 2019 to promote recycling, waste reduction, and Green Business Certification. This position is funded by a grant from St. Louis County through June 2020; anticipation of reapplication for grant in late FY 2020.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Compile a master list of City's environmental commitments; track progress. As needed, identify priorities for implementation and ways departments can work together.	Administration/E&E	FY18, Priority 2	<ul style="list-style-type: none"> ● USGBC-St. Louis Gateway Chapter representatives spoke to E&E August 2018 re: energy benchmarking as recommended in Climate Action Plan Phase 2. ● February 2018 staff gave re-only access to USGBC-St. Louis Gateway to city's Energy Star Portfolio ● FY 2020 City Council approved acquisition (\$0) of Dielmann Recreation Complex solar panel array following expiration of 5-year lease agreement.
Draft a sustainable development ordinance.	Community Development Energy and Environment	FY20, Priority 3	<ul style="list-style-type: none"> ● Sustainable development practices are being incorporated as part of the zoning code rewrite in the form of a site coverage bonus. Will be a component of the East Olive zoning updates.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

**STRATEGIC GOAL 5
MAINTAIN AND ENCOURAGE HIGH QUALITY DEVELOPMENT**

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

	Implementation Lead	Schedule	Staff Notes/Updates
Work with citizen committee to consider community amenities as part of the Police Building and Government Center renovation projects. Ideas include a walking path, amphitheater, flexible interior space, small library and art.	Facilities Needs Assessment Task Force, Public Works Director, Community Development Director, Administration	FY18-20, Priority 1	<ul style="list-style-type: none"> Public art area installed by PD building entrance at SW corner. Little Library installed in Millennium Park 2019, additional under construction as a Boy Scout project.
Finalize and adopt form based code for downtown.	Community Development Director, Planning and Zoning Commission	FY18, Priority 2	<ul style="list-style-type: none"> No progress. Focus for zoning revisions is on East Olive and 39 North.

5b. Maintain high quality housing.

	Implementation Lead	Schedule	Staff Notes/Updates
Maintain code enforcement to preserve the character of neighborhoods as they age.	Community Development Director, Planning and Zoning Commission	Ongoing, Priority 1	<ul style="list-style-type: none"> City staff reviewed possibility of an occupancy inspection program for condominiums which was discussed at work session December 2017. Additional inspector hired in 2019 due to anticipated retirements in 2021; additional manpower will allow for greater focus on exterior code enforcement. Adoption of 2015 Building Codes approved by City Council in April 2020.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Minimize impact to residential property in areas where commercial development is nearby.	Community Development Director, Planning and Zoning Commission	Ongoing, Priority 1	<ul style="list-style-type: none"> Review of buffering standards is part of the zoning code rewrite process. East Olive update includes specific requirements for buffering.

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

	Implementation Lead	Schedule	Staff Notes/Updates
Meet with developers to discuss housing needs in the community and the desire for a variety of housing options.	Community Development Director	FY19, Priority 3	<ul style="list-style-type: none"> Planning staff held preliminary meetings with two developers considering attached townhomes and patio homes on two separate sites in the City. Zoning code amendment leading to a townhome project on Lindbergh was denied by City Council. Construction of a 20-unit apartment project application within East Olive corridor commenced in FY 2020.
Consider zoning changes as recommended in the Comprehensive Plan to address housing needs in the community including desire to attract/keep age-in-place seniors and young professionals.	Community Development, Planning and Zoning Commission	FY20, Priority 1	<ul style="list-style-type: none"> Planning staff with P&Z to review planned development ordinance, which could facilitate additional housing development opportunities on East Olive.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

5d. Support public art.

	Implementation Lead	Schedule	Staff Notes/Updates
Acquire community public art that will serve as an identifier for the city.	Arts Committee, City Council	Ongoing	<ul style="list-style-type: none"> City has been a member of the Creative Communities Alliance since 2017 and has expanded its participation to a total of three art-on-loan locations, the most recent location added outside the new Police Station in FY 2020; rotation of art planned for two location in FY 2020/FY 2021. Mural with symbols depicting Creve Coeur completed on retaining wall, 425 N. New Ballas, by property owner, Dec. 2019.
As part of effort to explore zoning incentives, consider ways to encourage installation of public art.	Arts Committee, Planning and Zoning Commission	Ongoing	<ul style="list-style-type: none"> This goal will be included for discussion as part of a future zoning code update. Sculpture on the Move artwork replaced at Shoppes at Westgate in 2019, per a two-year rotation schedule.
Host a city photo contest (pictures of Creve Coeur): display finalists in City Hall.	Arts Committee	FY19, Priority 1	<ul style="list-style-type: none"> PHP hosted a photo contest in the fall of 2017 for recreation and parks; participation was low.

5e. Update regulatory framework for development.

	Implementation Lead	Schedule	Staff Notes/Updates
Review and revise existing commercial design guidelines to be consistent with Comprehensive Plan.	Community Development Director, Planning and Zoning Commission	2018, Priority 1 (consider revisions) 2019, Priority 1 (adopt changes)	<ul style="list-style-type: none"> Design guidelines to be a component of East Olive and 39 North overlay drafts.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Schedule	Staff Notes/Updates
Revise zoning incentives to encourage high quality development, calibrating incentives to Comprehensive Plan goals.	Community Development Director, Planning and Zoning Commission	2018, Priority 2 (consider revisions) 2019, Priority 2 (adopt changes)	<ul style="list-style-type: none"> Planned Development Ordinance is under review as noted above. EDC hosted forum for commercial real estate industry and developers to obtain input on East Olive redevelopment constraints and opportunities in FY 2019.
Review regulatory processes to identify efficiencies and service improvements, including, but not limited to, process for approval of Conditional Use Permits.	Community Development Director	FY19, Priority 2	<ul style="list-style-type: none"> A review of the allowable uses will be a component of drive - thru ordinance review in 2020. EDC hosted builder roundtables for building inspection process improvements, 2019. Resulting process changes include call-ahead for all residential inspections as requested, and focus on improved communication between inspectors and contractors in FY 2020.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

5f. Building Permitting Process.*

	Implementation Lead	Priority	Staff Notes/Updates
<p>Identify improvements to building permitting and inspection processes; to improve citizen satisfaction level and reduce inspection volume.</p> <p><i>(Item Added July 2018)</i></p>	<p>Administration Director of Community Development Chief Building Official</p>	<p>FY19, Priority 1</p>	<ul style="list-style-type: none"> ● Required inspector call-aheads by staff and implemented reduced number of inspections on smaller residential projects. ● Changes to phone system and procedures have been implemented to reduce reliance on voicemail to improve customer service ● Inspection procedures for windows and door permits review and improved in early 2020. ● Additional inspector hired as part of transition coming due to 3 anticipated retirements in 2021.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

**STRATEGIC GOAL 6
MAINTAIN EXCELLENT MUNICIPAL SERVICES**

6a. Control long-term costs.

	Implementation Lead	Priority	Staff Notes/Updates
Continue to reduce unfunded pension liability for the defined benefit plan.	Administration, Finance Director	Ongoing, Priority1	<ul style="list-style-type: none"> ● Pension Board/Council agreed to more conservative interest earnings assumption (6.75%). ● Completed a voluntary buyout for 9 of 30 non-active vested legacy plan participants in FY 2020.
Continue long-range forecasting to anticipate revenue and expenditure challenges in advance.	Finance Director	Ongoing, Priority1	<ul style="list-style-type: none"> ● Finance Task Force developed cost-saving or revenue increasing measures; subsequently incorporated into the FY 2020 budget. ● The Finance Committee and staff reviewed 'Year 2' recommendations in FY 2020 with some recommendations included in FY 2021 budget.
Seek grant opportunities to support municipal services.	All Departments	Ongoing	<ul style="list-style-type: none"> ● Staff has received and will continue to pursue several road improvement grants and Municipal Parks grants as noted in CIP and budget document each year.
Seek opportunities for shared municipal services (new in 2020)	All Departments	2020, Priority 1, and ongoing	<ul style="list-style-type: none"> ● Staff continues to explore shared municipal court services with 2-3 other cities; phased implementation possible in FY 2021. ● WCDC continues to have discussions with neighboring cities on expansion opportunities.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

6b. Use technology to improve municipal services.

	Implementation Lead	Priority	Staff Notes/Updates
Improve efficiency of municipal operations through software.	Department Heads, Information Technology	FY18, Priority1	<ul style="list-style-type: none"> ● Phase 1 - Incode 10 Finance/HR/Payroll live October, 2018, implementation substantially complete. ● Phase 2 - Energov - Permits/Public Works - implementation ongoing in FY20 and subsequently cancelled due to software inability to deliver cost/benefit as promised. ● Recreation Department software update completed fall 2018 to Max Galaxy.
Develop new procedure to regularly review website and solicit updates to keep site current.	Department Heads, Public Information Officer	FY18, Priority 1	<ul style="list-style-type: none"> ● PIO performs quarterly website review procedure to ensure all pages are reviewed and updated if necessary at least once per year - ongoing.
Explore record archiving system to better manage City records.	City Clerk	FY18, Priority 2	<ul style="list-style-type: none"> ● Temporary PT records clerk completed purge of Building Department records up to 12/31/15 in FY18. ● Ongoing Chief Bldg. Official purging large drawings. ● Surplus equipment being sold or disposed of, ongoing. ● Administration began uploading personnel records into new software system in late FY2020; ongoing.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

6c. Ensure a competitive work environment.

	Implementation Lead	Priority	Staff Notes/Updates
Conduct annual salary and benefit review.	Administration	Ongoing, Priority 1	<ul style="list-style-type: none"> ● Completed transition from defined contribution to LAGERS defined benefit effective 8/1/2017. ● Ongoing annual review of local area cities benefit/salaries. ● Salary range increases to some or all 2018-2020; market equity adjustments to some positions 2018-2020; merits and salary range changes cancelled for FY 2021. ● PD transitioned to 12-hour shifts in 2018 per request. ● Completed two bid processes resulting in a new Dental carrier in 2019 and Life & AD&D carrier in 2020 resulting in cost savings to the City.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Priority	Staff Notes/Updates
<p>Continue to provide opportunities for professional development including tuition reimbursement and membership in professional organizations.</p>	<p>Administration, Department Heads</p>	<p>Ongoing, Priority 1</p>	<ul style="list-style-type: none"> ● Funding for position-specific memberships and professional development included in annual budget allocations. ● Ongoing, Administration partners with Employee Assistance Program, PD, IT and other external companies to offer in-house trainings to employees. ● FY19-20 training opportunities for personal and professional improvement including, but not limited to: Implicit/Explicit Bias, Diversity Training, The Holocaust Tragedy, Crisis & Stress Management, Understanding FMLA Rights, Drug Free Workplace, Biennial Ethics, Understanding Your LAGERS Benefit; Planning for Retirement; Understanding Medicare, and more. ● Staff trainings ongoing in FY 2020/FY 2021 related to new laws pertaining to Families First Coronavirus Response Act.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

	Implementation Lead	Priority	Staff Notes/Updates
Create standardized onboarding plan for new employees.	Department Heads, Administration	FY19, Priority 1	<ul style="list-style-type: none"> Completed - checklist updated in FY18 to ensure orientation is consistent with all new employees. Began implementing virtual onboarding as needed in FY 2020 due to COVID-19. This method may be utilized moving forward when practical to do so. Team-based approach to promote city employment opportunities to diverse audience; including, but not limited to: social media, Indeed, word-of-mouth; referral bonuses (Recreation-FY20); professional memberships, specialty print/online magazines & newsletters; posters/flyers; trade schools; universities & colleges; website.
Prepare an employee directory with updated/more detailed organizational chart; make available in print and online; share with all new employees. Consider making it available to community via website as well.	Administration	FY19, Priority 2	<ul style="list-style-type: none"> Due to Administration staff turnover in 2019 and COVID-19 in 2020, action item postponed and rescheduled for late summer/fall 2020.

6d. Renovations to the Government Center to improve safety, accessibility, functionality and efficiency **

	Implementation Lead	Priority	Staff Notes/Updates
The Government Center has not been renovated since the 1980s. A renovated facility will improve safety, accessibility, functionality and efficiency. Begin planning process for renovation.	Administration / Public Works Director	FY20, Priority 1	<ul style="list-style-type: none"> Review and update 2014 Government Center Needs Study proposed for FY 2021. Design was included in CIP FY 2021, but is postponed until FY 2022.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS

**New in July 2018*
New in January 2020