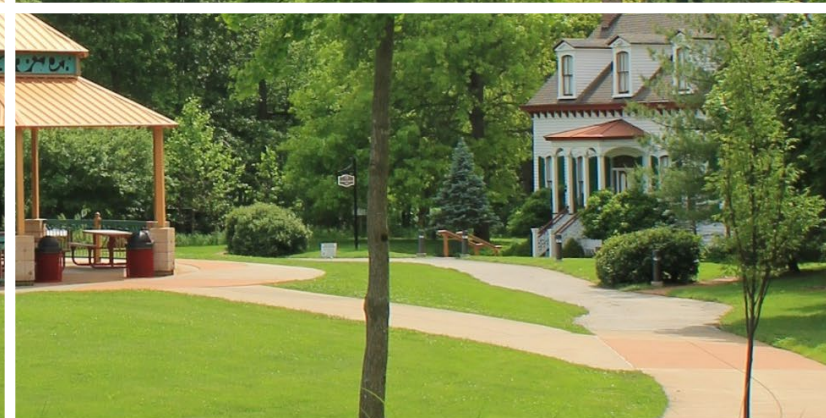
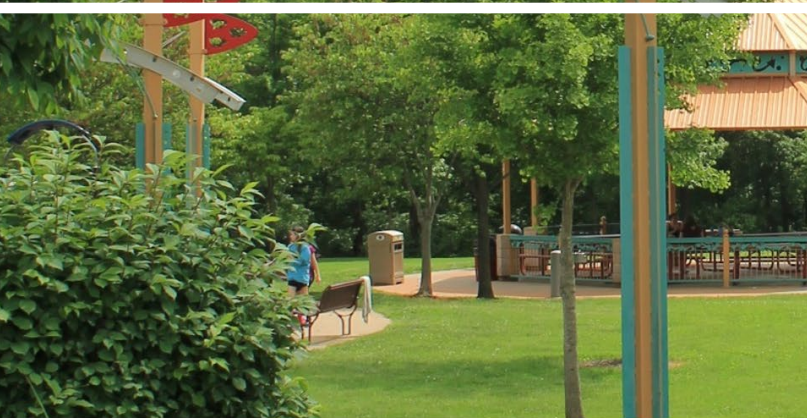


CREVE COEUR MISSOURI

STRATEGIC PLAN

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Adopted April 11, 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.

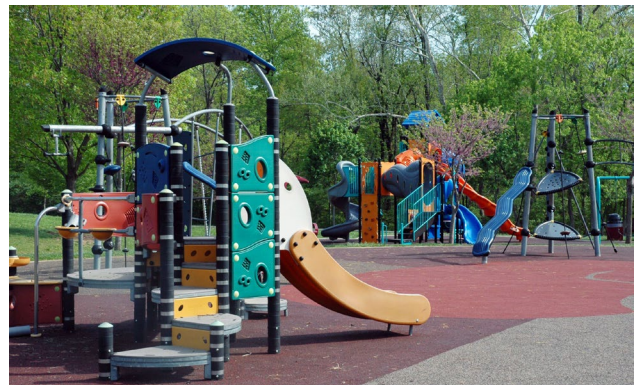


Our Vision

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.



Invest in city services to make them effective and efficient.

STRATEGIES

- ✓ Retain and attract qualified 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 diversify City's revenue base.

INDICATORS

Turnover of Full-Time Employees (Civilian and Commissioned)

Increase in revenue from new revenue sources

Percent of building permits completed electronically

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 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.
- Increase visibility and distribution methods for the Popular Annual Financial Report (PAFR).





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

STRATEGIES

- ✓ Renovate or replace the Government Center.
- ✓ Reinvest in Dielmann Recreation Complex.
- ✓ 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)

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.





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 park programming.**
- ✓ **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)
 Implementation of 39N Greenways Plan
 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.
- Provide year-round restrooms at Conway Park 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.





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.
- ✓ Increase Creve Coeur's participation in regional organizations that promote municipal interests.

INDICATORS

Increase number of followers on Facebook and Twitter

Increase number of attendees, Subdivision Annual Meeting

Increase number of people attending city-sponsored community events

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).
- Arts Committee and Parks and Historic Preservation Committee to make recommendation to City Council on how to encourage cultural events.
- Proactively recruit more diverse applicants to boards and commissions through outreach to community organizations and businesses.
- Attend regular meetings, trainings, and conferences for Missouri Municipal League.





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 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.
- Review planned development ordinance as a flexible zoning alternative to ensure it accomplishes its intended purpose.





Strategic Plan Framework 2023-2025

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GOAL 1

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GOAL 2

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INDICATORS

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GOAL 3

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INDICATORS

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GOAL 4

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GOAL 5

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