

# City of Town & Country

# STRATEGIC PLAN

**February, 1997**



# **CITY OF TOWN AND COUNTRY**

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**Diane Hertlein, Mayor**

### **Aldermen**

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# Table of Contents

SECTION	CONTENTS	PAGE
I	Introduction	
	• Background	3
	• Purpose and Scope	3
	• Committee Make-up	3
	• Process Used	4-5
II	Strategic Plan Elements	
	• SWOT Analysis	6-7
	• Mission	8
	• Values	8-9
	• Vision	10
III	Strategies	11
IV	Tactics/Programs to Achieve Strategies	12-15
V	Appendix	16 & Following
	• Strategic Planning Survey Summary Report	

## **SECTION I - INTRODUCTION**

# SECTION I: INTRODUCTION

## BACKGROUND

The Town and Country Board of Aldermen created the Strategic Planning Committee (SPC) in May, 1996. The Committee, comprised of two members from each of the four Wards in the city and a Chairman, is advisory to the Board. The purpose of the Committee, as outlined in the Resolution, is "to review and define City-provided services and to advise the implementation of community vision in prioritizing and budgeting any and all projects, for example, but not limited to, private street maintenance and improvements, tax reduction, trash and leaf removal, greenspace, parks, trails, arterial roads, and street maintenance fees."

The Resolution creating the SPC was passed by the Board. During the life of the Committee, the Board of Aldermen enacted an ordinance to establish a mechanism for subdivisions, if they wished, to dedicate private streets to the city for future maintenance. Therefore, that issue was not considered by the Committee.

The Committee was formed during June 1996 and began virtually weekly meetings in July 1996. Mr. Dick Palmer, a Town and Country resident volunteered to serve as a *pro bono* consultant. His input and expertise are recognized here as being extremely valuable to the Committee.

## PURPOSE AND SCOPE

The SPC took the wording of the Resolution as a guideline. We wanted to submit a plan to the Aldermen that would provide a strategic framework that could be used by elected officials, city staff and volunteers to guide decisions for a number of years. We wanted to create such a framework in order to minimize issue-by-issue fractionalization of city governance. We wanted to look for ways to improve an already good place in which to live, work and play. Additionally, we wanted to create a way for benchmarking so that progress in a number of areas could be tracked and additional improvement strategies/tactics identified and implemented.

The Strategic Plan that is presented here discusses WHAT can be done to make Town and Country an even better community. The Plan presented here discusses Strategies and Tactics/Programs to achieve objectives. *The responsibility for assigning the WHO, WHEN, HOW of the Plan rests upon the Board of Aldermen, Mayor and city staff.* Elected officials must pick and choose from the tactics recommended, prioritize their selection, arrange for adequate financing, and oversee implementation.

## COMMITTEE MAKE-UP

The Board of Aldermen appointed the following Town and Country residents to the Strategic Planning Committee:

Ward I	Ward II	Ward III	Ward IV
Todd Abrams Donna Smith	Torrey Berger John Marx	Jamie Cannon Richard Jensen	Jim Erwin Gary Omell, MD

Tom Tener, Ward II, was appointed Chairman.

## PROCESS USED

The SPC used a structured process to produce the strategic plan. This process was chosen because, while each of the committee members had some experience in strategic planning, none had an "investment" in this process. It did not belong to anyone at the beginning of the Committee's life. By choosing this process, we avoided potential "turf battles" over whose approach to use. This decision resulted in focus on the results of the process rather than upon the process to be used. The process chosen is *rational, selective and universal*. By that, we mean:

**Rational** - follows a logical, step-by-step approach. Information is organized and analyzed in a particular order or sequence, leading progressively to some overall conclusion

**Selective** - includes a set of questions that uncovers the relevant information necessary to complete each step of the process and to eliminate the irrelevant

**Universality** - Allows for a variety of content through a process that is independent of the particular situation to which it is applied. In other words, we used a process that would produce results in a government, a business, a not-for-profit enterprise, etc.

The SPC used the following 12-Step process to produce the plan:

- I. **Team Development** - Forming the team by the Board of Aldermen
- II. **Planning to Plan** - Scheduling, reviewing procedures, selecting planning activities, assessing team commitment
- III. **Environmental Monitoring** - Reviewing the Strengths, Weaknesses, Opportunities and Threats that face the city
- IV. **Values Scan** - Articulating the values that city residents expect the government to uphold
- V. **Mission Formation** - Creating a Mission Statement, the overarching guiding force for city government
- VI. **Strategic Business Vision** - Identifying and developing a descriptive "end-state" for the city; i.e. what life in Town and Country would look like if all the values were adhered to 100% of the time
- VII. **Performance Audit** - Obtaining current performance information
- VIII. **Gap Analysis** - Identifying improvement opportunities and developing approaches to bridge gaps
- IX. **Integrating Action Plans** - Developing detailed organizational, operational action plans which include measurements, assignments, methods, schedules, resources, budgets, etc. to implement chosen improvement opportunities
- X. **Contingency Planning** - Identifying possible internal and external vulnerabilities and opportunities and related plans
- XI. **Implementation of Plans** - Developing communications for all stakeholders; monitoring control systems
- XII. **Recycling** - Revisiting the plan at future dates to determine its continued viability

Due to the nature of the Committee's assignment, Steps IX - XII are beyond the scope of this Committee and are, therefore, referred to the Board of Aldermen and city staff for consideration and implementation. The Board will make a decision in the future as to when, whether and how the plan will be implemented.

The SPC recommended, and the Board agreed, to engage the services of a professional research consultant to conduct a survey of 100% of the residences of Town and Country to determine the degree of agreement with the strategic direction that the Committee chose as well as on the specific tactics under consideration. The report is contained in the Appendix.

## **SECTION II - STRATEGIC PLAN ELEMENTS**

## SECTION II: STRATEGIC PLAN ELEMENTS

The underlying elements of any strategic plan include the following:

- Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) facing the city
- Mission
- Values
- Vision

The committee invested considerable capital in developing these four elements. A discussion of each follows.

### SWOT ANALYSIS

The SPC conducted an analysis of the Strengths, Weaknesses, Opportunities and Threats facing the City of Town and Country. The analysis was also contributed to by several Aldermen and private citizens who attended the meeting in which this discussion took place. This was the initial assessment of the committee during the strategic planning process. The purpose of this analysis was to give a sense of how the members of the Committee and others saw the city. The Strengths, Weaknesses, Opportunities and Threats, in no particular order, that were discussed are as follows:

#### STRENGTHS

- Geographic ... major arteries run through city
- High property values
- Good reputation
- Good residential character
- Optimum size (manageable; large enough to cope)
- Well educated and disciplined population
- Revenues (and finances in general)
- Perception of low crime; good police force
- Good schools (i.e. public and private)
- Comprehensive Land Use Plan
- Aesthetic environment (pleasing)
- Quiet
- Community organizations (Towne Criers & Chamber of Commerce)
- Diversity (young & older residents and businesses)
- Friendliness and neighborliness
- Access to political system ... both elected and city staff
- Perception of "low traffic"
- Churches, synagogues and other places of worship
- General sense of community
- Good Police & Fire protection (West County EMS has highest rating from ISO; we get most favorable insurance rate)
- Efficient city operations
- Queeny Park
- Wildlife

## **WEAKNESSES**

- Political infighting
- Infrastructure ... patterns of traffic flows
- Arterial road safety
- Sound from highways & shopping centers
- Voter apathy
- Not as great a sense of community as cities like Webster Groves, Kirkwood, etc.
- Lack of a "town center"
- Lack of housing diversity
- One-way outer roads
- Lack of "buffer areas" between major changes in usage
- Lack of community facilities (i.e. parks, tennis courts, places to meet, etc.)
- Not "family friendly" (i.e. small children not a priority to city leadership)
- Inability to control own destiny (e.g. Manchester Road, development of property abutting city)
- Diversity hinders consensus
- Commercial areas of lower quality than residences that are being served
- Don't know what the average citizen thinks about major city issues
- Communications; uninformed people

## **OPPORTUNITIES**

- Federal Budget balancing efforts that may impact revenues/services
- Use tax
- Sales tax on food repeal
- Having undeveloped land in Town & Country; having a vision of its use
- Having a balance between "town" and "country"
- Political strength to influence environment around us
- People moving toward home officing
- Fiber optics
- Reduce solid wastes; education of people about recycling
- Increase city services
- Reduce city taxes
- Having a say in how undeveloped land is to be used
- Promote city

## **THREATS**

- Some developers
- Decline of City of St. Louis
- Airport expansion/move
- Economic conditions
- Decline in Parkway schools
- Private schools (Maryville, Principia & Villa), should they experience financial difficulty
- Pressure to widen arterial roads
- Development of MetroLink lines through the I 40/67 corridor
- St. Louis County Council
- Deer and other wildlife (balanced)
- Missouri Highway Department; utility companies
- Political infighting

The remaining three elements of the Strategic Plan, Mission, Values, and Vision, are closely interrelated. An analogy may be helpful in demonstrating this interrelationship. Mission is like a bus, labeled "City of Town and Country." The city is on a roadway to the future. On either side of the roadway are guard rails. The Values are like the guard rails ... they keep the bus on track, provide boundaries for city operations. The Vision is like the destination ... an end-state, a location in the future that is desirable.

Against that backdrop, the Committee proposes that the city adopt the following Mission, Values and Vision for the City of Town and Country. The Board of Aldermen should consider and adopt the Values, Mission and Vision statements included in this Plan and implement ways in which to foster awareness and utilization thereof in the conduct of city business and the performance audit of city programs and personnel. These items should be prominently displayed in the aldermanic chamber and elsewhere through city buildings. These items should guide the behavior of citizens and city staff in meetings and dealings with others. So doing will ameliorate the ineffective divisiveness that has been perceived by the residents of Town and Country.

## **MISSION**

The Mission of the City of Town and Country is to maintain a hospitable environment for our residents and other stakeholders and to foster a "Sense of Community" among ourselves as defined in the working definition shown below. We expect our municipal government to provide top quality services and to establish policies, laws and ordinances that reflect our values.

The Strategic Planning Committee definition of "Sense of Community" is as follows:

**A "sense of community" is indicated when the residents of Town & Country share a common identity with and feeling of satisfaction and pride in their city because of its laws, respect for individual privacy, property values, environmental attractiveness and communal interests.**

Values held by the people of Town and Country serve as guideposts for the actions of our municipal government. These values set the direction for our long-range plans and goals. By adhering to our values, the government of Town and Country can provide the best quality of life for our residents and create value for our stakeholders.

## **VALUES**

Values are enduring beliefs that define appropriate behavior and provide direction for action. The values held by City of Town & Country should be embraced by elected officials, paid city staff and appointed, non-paid volunteers and guide the day-to-day operations of the city.

### **Integrity**

We recognize that the foundation of our values is integrity. The residents of Town & Country view integrity as essential for mutual cooperation between government and ourselves. Integrity includes, but goes far beyond, honesty. It generates trust and candor in our communications and day-to-day transactions. Because we so value integrity, we expect our city officials and staff to keep promises and fulfill expectations. They should conduct all activities ethically and morally.

## Respect

We believe all citizens, employees and other participants should be treated with courtesy and respect in the conduct of all city affairs. Respect for others is based on the fact that each individual is created equal. It acknowledges that issues involved in city affairs are often ones upon which reasonable people may disagree. Respect further recognizes that differing opinions are reached with honesty and conviction.

## Fiscal Responsibility

We expect the stewards of the assets and resources of Town & Country to be fiscally responsible in budgeting, planning and making decisions. Their actions should bring the most benefits to our residents and enhance our property values by prioritizing the needs for our resources, using them, efficiently and prudently. We expect standards of performance and the means of evaluating actions against those standards. These stewards should be accountable to residents and other stakeholders in Town & Country.

## Safety and Security

We expect the municipal government of Town & Country to provide the services necessary to insure a safe and peaceful environment for its residents. In forming and implementing municipal policy, our government officials and staff should recognize the importance we place on quality police protection and crime prevention; effective and responsive fire protection and emergency medical assistance; traffic safety and control; and sanitation services.

## Quality of Life

The residents of Town & Country place high value on a balanced quality of life in the municipality.

While we are committed to providing a quality environment for private residents, we also appreciate the community's needs for facilities, access and services for offices, retail, education, religion, recreation, entertainment, health care and other important aspects of life.

Our interest in development in the community to serve these needs is balanced with a commitment to maintaining quality of the natural environment, including ample open space, mature trees, foliage and wildlife...to preserve the "country" in Town & Country.

## Community

We believe that a spirit of neighborliness and cooperation should characterize relationships among citizens and with government in Town & Country. We encourage citizen involvement and participation in activities and discussion of issues in the municipality. We strive for a stronger sense of belonging, inclusion and identity with Town & Country among all its citizens.

## Excellence

The people of Town & Country take pride in our community, and expect commitment to quality in all governance and in the providing of municipal services. There should be a dynamic, can-do approach to continuous improvement in how the community looks, works, and serves its citizens and other constituents. We want Town & Country to be seen as a community that does more than respond in standard ways to standard needs. We aspire to be the kind of community that leads in delighting and inspiring our residents and others.

## VISION

The SPC considered many desirable "end-states" or Visions for our city. A Vision is just that ... a desired state of affairs. We could be known as the city that:

- Provides the most efficient, effective public services
- Is the "Cadillac of West County" ... the city that provides the best of all services, regardless of the cost
- Provides the highest property values ... all else is secondary to producing ever-increasing property values
- Is a private city ... a get-away from the day-to-day pressures of life
- Maintains its rural core ... all efforts are to block any non-residential development

In our discussions of the above and other issues, from a variety of perspectives, we overwhelmingly selected the building of a **Sense of Community** as our best thinking of a good way to improve on an already good product. The SPC is in total agreement with this Vision ... **to be the city with the best "Sense of Community" in the area.** The following two sections, Strategy and Tactics, provide our recommendations for effecting this Vision. This vision was supported by a large majority of the residents of the city in the survey conducted in late 1996 and early 1997.

## **SECTION III - STRATEGIES**

## **SECTION III: STRATEGIES**

The SPC recommends the following strategies.

THAT:

I. The Mayor and Board of Aldermen consider the tactics contained in the following section for future implementation.

II. The Mayor and Board prioritize and assign each of the tactics to the appropriate existing Commission, Committee or city staff person for development of an implementation plan. Each implementation plan will contain, at a minimum, the following elements:

- Responsibilities
- Due Dates
- Costs, if any
- Measurements against the Mission, Values and Vision statements
- Follow Up Actions

The commissions should revisit the raw material (survey results, etc.) to determine gaps and begin their work at that point.

III. The Implementation Plans be presented to the Board by the agreed-upon due dates. The Board will take appropriate action on each plan.

IV. There be periodic re-assessment by the Board, acting as a Committee of the Whole, on the status of each implemented tactic/program. Such re-assessment will include citizen input.

V. If there is not an existing Commission or Committee to which a desired tactic could be assigned, a new, *ad hoc* committee be constituted and the tactic assigned to that group.

**SECTION IV - TACTICS/PROGRAMS TO ACHIEVE  
STRATEGIES**

## **SECTION IV: TACTICS/PROGRAMS TO ACHIEVE STRATEGIES**

The SPC recommends that the Board of Aldermen consider the following tactics/programs as ways to improve the Sense of Community in the City of Town and Country. The tactics are listed in order of the most desirable from the point of view of the citizens who responded to the survey conducted in December, 1996. A copy of the survey report is included in the Appendix. The survey data represents a baseline. Over time, consideration should be given to changes in the areas.

### **TACTIC 1: CONSERVATION/GREENSPACE**

The Board of Aldermen should conduct an evaluation of remaining undeveloped property within the city to identify areas worthy of conservation. This item received the highest percentages of positive responses among all the tactics/programs listed in the questionnaire. This evaluation should begin in the spring of 1997 and be concluded by early summer. An independent committee should be charged with conducting the evaluation, assisted by city staff and external consultants, if necessary. The final report to the Board of Aldermen should be discussed in Ward meetings, a public meeting(s) and acted upon as appropriate.

### **TACTIC 2: ENHANCED CITY SERVICES**

The city should investigate processes for providing the following city services to residents at no cost to the property owner:

1. Yard waste removal
2. Garbage removal
3. Curbside fall leaf pickup

These services, provided by the municipal government of some of our neighboring cities, are listed in the order of preference of the survey respondents. City staff should investigate how these services could be offered to residents, determine funding mechanisms, develop the necessary ordinances and procedures and communicate the availability of such services to residents during 1997.

### **TACTIC 3: ANNUAL EVALUATION**

The Board of Aldermen should sponsor annual evaluations of community concerns and assess progress and performance of current city programs and services. The first such survey would be conducted during the 2nd quarter 1998 and annually thereafter. The results of the survey would be available to the Board of Aldermen following the April elections (when one-half of the Board are up for re-election).

### **TACTIC 4: RECREATION/PRESERVATION/SAFETY**

The city should actively investigate arrangements to purchase, lease or otherwise acquire undeveloped land to be used for parks and permanent greenspace. The city should investigate rights to develop existing utility rights-of-way for off-road pedestrian and bike trails. While acquisition of private land could be potentially costly, there are opportunities for the city to develop programs that encourage residents to donate portions of their land to the city or to leave land to the city in their will. Additionally, the city should embark on a long-range program to build or widen shoulders to improve pedestrian and bicycle safety on such arterial roads as Topping, Bopp, Mason and Conway.

**TACTIC 5: WILDLIFE**

Town and Country is blessed with an abundance of animal life within its city limits. The presence of Queeny Park adds to this natural resource. Herds and flocks of wildlife add to the ambiance and country-like environment that most residents enjoy greatly. However, left to their own devices, certain species of wildlife, deer and geese, for example, can multiply until their numbers are neither healthy nor within culturally acceptable levels. The city should work effectively and quickly with urban wildlife experts and other interested parties to develop a strategy and associated programs to control herds and flocks of wildlife.

**TACTIC 6: COMMUNICATION/COMMUNITY APPEARANCE**

Communication between residents, subdivisions and neighborhoods and the city is necessary in order to insure efficient and responsive government. The city should initiate innovative programs to facilitate that communication process. An expanded audio-response system giving the caller information about Aldermanic meetings and actions, meetings of Commissions and Committees, and other data is a way to improve the communication process. There are others that city staff and citizens should investigate and bring as recommendations to the Board of Aldermen. Residents of Town and Country live in wonderfully beautiful neighborhoods, with well-established flora, manicured lawns and park-like yards. Neighborhoods associations, individual residents and businesses should be recognized and rewarded for their beautification efforts through a city-sponsored recognition vehicle.

**TACTIC 7: COMMUNITY/RECREATION CENTER**

The issue of a Recreation Center received mixed reviews on the survey. The committee recommends that the needs of younger families, vis-à-vis a community center, be addressed. The city should consider what is provided by Queeny Park and others in the surrounding areas, and what, if anything, incrementally should be provided to address the needs of those residents with younger families. This could be a small center that could be expanded as needed over the years.

## **OTHER TACTICS**

The SPC recommends the following tactics which were not included on the survey due to space limitations. These tactics arose out of discussions among committee members, city staff and citizens who attended the committee's meetings. The SPC recommends that the Board of Aldermen consider these tactics along with those listed above in prioritizing and directing future actions:

### **TACTIC 8: ALCOHOL/SUBSTANCE ABUSE**

Nationally, alcohol, tobacco, drug and other substance abuse is on the rise. Town and Country is not immune from these trends. The role of the city government in this arena should be examined by the Board of Aldermen, residents and city staff. Programs like D.A.R.E. could be expanded and enhanced. The city courts should establish a "No Tolerance" policy for drug, alcohol and substance abusers. There should be mandatory attendance at awareness programs for both the substance-abuse offender and his/her parents if the offender is a minor. The Police Department, in coordination with concerned citizens, existing agencies and West County EMS and Fire, should acquire/develop and conduct programs aimed at education and abstinence. There should be ongoing education programs sponsored by the educational institutions within the city that involve the Police Department personnel.

### **TACTIC 9: GOVERNMENT FACILITIES**

Two closets at the municipal center have been converted into "offices" that are used by police officers when not on patrol. While this is an acceptable short-term solution to a potential space problem, it is not an effective long-term solution. The Board of Aldermen should develop a long-range building usage plan that forecasts the space requirements of various city entities (Police, Administration, Courts, Commissions, etc.) and put that plan into action. We are, potentially, dealing with a building expansion before this problem becomes acute.

### **TACTIC 10: BUDGETING PROCESS**

The Finance Committee should implement an improved budgeting process. Currently, the prior year's budget/actual expenditure in each category is the starting point for the next year's budget. The new budget is based on an increase/decrease in the prior year's figures. This budgeting process has resulted in over-estimating expenses for the last three fiscal years while, at the same time, underestimating revenues during each of these same years. The budgeting process covers both income and outgo. The Board of Aldermen or appropriate committee should consider a system of "zero-based budgeting," or other budgeting process which would result in a more accurate and acceptable budget. Revised revenue and expense forecasts should be made available on a quarterly basis.

### **TACTIC 11: COMMUNICATIONS**

Written communications with residents consists of periodic letters from elected officials and the bimonthly *Town & Country Times*. The problem of the quality of the mailing database is of concern and should be addressed quickly by city staff. City staff should make every effort to update and improve the quality of the address database that is currently used.

### **TACTIC 12: FINANCIAL PLANNING**

The Board of Aldermen and the Finance Committee should do in-depth analysis of the city's sources of revenues, including the potential volatility of those revenues. The budgeting process should be revised to include more accurate quarterly updates and forecasts for the remaining periods of the year. Financial forecasting should be an ongoing item of Board attention.

**SECTION V - APPENDIX**

**TACTIC 13:            ONGOING STRATEGIC PLANNING**

The Board of Aldermen should continue the process of strategic planning. Responsibility for such planning should be assumed by the Board, acting as a committee of the whole, by a continuation of the existing SPC, or by formation of a new committee made up of members of existing city committees and commissions. This plan should be revisited and revised annually. The leadership in this endeavor should come from the Board of Aldermen.

## **SECTION V: APPENDIX**

**Strategic Planning Survey Summary Report follows. The Verbatim Open-Ended Responses are hereby incorporated by reference. These comments are available from the City Clerk.**

**City of Town & Country**  
**Strategic Planning Survey**  
*Summary Report*  
**February 1997**

# TABLE OF CONTENTS

---

Executive Summary .....	ii
Introduction .....	1
Methodology .....	2
Questionnaire Development .....	2
Data Collection .....	2
Response Rates/Demographic Profile .....	2
Organization of the Results .....	4
Summary of Results .....	5
Attitudes Toward "Sense of Community" As A Planning Focus .....	5
Attitudes Toward Possible Community Programs .....	6
Summary Comments from Respondents .....	12
Detailed Results	
Results Overall, and By Ward .....	1-6
Results Overall, and By Length of Residence .....	7-15
Results Overall, and By Household Size .....	16-21
Results Overall, and By Age of Respondent .....	22-28
Results Overall, and By Household Composition .....	29-34
Appendix (under separate cover): <i>Verbatim</i> Open-ended Responses	

## *Executive Summary*

The *Town & Country Strategic Planning Survey* was designed to focus on two broad strategic issues: (1) the attitudes of residents toward the concept of "Sense of Community" as the strategic theme for directing efforts to improve the quality of life in Town & Country and (2) the value to the residents of a number of possible programs that might be implemented to encourage a stronger sense of community in Town & Country. Thus, the *Town & Country Strategic Planning Survey* was designed to get citizen input into the strategic planning process.

A survey packet, consisting of a questionnaire, cover letter and business reply envelope, was mailed to all Town & Country households on December 10, 1996. A pre-survey postcard was mailed to residents advising them of the forthcoming survey; two post-survey follow-up postcards were mailed to households to encourage their response. As of January 31, 1997, 1336 questionnaires had been received, for a response rate of 38%.

The highlights of the results are:

- The concept of "Sense of Community" struck a responsive chord with most households: 75% said they liked it or liked it a lot, while only 6% said they disliked it or disliked it a lot; another 19% was neutral toward the idea. The appeal of the concept of "Sense of Community" was widespread across wards: between 73% and 77% in each ward liked the idea. Support also was widespread across age groups, lengths of residence, household size and the presence or absence of children in the household: in no segment of the community was support for the concept less than seven out of ten of those responding.
- Residents were asked directly whether they supported providing a community recreation center. Only 41% of the residents supported the center; 59% did not. Younger respondents, newer residents in the community and households with children were more likely than others to support a community center. Among those supporting a community center, the most often requested facilities were a swimming pool, tennis courts, meeting rooms, exercise/fitness gym, ice skating rink, park land and trails, indoor and outdoor athletic fields and courts, and an auditorium/theater.
- Residents were asked to rate 25 programs that might be implemented to enhance the "sense of community" in Town & Country. Among the highest rated programs were two proposed studies: 68% endorsed conducting an evaluation of the remaining undeveloped property to identify areas worthy of conservation and 63% endorsed conducting an annual survey to get

community concerns and assess performance of city programs and services. [Note: All 25 programs are listed, from highest to lowest levels of support, in Table 1 on page seven of the report]

- The next most supported programs made up a cluster of residential disposal services that was endorsed by about six in ten respondents: yard waste removal (endorsed by 64%) and garbage removal and curbside leaf pickup (both 60%), all at no charge to residents.
- Another highly rated pair of programs was purchasing land for parks (61%) and for green space (57%). This is consistent with the strong majority (68%) that support evaluation of the remaining undeveloped property in Town & Country for conservation purposes.
- Two other related programs endorsed by approximately six in ten residents were acquiring and developing existing utility rights-of-way for off-road pedestrian and bike trails (60%) and building and widening shoulders on arterial roads to improve pedestrian and bicycle safety (56%).
- Among the 25 programs rated in the questionnaire, those receiving the least support were sponsoring community seminars on topics of interest to adult residents (29%) and encouraging the development of high-quality, low-density attached condominiums or "cluster home" communities (24%).

It should be noted that support for many of the proposed programs varies somewhat by characteristics of the respondents: ward of residence, length of residence, age of the respondent, size of the household and the presence or absence of children in the household. Differences in attitudes along these dimensions are noted in the body of the report.

## *Introduction*

In the summer of 1996, the Board of Aldermen created the Strategic Planning Committee and charged it with developing a long-range plan that would guide the City of Town & Country into the next century. Comprised of two citizens from each ward, the Strategic Planning Committee has been working since July to analyze the strengths and weaknesses of the community, to identify opportunities for and threats to the community's future, to develop a set of underlying values for the City that could guide future action, and to develop a strategic vision that would make Town & Country an even better place to live.

An effective strategic vision, and strategic plan, needs a unifying or guiding focus to direct activities, guide programs and allocate resources. The Strategic Planning Committee suggested the concept of "Sense of Community" as the guiding focus to direct community betterment efforts. In addition, it identified a number of specific programs and activities that might be used to enhance the "Sense of Community" within Town & Country.

The *Town & Country Strategic Planning Survey* was undertaken to get the views of the residents of Town & Country on these strategic planning issues. Specifically, the survey focused on two broad strategic issues: (1) the attitudes of residents toward the concept of "Sense of Community" as the strategic theme for directing efforts to improve the quality of life in Town & Country and (2) the value to the residents of a number of possible programs that might be implemented to encourage a stronger sense of community in Town & Country. Thus, the *Town & Country Strategic Planning Survey* was designed to get citizen input into critical components of the strategic planning process, especially the development of a strategic plan.

# *Methodology*

## **Questionnaire Development**

The questionnaire was developed in October-November by the Strategic Planning Committee, with assistance from a survey research consultant from W F Corroon (now Buck Consultants, Inc.). Input on the questionnaire was provided by each member of the Strategic Planning Committee in multiple meetings, and by fax and telephone. The Board of Aldermen also gave advice on drafts of the questionnaire. The final questionnaire was approved by the Board of Aldermen on November 19, 1996.

The content of the questionnaire was tightly focused on attitudes toward (1) the concept of "Sense of Community" as a guiding focus for a Town & Country strategic plan and (2) some 26 specific programs that might be implemented to enhance the sense of community in Town & Country. Most questions used a 5-point response scale and the questionnaire was designed and organized to minimize the time needed to complete it. Demographic questions were limited to ward, age of respondent(s), gender of the respondent(s), length of residence of respondent(s), number of people in the household, and types of children in the household. The demographic questions were intended for classification purposes for use in analysis.

## **Data Collection**

A pre-survey postcard was mailed to all households in Town & Country on December 3, 1996. This communication alerted households that an important questionnaire was coming. A survey packet, containing a cover letter from the Mayor, Board of Aldermen and the Strategic Planning Committee explaining the survey, a questionnaire, and a postage-paid business reply return envelope, was mailed to each household on December 10, 1996. Two follow-up reminder postcards were mailed to each household during December 1996 and January 1997. Completed questionnaires were mailed directly from the households to W F Corroon (now Buck Consultants, Inc.) for processing and analysis.

## **Response Rates/Demographic Profile**

As of January 31, 1997, 1336 completed questionnaires had been received. The estimated overall response rate is 38% (1336/3552 households). Estimated response rates by ward are shown on the following page, as is the demographic profile of the responding households. The response rates have been adjusted for known undeliverable questionnaires. Nonetheless, questionnaires still may not have reached some of the addressees (e.g. vacant households, mail problems) and, thus, the response rates presented are only estimates.

*Response Rates, Town & Country Overall and By Ward*

	<u>Number of Households</u>	<u>Number Returned</u>	<u>Percentage Returned</u>
Ward I	1126	371	33%
Ward II	982	423	43%
Ward III	798	266	33%
Ward IV	<u>721</u>	<u>276</u>	<u>38%</u>
<b>Town &amp; Country Total</b>	<b>3552</b>	<b>1336</b>	<b>38%</b>

\* Excludes those returned as undeliverable to addressee

*Demographic Profile of Responding Households*

<b>Length of Residence</b>	<u>N</u>	<u>%</u>
Less than 3 years	157	11.8
3 - 5 years	166	12.5
6 - 10 years	270	20.3
11 - 15 years	256	19.3
16 - 20 years	148	11.1
More than 20 years	<u>331</u>	<u>24.9</u>
	1328	99.9

<b>Households with:</b>	<u>N</u>	<u>%</u>
Pre-schoolers	139	11.0
Elementary schoolers	238	18.8
Middle schoolers	162	12.8
High schoolers	243	19.2
College-age children	275	21.7

<b>Person Completing Questionnaire</b>	<u>N</u>	<u>%</u>
Female head	366	27.6
Male head	552	41.7
Both	393	29.7
Other	<u>13</u>	<u>1.0</u>
	1324	100.0

<b>Number of People in Household</b>	<u>N</u>	<u>%</u>
1 - 2 people	659	49.7
3 - 4 people	487	36.7
5 people	128	9.7
Six or more	<u>52</u>	<u>3.9</u>
	1326	100.0

<b>Age of Respondent</b>	<u>N</u>	<u>%</u>
Under 36	48	3.6
36 - 45	255	19.3
46 - 55	466	35.2
56 - 65	277	21.0
Over 65	<u>276</u>	<u>20.9</u>
	1322	100.0

<b>Household Composition</b>	<u>N</u>	<u>%</u>
With children	649	51.2
Without children	<u>618</u>	<u>48.8</u>
	1267	100.0

## Organization of the Results

The next section, *Summary of Results*, presents a narrative summary of the results for Town & Country overall. Where differences across wards or by other demographic variables are significant, these are highlighted in the narrative.

The *Detailed Results* section presents several sets of graphs of the results for the quantitative questions in the survey. The results are presented for all of the respondents and by ward, length of residence, household size, age of respondent, and household composition (i.e., the presence or absence of children in the household).

Summarizing the data requires that decisions be made about how best to present the results. In the graphs in this section, the data are summarized in a percentage format. Almost all of the attitude questions asked respondents to respond to a specific statement or question using a 5-point response scale. For presentation purposes, we have added together the percentages of households marking a 4 or 5 on the scale and called this "% Favorable" because it represents the more favorable attitude on the question. Bar graphs also present the "% Neutral", and "% Unfavorable" for each question. This is a simple extension of the logic above in which a response of 3 (the middle of a 5-point scale) is treated as "neutral" and responses of 1 and 2 are treated as "unfavorable". The frequency and percentage of response on the original 5-point scale for all respondents are also shown below the bar graph for each question.

Presenting the data in this percentage format using bar graphs is statistically sound and easy to read. As long as the number which responded to the question is known, the percentage can be converted to the absolute number of households in the survey holding a particular attitude.

Summaries of the responses to the few open-ended questions are integrated into the narrative in the *Summary of Results* section. The results also are included under separate cover in the *Appendix, Verbatim Open-ended Responses*.

## *Summary of Results*

### **Attitudes Toward A "Sense of Community" As A Planning Focus**

The concept of "Sense of Community" struck a responsive chord with most households: 75% said they liked the idea or liked it a lot, while only 6% said they disliked it or disliked it a lot; another 19% was neutral toward the idea.

The appeal of the concept of "Sense of Community" was widespread across wards: between 73% and 77% in each ward liked the idea. Age of the respondent and length of residence were slightly negatively related to support: those over 65 (71%) and those who had lived in the community over 20 years (70%) were slightly less supportive than were those 45 and younger (79%) and those who had lived in Town & Country for 10 or fewer years (78%). Nonetheless, these are fairly minor differences that should not obscure the general widespread support for "Sense of Community" as a planning guide.

Comments on the "sense of community" were also solicited in the questionnaire. Those *verbatim* comments, by ward and by whether they liked the idea of "sense of community," are found in the companion *Appendix*. While the comments ranged across a number of related, and unrelated, issues, many of the comments involved the following four themes:

- (1) conflicting views on whether there is currently a sense of community in Town & Country and simple restatements of the residents' opinions on whether "sense of community" is a good strategic planning focus;
- (2) concern that perceived political bickering within the city government is a significant obstacle to developing a sense of community and to realizing a coherent strategic plan for the future;
- (3) mostly positive views on preservation of green space and the "country feel" of the community as central features of the environment of Town & Country; and,
- (4) expression of a variety of reasons why achieving a sense of community will be difficult: factionalism in government, no town center, elitism, different individual values, size of the community, between-subdivision conflicts, no recreational/cultural institutions, the community's embeddedness in the metropolitan area, and so on.

## Attitudes Toward Possible Community Programs

An array of 26 programs was presented in the questionnaire to the households. For one program, a community center, residents were asked whether such a community center should be provided and, if so, what it should contain. For the other 25 programs, residents were asked to express their opinion on how valuable each program would be for enhancing the sense of community in Town & Country. Each program was followed by a 5-point response scale, from Not At All Valuable (1) to Very Valuable (5).

### *Community Center*

Four in ten respondents (41%) support a community center; 59% do not. Support for a community center varied by ward: from a high of 47% in Ward I, 41% in Ward II, 37% in Ward IV, to a low of 35% in Ward III.

Support was higher among newer residents (50% among those who had lived in Town & Country for less than six years) than among those who have lived in the community for more than 20 years (31%). A similar pattern of results is found by age: there is a steady decline in support for a community center with age, from a high of 73% among those respondents under 36 to a low of 29% among those over 55. And, consistent with these findings, households with children (52%) are more supportive of a community center than are households without children (30%). Finally, those respondents in one or two person households are, predictably, less supportive (31%) than are respondents in larger households (47%-60% support).

In sum, support for a community center clearly varies by family status and stage in the life cycle: newer, younger, and larger households with children are more supportive than are older households without children who have lived longer in the community.

Residents who favored a community center were asked what it should contain. Among the most frequently mentioned facilities, in order of mention, were (1) indoor swimming pool, (2) tennis courts, (3) meeting rooms, including party rooms and conference rooms available to residents, (4) gym, containing health, exercise and fitness facilities, (5) park land, with nature trails and jogging paths, (6) ice skating rink, (7) auditorium, especially for theater productions, (8) indoor volleyball/ basketball courts, and (9) outdoor athletic fields.

### *Other Programs*

Table 1 on the following page summarizes the overall support for the other 25 programs in the questionnaire. Respondents were asked to rate the value of

**Table 1**  
**Percent Rating Program Valuable or Very Valuable**

<u>Possible Program</u>	<u>Percent</u>
Conduct evaluation of undeveloped property for conservation	68%
No charge yard waste removal services	64%
Conduct yearly assessment/needs surveys	63%
Purchase land for parks	61%
Acquire/develop utility rights-of-way for trails	60%
No charge garbage removal services	60%
No charge curbside leaf pickup services	60%
Purchase land for preservation of green space	57%
Build/widen shoulders on arterial roads	56%
Develop programs to promote improving community appearance	55%
Develop programs to control herds and flocks of wildlife	55%
Develop "welcome package" for new residents	54%
Develop ways to improve communications among city, neighborhoods, etc.	52%
Purchase land of historical, archaeological, environmental significance	49%
Hold "open house" at city hall	47%
Develop school programs to get students involved in community affairs	45%
Develop programs to encourage residents to be more active in civic affairs	42%
Sponsor community activities for children	42%
Engage professional planners for comprehensive corridor improvement	40%
Hold at least one community festival each year	35%
Provide recognition for residential/commercial lawn & garden beautification	33%
Encourage civic organizations to locate in Town & Country	32%
Speed limits/stop signs on arterial roads	31%
Sponsor seminars/activities of interest to adult residents	29%
Encourage development of high-quality, attached condos or cluster homes	24%

each program for enhancing the sense of community in Town & Country. Each program was followed by a 5-point response scale, from Not At All Valuable (1) to Very Valuable (5). The table reports the percentage marking the two most favorable responses (4 & 5) for each question.

The activity perceived to be most valuable was to undertake an evaluation of the remaining undeveloped property within Town & Country to identify areas worthy of conservation. Over two-thirds (68%) thought this would be a very valuable undertaking. There were no stable patterns nor important differences in attitudes by ward, length of residence, age, household size, or household composition (i.e., households with and without children).

A cluster of programs related to "no charge" homeowner services (yard waste removal, garbage removal, and curbside leaf pick up) was the next most supported group of programs: 64% for yard waste removal and 60% for garbage removal and leaf pick up. One significant difference in support for these services was slightly lower support for yard waste removal among respondents 36-55 years old (61%) compared with more than 67% among both younger and older respondents. Given the concentration of older teenage children in households in the 36-55 age cohort, there may be less need in these households. In addition, Ward I residents (70%) are slightly more likely than residents in the other wards (59%-64%) to want yard waste removal.

The next highest supported program was an annual survey of residents to get community concerns and assess performance of city programs and services (63%). There was no significant difference in support by ward (all 62%-65%). There was, however, somewhat less support (55%) among those over 65 than among respondents who are 65 and younger (65%).

Purchasing land for the development of parks was another highly valued program: 61% said it was valuable or very valuable as a way to enhance the sense of community. There was some difference in support across wards, from 65% in Ward I to 56% in Ward IV. By length of residence, support for acquiring land for developing parks was highest in those households that had resided in Town & Country for less than 3 years (70%) and lowest among residents of over 20 years (54%). Predictably, support for developing parks declined steadily from a high of 81% among those residents under 36 to a low of 47% among those over the age of 65. Households with children (68%) were more favorable than were households without children (58%). Clearly, family status and stage in the life cycle partially drive these results.

Acquiring and developing existing utility rights-of-way for off-road pedestrian and bike trails was rated valuable or very valuable by 60% of the respondents.

There was substantial variation in support for developing these trails by ward: 69% in Ward III, 61% in Ward I, 58% in Ward II, and 52% in Ward IV. Stage in the life cycle and family status again influenced these results. Newer residents, those living in Town & Country less than three years, were most supportive (71%) while 20+ year residents were least supportive (49%). Support increased steadily with household size, from 55% in one and two person households to approximately 70% in households with five or more people. Support was highest among those in the early child-rearing ages (73% of those 45 and under) than among those over 55 (49%) and, especially, those over 65 (only 43%). Households with children (66%) were more likely than those without (54%) to support acquiring and developing utility rights-of-way trails.

Purchasing land for preservation of green space is endorsed by 57% of the respondents. There is little difference in support by ward, with support ranging from 53% in Ward IV to 60% in Ward II. Support for preserving green space is related negatively to age, from a high of 68% for those residents under 36 to a low of 51% for those residents over 55.

Building or widening shoulders to improve pedestrian and bicycle safety on such arterial roads as Topping, Bopp, Mason and Conway was supported by 56% of the households. Over half the respondents in each ward (52%-59%) supported this measure. There was some variation in support by length of residence, with support declining from 61% among those who have lived in the community for less than six years to 50% among residents of more than 20 years. Generally, those with 5 or more people in the household (64%) are most likely to want improved pedestrian and bike safety on arterial shoulders whereas those with one or two people are least likely (53%). A parallel pattern exists for age and family status: household support declines with age of the respondent, from 68% of those under 36 to 47% of those over 65, and families with children (60%) are slightly more supportive than those without (53%).

Over half the respondents (55%) supported development of programs to promote improving the community's appearance. Support was fairly uniform across wards, from 53% in Ward I to 58% in Ward III. There was some variation by age, with respondents under 36 most likely to support beautification programs (70%) compared with 54% among all other respondents.

Developing programs to control flocks and herds of wildlife was supported by over half the residents (55%). Yet, there was substantial variation in support across the community: under half the residents in Wards I (47%) and III (48%) supported wildlife control compared with 59% in Ward IV and 63% in Ward II. With the exception of those who had lived in the community for less than three years (43%), who are least supportive of wildlife control, there was little variation across the other length of residence categories. Controlling wildlife is

most appealing to those with only one or two people in the household (62%) compared with only 38% of those with five or more in the household. Support for wildlife control generally increases with age and is substantially higher in households without children (62%) than in those with children (47%).

The only two other programs that received at least 50% support involved information and communication: developing a "welcome package" for new residents, endorsed by 54% of the respondents, and developing ways to improve communication between residents, neighborhoods, subdivisions and the city, supported by 52%. Ward I respondents were slightly less likely than those in other wards to support the "welcome package" (49% vs. 55%-57% in the other wards). Those under 36 years old and the newest residents of the community were predictably somewhat more supportive of the "welcome package" idea. There was little systematic variation in support for these "communication" activities by age of resident, by number in the household, nor by the presence or absence of children in the household.

Almost half (49%) of the respondents supported purchasing land of historical, archaeological or environmental significance. There was almost no variation by ward (48% to 50%). Those residing in the community less than three years were more supportive (56%), as were younger respondents (66% among those few respondents under 36), compared with the lowest support among those over 65 (only 43%). There was no difference in support by the presence or absence of children in the household, although those few families with six or more people were more supportive (56%) than were smaller households.

Holding open houses at city hall was supported by 47% of the residents in the survey. The least support for open houses came from those residing in the community 11-15 years (39%) while the most came from the newest residents (49% among those with three or fewer years in the community) and those with more than 20 years in the community (52%). This same "curvilinear" pattern is found with age: those 36-45 are least likely (39%) to want open houses while those 35 and under (60%) and over 65 (52%) are most supportive.

New programs to get school children and adult residents more involved in civic affairs were endorsed by 45% and 42% of the respondents, respectively. There was very little difference in support by ward or length of residence for these two activities. However, predictably, those in the child-rearing years and those with larger households were most likely to support the in-school programs aimed at students. Interestingly, those 36-45 were less favorable (only 31%) than other age groups (44% collectively) on developing programs to get residents to become more active in government and civic affairs.

Sponsoring activities for children was supported by four in ten (42%) of the respondents. There was little variation by ward but, predictably, such family-status characteristics as child-rearing age, larger households, and the presence of children were associated with more support for this idea. For example, those households with children (47%) certainly were more supportive of sponsoring activities for children than were households without children (37%) and those with 5 or more in the household (52%) are more supportive than are one and two person households (38%).

Four in ten (40%) supported engaging professional urban planners to design and improve major corridors through Town & Country. There were some differences in support by ward: Ward I was least favorable (35%), followed by Wards II & III (40%-41% support), with Ward IV most supportive (46%). Support was strongly correlated with number in the household, from a low of 39% among households with one or two people to a high of 58% among those with six or more people in the household. There also was a decline in support with age, from 51% of those under 36 to only 31% among those over 65. It should be noted that, overall, an almost equal percentage (37%) of the respondents was negative, not just neutral, on the idea of engaging professional planners.

A community festival was endorsed by just over one-third (35%) of the respondents. This varied only slightly by ward, from 33% in Ward IV to 39% in Ward III. Those respondents 45 and under are much more likely (46%) to support a festival than are those over 55 (27%). Predictably, those with children in the household are more supportive (39%) of a community festival than are households without children (32%). This was another program with much opposition: an almost equal number, 36%, was negative on holding a community festival.

The remaining five programs were endorsed by a third or fewer of the respondents: recognition for lawn and garden beautification (33%), encouraging civic organizations to locate in Town & Country (32%), lowering speed limits or installing stop signs to improve safety and reduce cut-through traffic on arterial roads (31%), sponsoring seminars and activities for adult residents (29%), and encouraging the development of high-quality, low-density attached condominium or "cluster home" communities (24%).

With respect to these five programs with support from a third or fewer of the respondents: older residents tended to be slightly more supportive of recognition for lawn and garden beautification efforts; residents of Ward II (41%) were most likely to want speed limits or stop signs on arterial roads (Ward I & III residents, with 24%-26%, were least likely); lukewarm support for efforts to encourage civic organizations to locate in the community was similar across all respondent groups; community activities for adult residents was endorsed most highly (38%)

by those residents 35 and under; and support for attached condominiums or cluster homes was highest in Ward IV (37%, whereas support in all other wards was only between 20% and 22%) and almost non-existent among residents 45 and under (9%) and newcomers to the community (11%). Along with the community recreation center, which was opposed by 59% of the respondents, the ideas of lowering speed limits or installing stop signs on arterial roads and encouraging attached housing received the highest negative responses of the programs evaluated in the survey, with 52% and 54%, respectively, unfavorable toward these activities.

## Summary Comments of Respondents

Respondents were given the opportunity to add comments "about additional programs that we might consider or anything else that would help the Strategic Planning Committee plan for an even better future ..." Comments ranged over a wide variety of topics. Most of the comments simply restated or amplified on the residents' support for or opposition to specific programs and activities presented in the questionnaire. Many residents used the opportunity to restate their views on the sense of community, which they had expressed previously in Question 2 of the questionnaire. Many vented frustration over some specific, local issue or used the opportunity to level personal *ad hominum* attacks (e.g. "I hate the installation of the stop sign at X intersection", "why can X park house trailers in his yard", "put Alderman X, naked and without money, on a bus to Mexico", "cut the grass at X road near Manchester"). The wide range of comments makes it difficult to summarize the comments into a small number of general themes. Nonetheless, the following topics emerged in a number of comments:

- Concern over the political bickering and infighting within city government
- Opposition to raising taxes to pay for any of these programs to enhance the sense of community
- Concern that the "country" aspect of Town & Country is being lost
- Calls for sidewalks in various parts of the community
- Calls for programs to deal with stormwater problems in various areas
- Concern that the city has not taken over maintenance of the private streets "as promised"
- Skepticism that the results of the survey will be followed by action

- Calls for return of tax surplus to the citizens to spend as they desire; this was often accompanied by a call for reduced taxes
- Concern that local government is becoming too intrusive in the lives of residents of Town & Country and would be even more so by implementing some of the programs mentioned in the questionnaire
- Calls for citizen review of the current zoning ordinances (content of the concern was often unspecified)
- Calls for a myriad of specific actions related to traffic control in various parts of the community, too numerous and diverse to summarize

# Town & Country Strategic Planning Survey

## Results Overall and by Ward

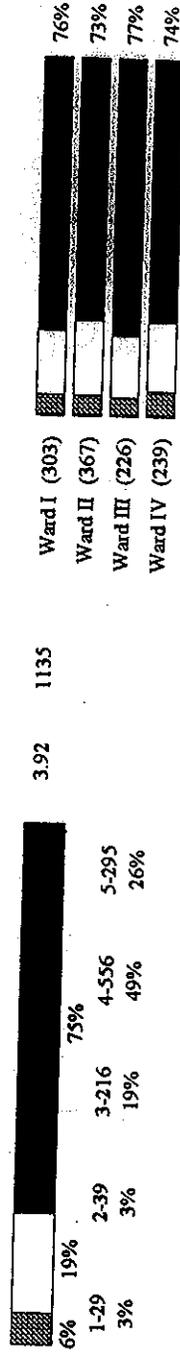
**Question** Overall Town & Country Results **Results by Ward**

Unfavorable (1+2)   
  Neutral (3)   
  Favorable (4+5)

Count of responses in parentheses  
% favorable shown at the right

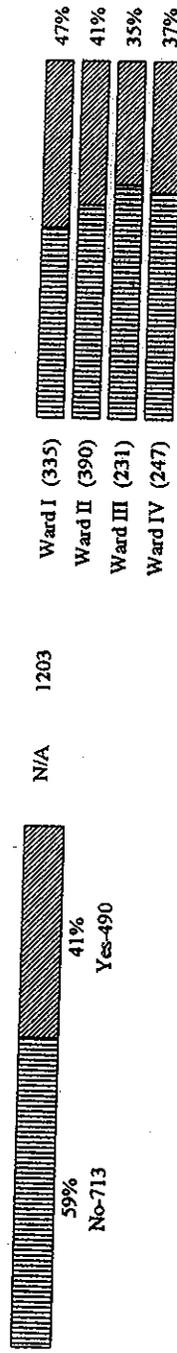
### A "SENSE OF COMMUNITY"

- Based on the idea of "sense of community", how appealing is this focus as a way of directing our efforts to improve the quality of life in Town & Country?

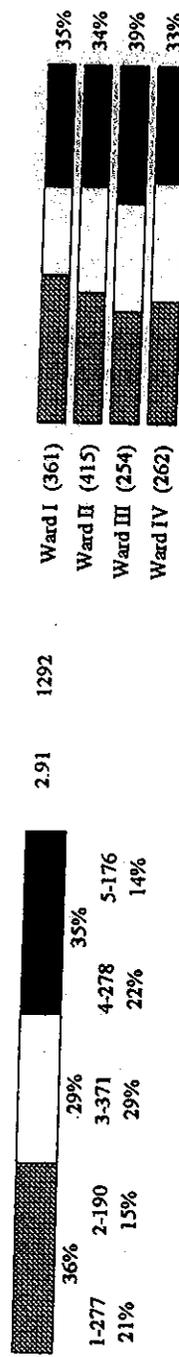


**PROGRAMS** (Note: the first question used a "Yes/No" response. The other questions used a 1-5 "favorableness" response scale.)

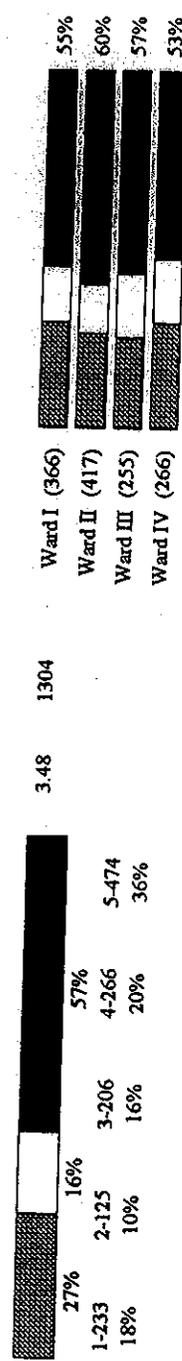
- Provide a community recreation center



- Hold at least one community festival each year within Town & Country

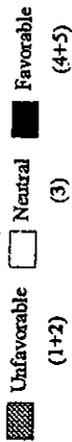


- Purchase land for preservation of green space



### Overall Town & Country Results

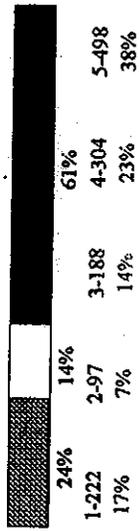
### Question



### Results by Ward

Count of responses in parentheses  
% favorable shown at the right

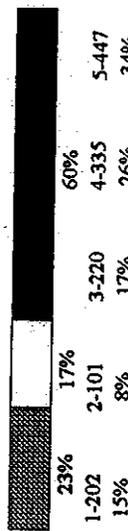
4. Purchase land for development of parks



Average Count: 3.58



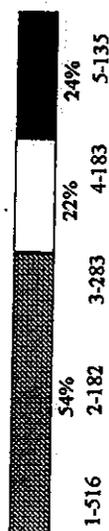
5. Acquire and develop existing utility rights-of-way for off-road pedestrian and bike trails



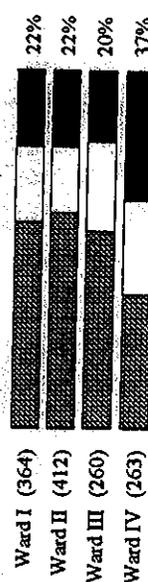
Average Count: 3.55



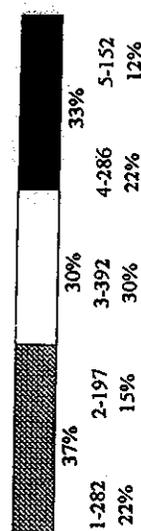
6. Encourage the development of high-quality, low-density attached condominiums or "cluster home" communities such as Carlisle (on Ballas in Creve Coeur)



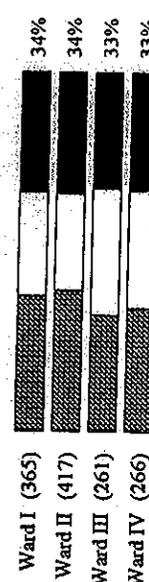
Average Count: 2.41



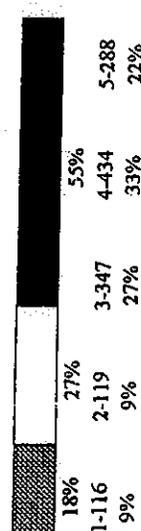
7. Provide recognition for residential and commercial lawn and garden beautification efforts



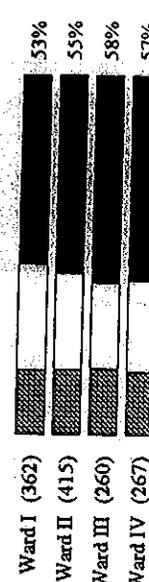
Average Count: 2.87



8. Develop programs to promote improvements in our community's appearance

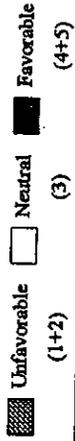


Average Count: 3.51



**Question**

**Overall Town & Country Results**

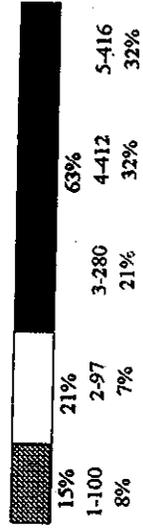


**Results by Ward**

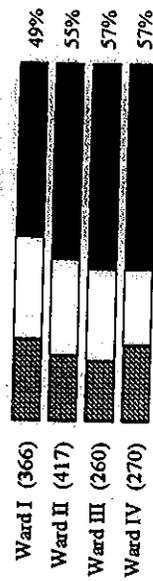
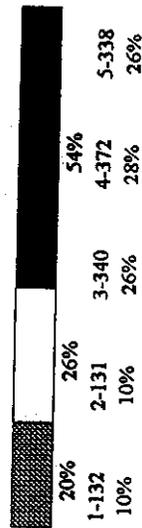
Count of responses in parentheses  
% favorable shown at the right

Average Count

9. Conduct yearly surveys to get community concerns and assess performance of current city programs and services



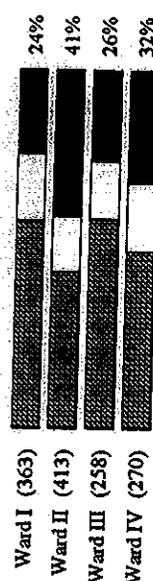
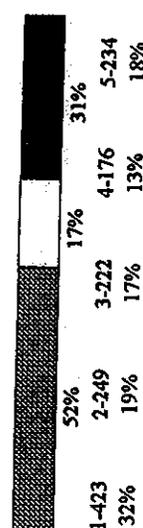
10. Develop a "welcome package" for new residents which would contain useful city information



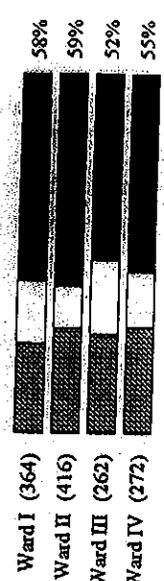
11. Hold "open house" at city hall to welcome and familiarize residents with the services and people in their government



12. Lower speed limits or install more stop signs to improve safety and reduce cut-through traffic on arterial roads like Topping, Bopp, Mason, and Conway



13. Build or widen shoulders to improve pedestrian and bicycle safety on such arterial roads as Topping, Bopp, Mason, and Conway



**Question**

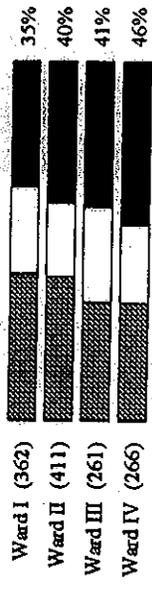
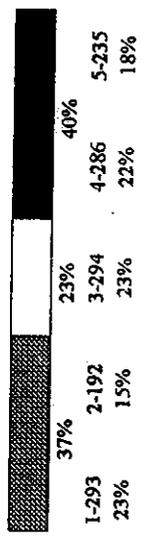
**Overall Town & Country Results**



**Results by Ward**

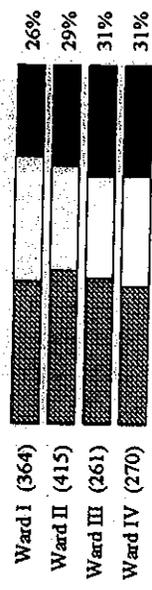
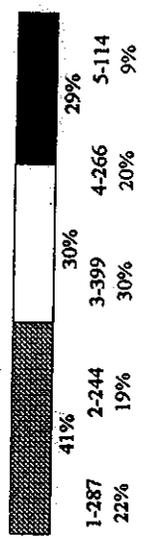
Count of responses in parentheses  
% favorable shown at the right

14. Engage professional urban planners for comprehensive design and improvement of major corridors through Town & Country, such as Highway 141



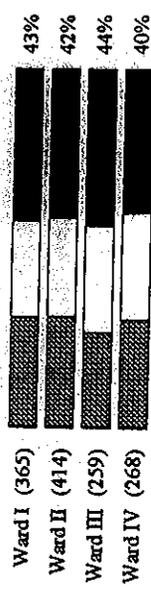
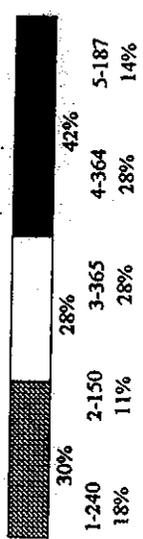
Average Count: 2.98

15. Sponsor community seminars and activities on topics of interest to adult residents



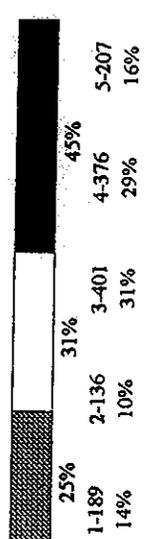
Average Count: 2.75

16. Sponsor community activities of interest to our children



Average Count: 3.08

17. Develop community programs to use in local schools to get students involved in community issues and activities



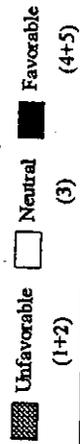
Average Count: 3.21

18. Develop programs to encourage residents to become more active in government, committees and community-wide activities



Average Count: 3.23

**Overall Town & Country Results**


  
 Unfavorable (1+2)    Neutral (3)    Favorable (4+5)

**Results by Ward**

Count of responses in parentheses  
% favorable shown at the right

19. Develop ways to improve communications between residents, neighborhoods, subdivisions and the city



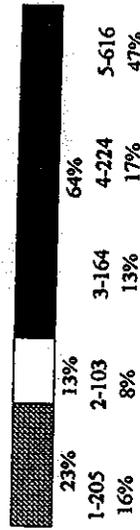
20. Provide curbside leaf pick up services at no charge to residents



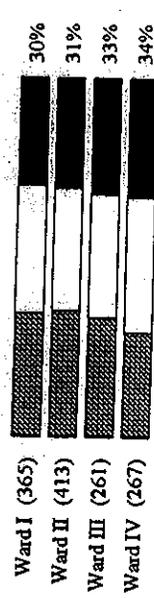
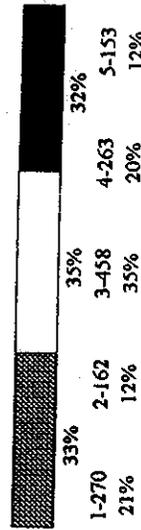
21. Provide garbage removal services at no charge to residents



22. Provide yard waste removal services (such as branches and grass clippings) at no charge to residents



23. Encourage civic organizations like Kiwanis, Rotary, and Optimist to establish chapters in Town & Country



**Overall Town & Country Results**

**Question**

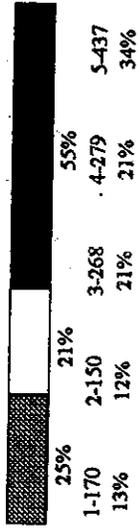
Unfavorable (1+2)    Neutral (3)    Favorable (4+5)

**Results by Ward**

Count of responses in parentheses  
% favorable shown at the right

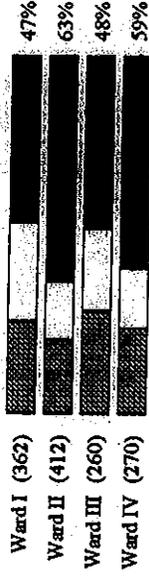
Average Count

24. Develop programs to control herds and flocks of wildlife



3.51

1304



25. Conduct an evaluation of remaining undeveloped property to identify areas worthy of conservation

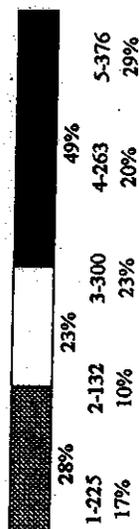


3.85

1299



26. Purchase land of historical, archaeological, and environmental significance



3.33

1296



# Town & Country Strategic Planning Survey

## Results Overall and by Length of Residence

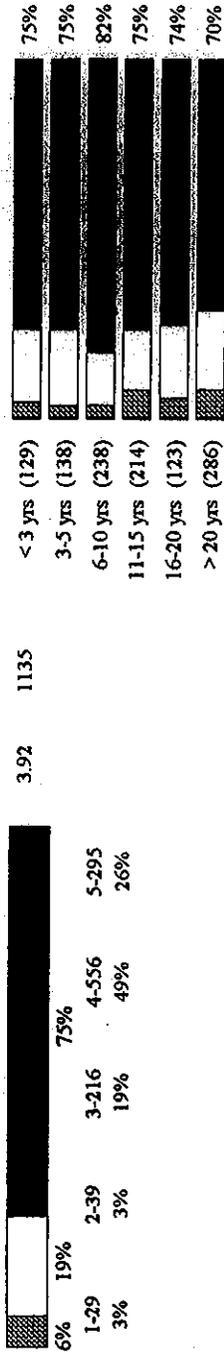
### Overall Town & Country Results



**Results by Length of Residence**  
Count of responses in parentheses  
% favorable shown at the right

### A "SENSE OF COMMUNITY"

1. Based on the idea of "sense of community", how appealing is this focus as a way of directing our efforts to improve the quality of life in Town & Country?

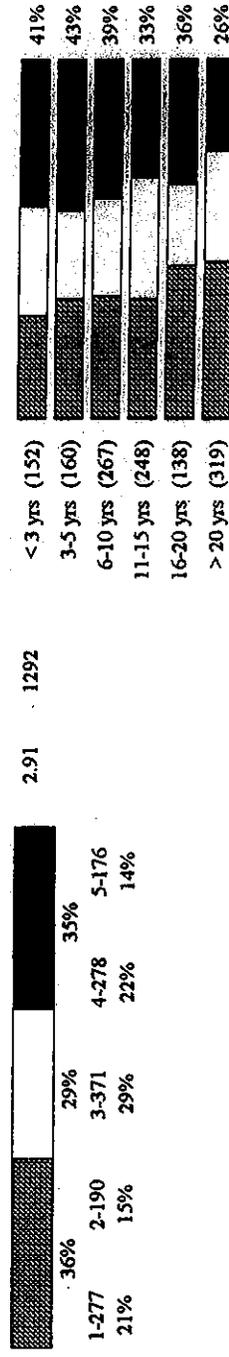


**PROGRAMS** (Note: the first question used a "Yes/No" response. The other questions used a 1-5 "favorableness" response scale.)

1. Provide a community recreation center



2. Hold at least one community festival each year within Town & Country



**Overall Town & Country Results**

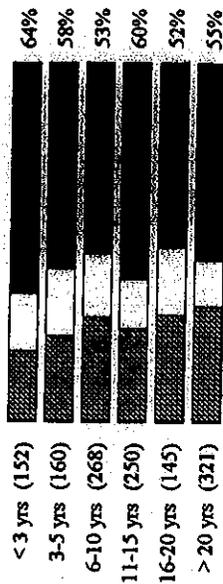
 Unfavorable (1+2)  
  Neutral (3)  
  Favorable (4+5)

**Results by Length of Residence**  
 Count of responses in parentheses  
 % favorable shown at the right

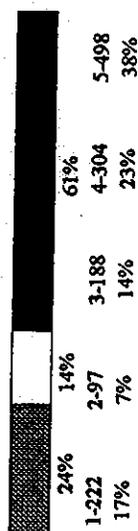
3. Purchase land for preservation of green space



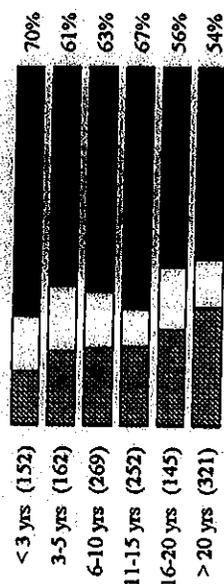
Average Count: 3.48



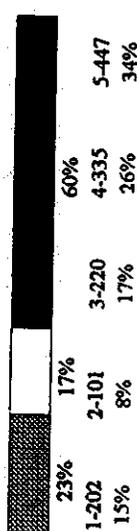
4. Purchase land for development of parks



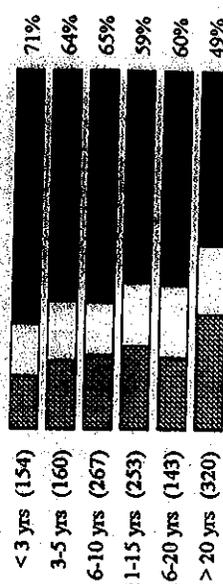
Average Count: 3.58



5. Acquire and develop existing utility rights-of-way for off-road pedestrian and bike trails



Average Count: 3.55

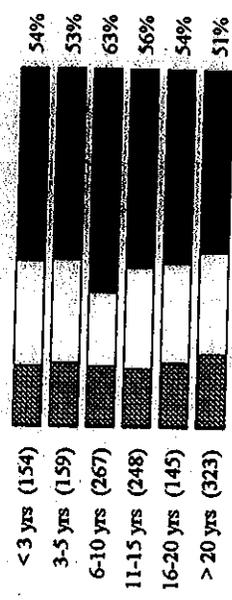
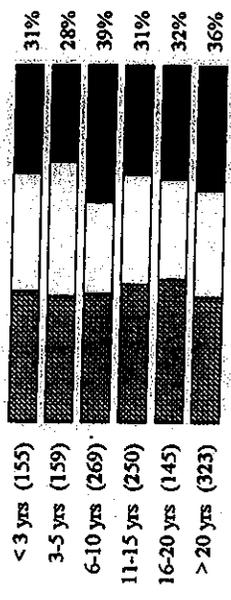
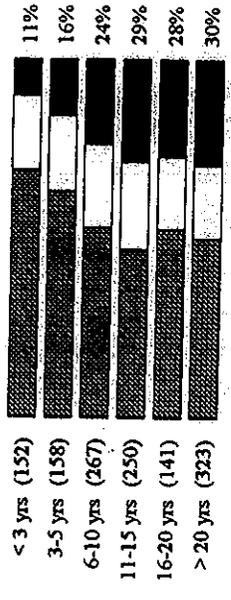
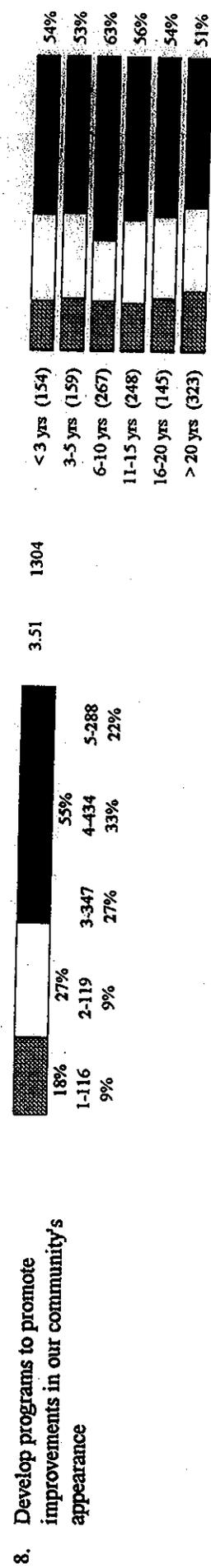
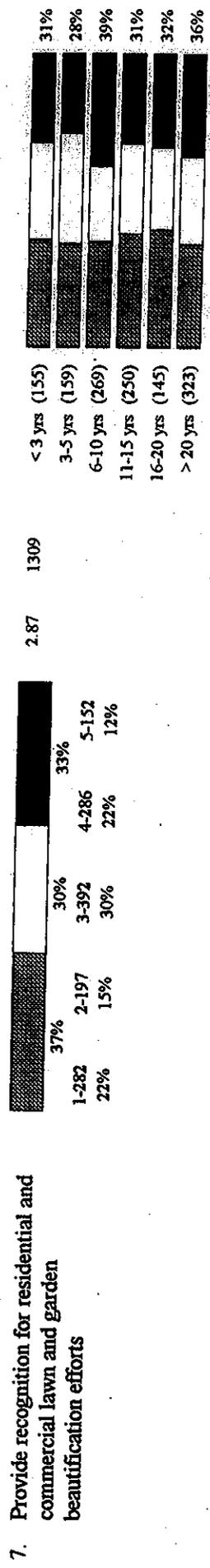
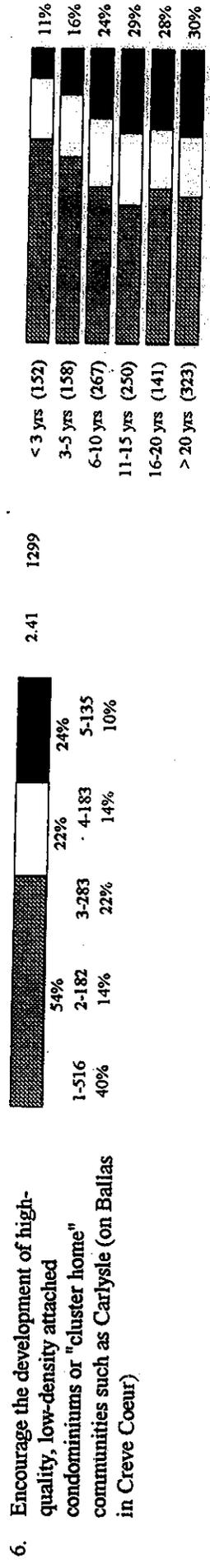


**Overall Town & Country Results**

**Results by Length of Residence**  
Count of responses in parentheses  
% favorable shown at the right

**Question**

Unfavorable (1+2)    Neutral (3)    Favorable (4+5)



**Question**

**Overall Town & Country Results**

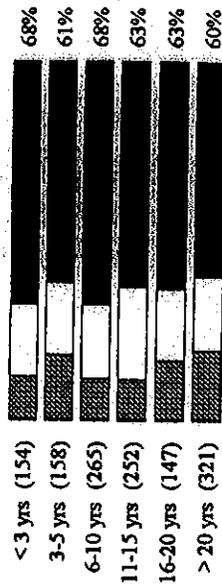


**Results by Length of Residence**  
Count of responses in parentheses  
% favorable shown at the right

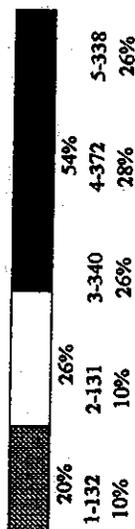
9. Conduct yearly surveys to get community concerns and assess performance of current city programs and services



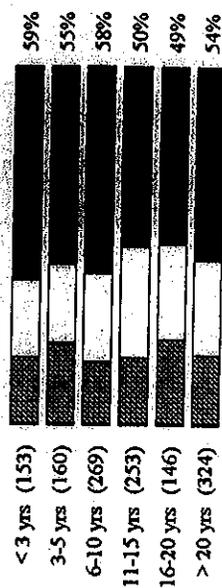
Average Count 3.73



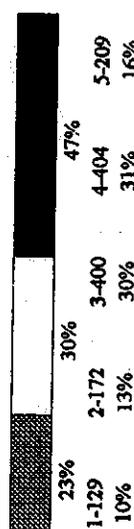
10. Develop a "welcome package" for new residents which would contain useful city information



Average Count 3.50



11. Hold "open house" at city hall to welcome and familiarize residents with the services and people in their government



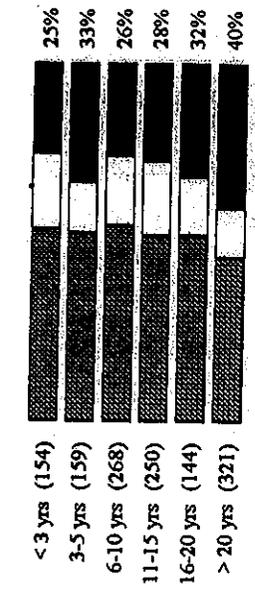
Average Count 3.30



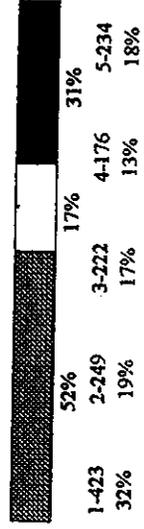
**Overall Town & Country Results**



**Results by Length of Residence**  
Count of responses in parentheses  
% favorable shown at the right



Average Count: 2.65  
Total Count: 1304



12. Lower speed limits or install more stop signs to improve safety and reduce cut-through traffic on arterial roads like Topping, Bopp, Mason, and Conway



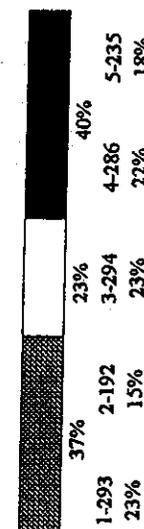
Average Count: 3.45  
Total Count: 1314



13. Build or widen shoulders to improve pedestrian and bicycle safety on such arterial roads as Topping, Bopp, Mason, and Conway



Average Count: 2.98  
Total Count: 1300

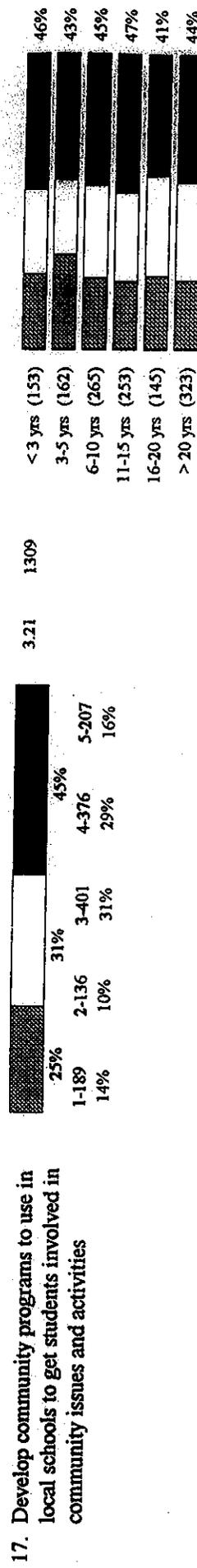
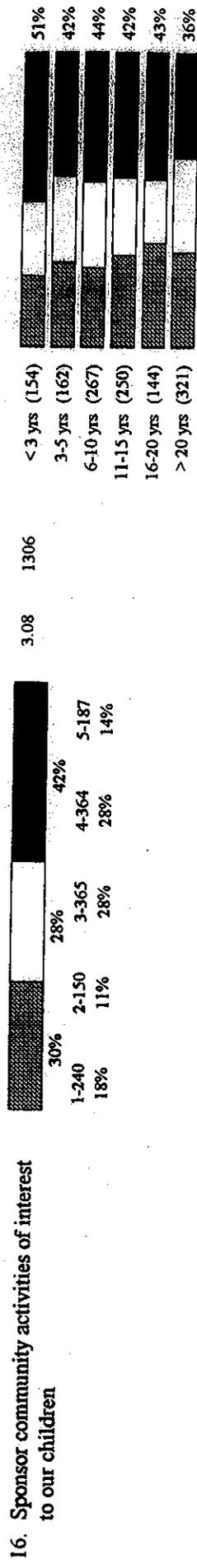
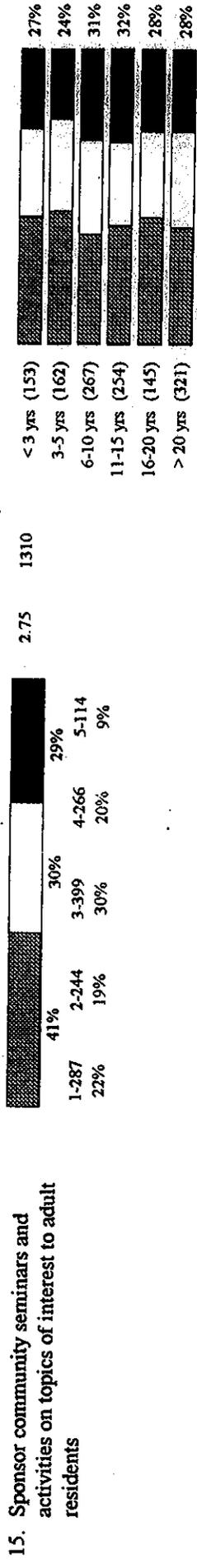


14. Engage professional urban planners for comprehensive design and improvement of major corridors through Town & Country, such as Highway 141

**Overall Town & Country Results**



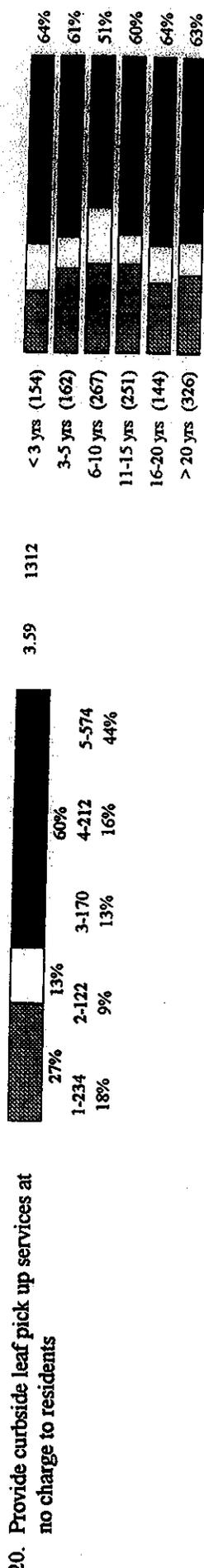
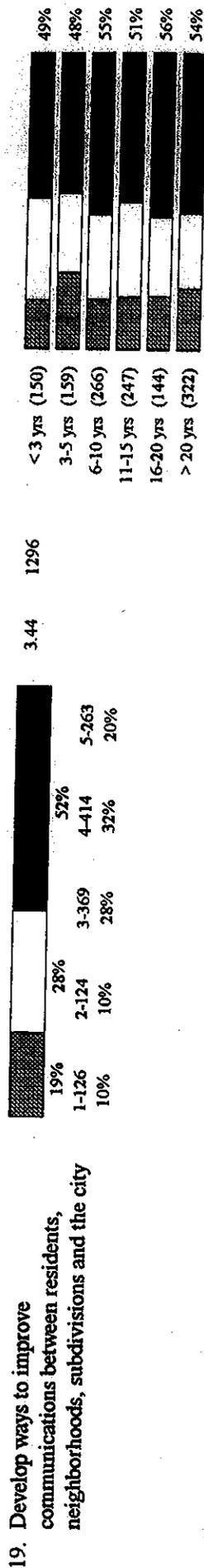
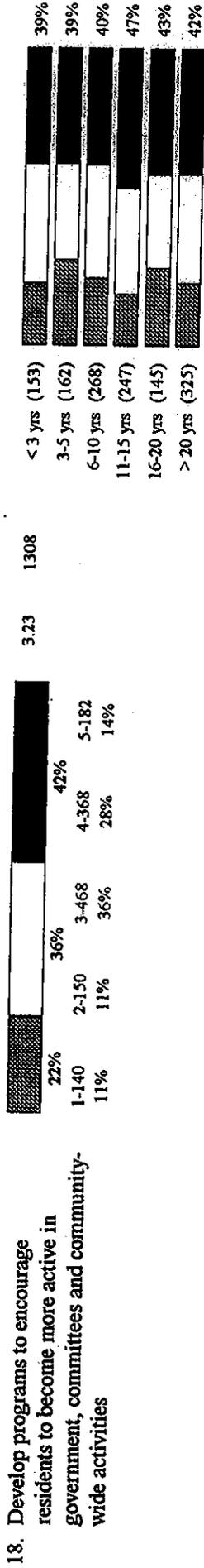
**Results by Length of Residence**  
Count of responses in parentheses  
% favorable shown at the right



**Overall Town & Country Results**

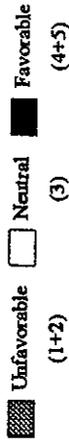


**Results by Length of Residence**  
Count of responses in parentheses  
% favorable shown at the right



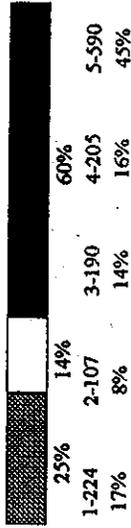
**Question**

**Overall Town & Country Results**

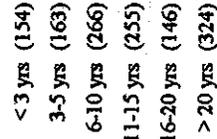


**Results by Length of Residence**  
Count of responses in parentheses  
% favorable shown at the right

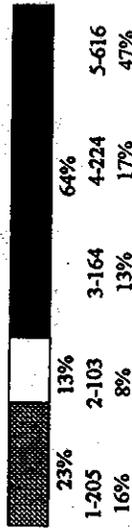
21. Provide garbage removal services at no charge to residents



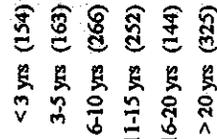
Average Count 3.63



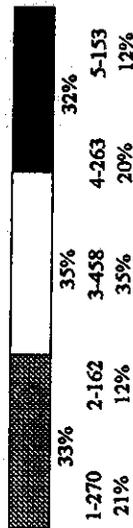
22. Provide yard waste removal services (such as branches and grass clippings) at no charge to residents



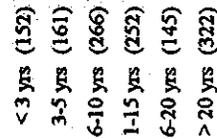
Average Count 3.72



23. Encourage civic organizations like Kiwanis, Rotary, and Optimist to establish chapters in Town & Country

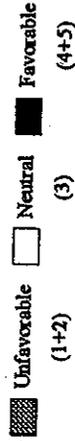


Average Count 2.90



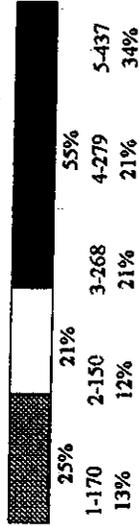
**Question**

**Overall Town & Country Results**

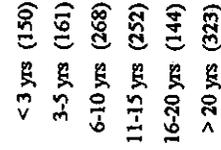


**Results by Length of Residence**  
Count of responses in parentheses  
% favorable shown at the right

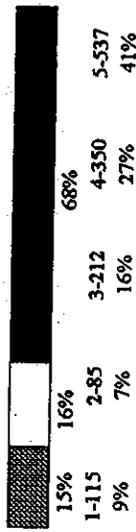
24. Develop programs to control herds and flocks of wildlife



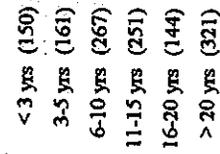
Average Count 3.51



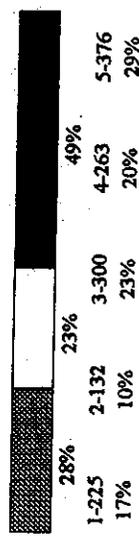
25. Conduct an evaluation of remaining undeveloped property to identify areas worthy of conservation



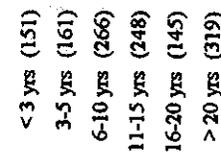
Average Count 3.85



26. Purchase land of historical, archaeological, and environmental significance



Average Count 3.33



# Town & Country Strategic Planning Survey

## Results Overall and by Household Size

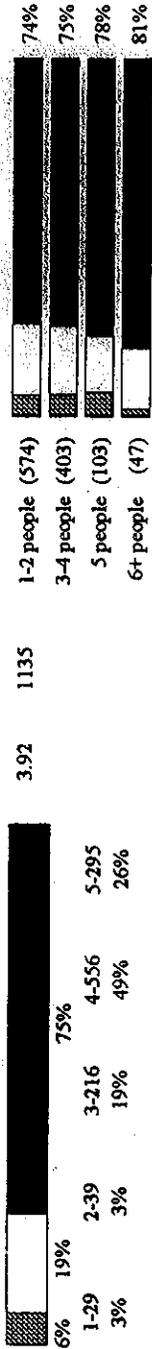
**Overall Town & Country Results**      **Results by Household Size**

Unfavorable (1+2)      (3) Neutral       Favorable (4+5)      (4+5)

Average Count      % favorable shown at the right

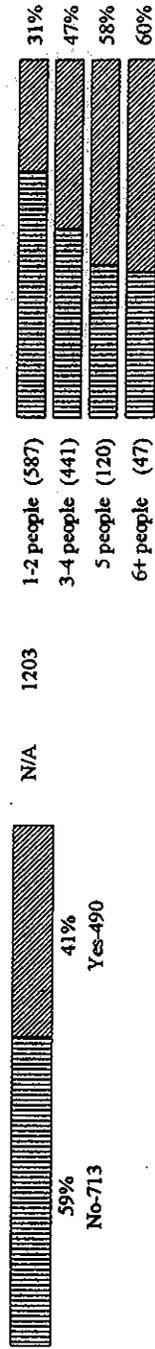
**A "SENSE OF COMMUNITY"**

1. Based on the idea of "sense of community", how appealing is this focus as a way of directing our efforts to improve the quality of life in Town & Country?

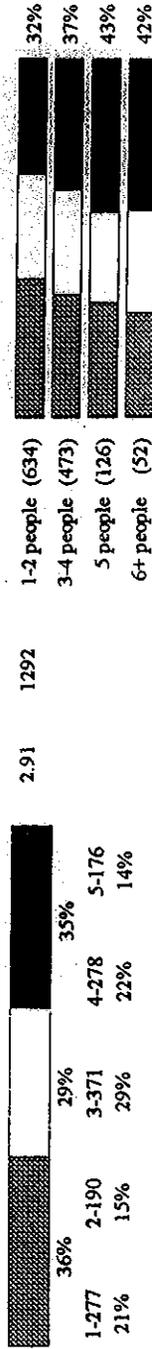


**PROGRAMS** (Note: the first question used a "Yes/No" response. The other questions used a 1-5 "favorableness" response scale.)

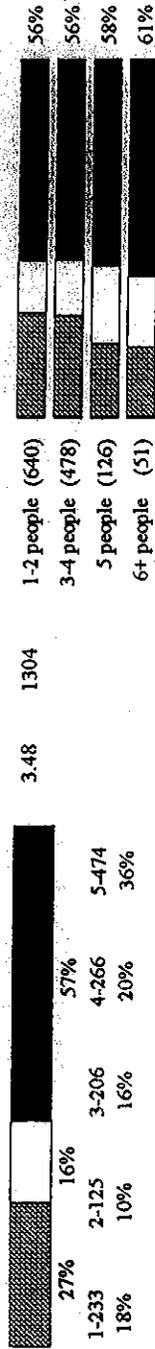
1. Provide a community recreation center



2. Hold at least one community festival each year within Town & Country



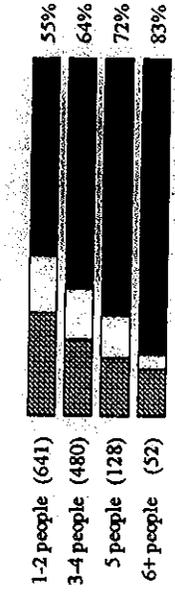
3. Purchase land for preservation of green space



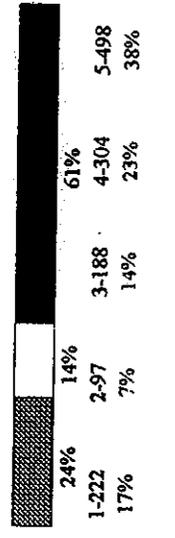
**Overall Town & Country Results**



**Results by Household Size**  
Count of responses in parentheses  
% favorable shown at the right



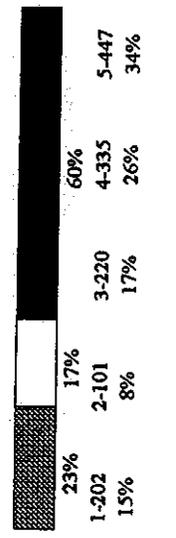
Average Count: 3.58  
Total Count: 1309



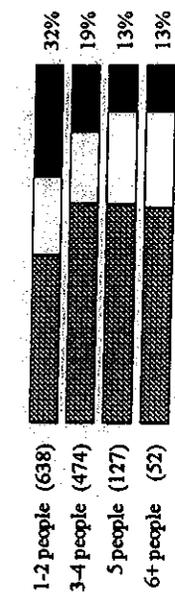
4. Purchase land for development of parks



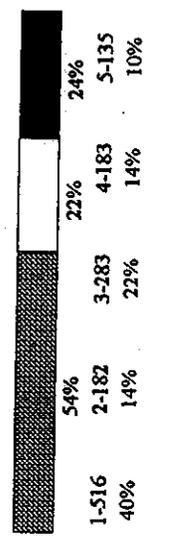
Average Count: 3.55  
Total Count: 1305



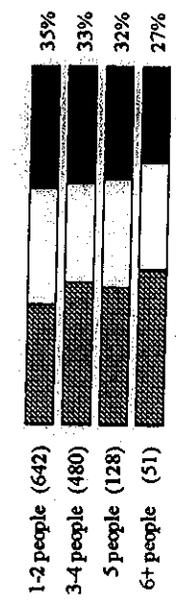
5. Acquire and develop existing utility rights-of-way for off-road pedestrian and bike trails



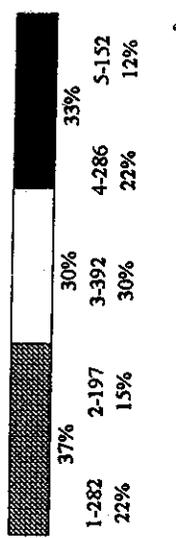
Average Count: 2.41  
Total Count: 1299



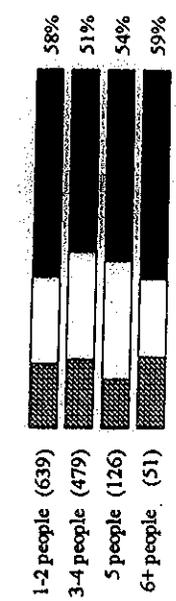
6. Encourage the development of high-quality, low-density attached condominiums or "cluster home" communities such as Carlysle (on Ballas in Creve Coeur)



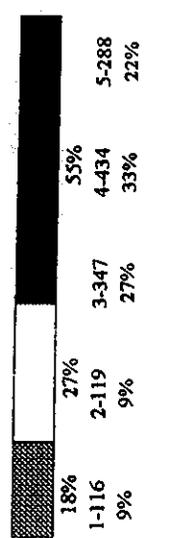
Average Count: 2.87  
Total Count: 1309



7. Provide recognition for residential and commercial lawn and garden beautification efforts



Average Count: 3.51  
Total Count: 1304



8. Develop programs to promote improvements in our community's appearance

**Overall Town & Country Results**

 Unfavorable (1+2) (3)  
 Neutral (3)  
 Favorable (4+5)

**Results by Household Size**

Count of responses in parentheses  
 % favorable shown at the right

Question	Unfavorable (1+2) (3)	Neutral (3)	Favorable (4+5)	Average Count	Household Size	Count of responses in parentheses	% favorable shown at the right
9. Conduct yearly surveys to get community concerns and assess performance of current city programs and services	15%		63%	3.73	1-2 people	(642)	63%
	21%				3-4 people	(478)	63%
	8%	7%	21%		5 people	(126)	68%
	21%		32%		6+ people	(52)	58%
10. Develop a "welcome package" for new residents which would contain useful city information	20%	26%	54%	3.50	1-2 people	(648)	56%
	10%	10%	26%		3-4 people	(480)	54%
	28%				5 people	(126)	50%
	28%		26%		6+ people	(52)	50%
11. Hold "open house" at city hall to welcome and familiarize residents with the services and people in their government	23%	30%	47%	3.30	1-2 people	(648)	50%
	10%	13%	30%		3-4 people	(480)	43%
	31%				5 people	(126)	44%
	31%		16%		6+ people	(52)	42%
12. Lower speed limits or install more stop signs to improve safety and reduce cut-through traffic on arterial roads like Topping, Bopp, Mason, and Conway	52%	17%	31%	2.65	1-2 people	(641)	35%
	32%	19%	17%		3-4 people	(481)	27%
	17%	17%	13%		5 people	(123)	25%
	18%		18%		6+ people	(51)	35%
13. Build or widen shoulders to improve pedestrian and bicycle safety on such arterial roads as Topping, Bopp, Mason, and Conway	28%	16%	56%	3.45	1-2 people	(646)	53%
	18%	10%	16%		3-4 people	(482)	58%
	23%				5 people	(127)	64%
	23%		34%		6+ people	(51)	63%

**Overall Town & Country Results**

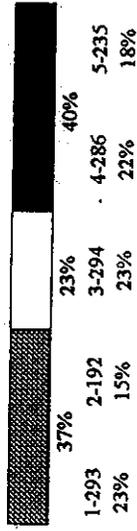
**Results by Household Size**



Count of responses in parentheses  
% favorable shown at the right

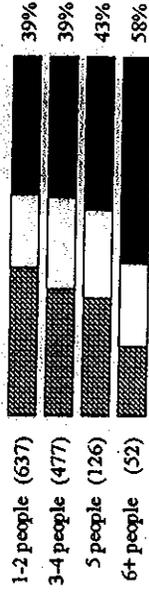
Average Count

14. Engage professional urban planners for comprehensive design and improvement of major corridors through Town & Country, such as Highway 141

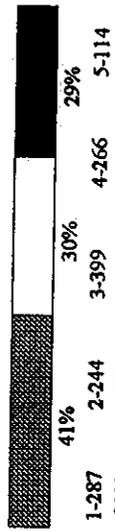


2.98

1300

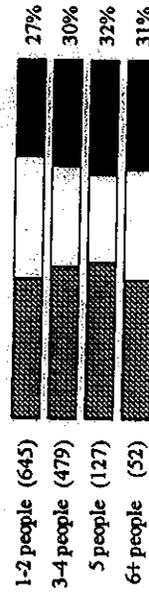


15. Sponsor community seminars and activities on topics of interest to adult residents

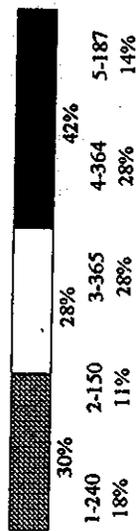


2.75

1310

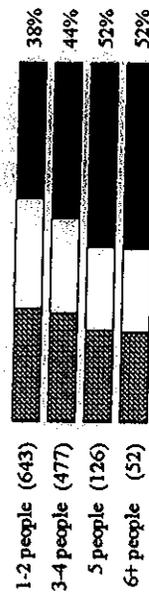


16. Sponsor community activities of interest to our children

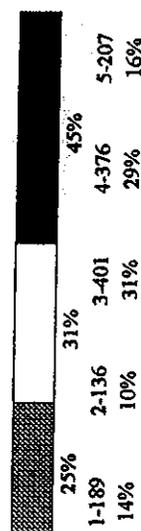


3.08

1306



17. Develop community programs to use in local schools to get students involved in community issues and activities

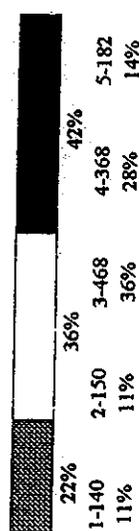


3.21

1309

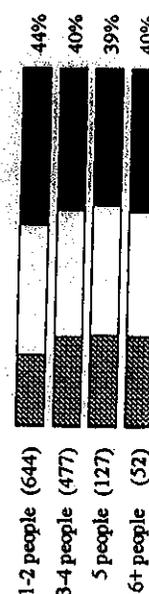


18. Develop programs to encourage residents to become more active in government, committees and community-wide activities



3.23

1308



**Overall Town & Country Results**

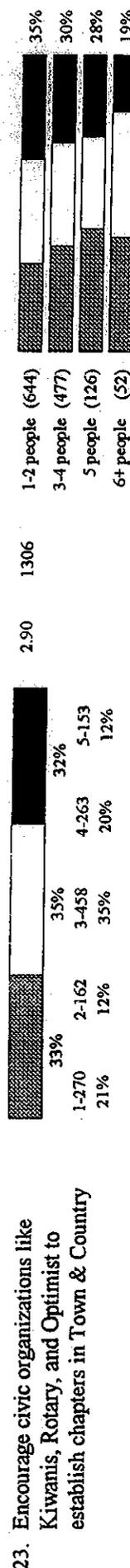
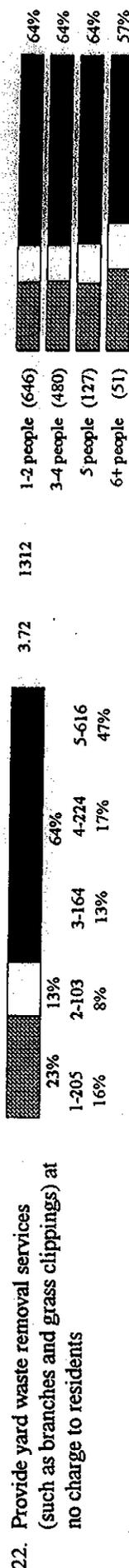
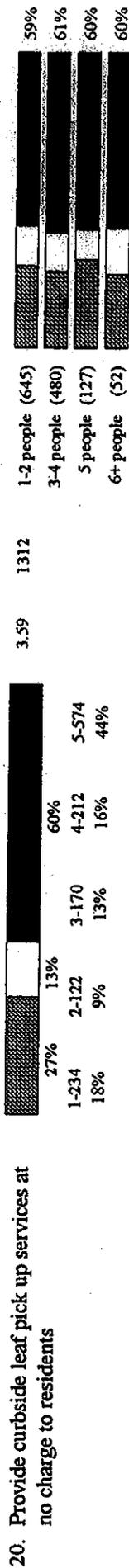
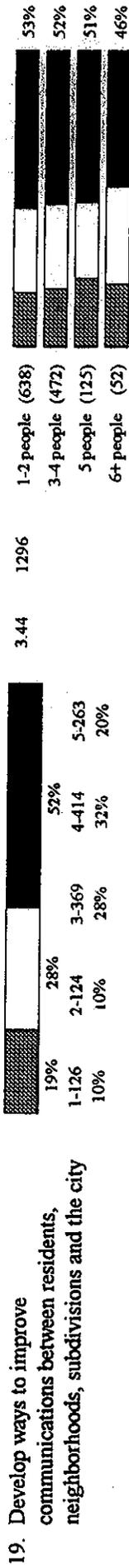
**Results by Household Size**

Question

 Unfavorable (1+2)  
  Neutral (3)  
  Favorable (4+5)

Count of responses in parentheses  
% favorable shown at the right

Average Count



**Overall Town & Country Results**



**Results by Household Size**

Count of responses in parentheses  
% favorable shown at the right

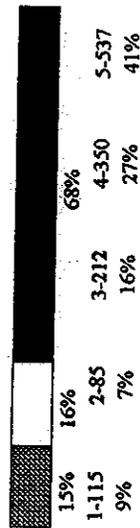
24. Develop programs to control herds and flocks of wildlife



Average Count: 3.51  
Total Count: 1304



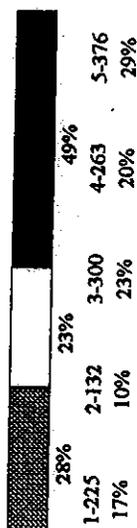
25. Conduct an evaluation of remaining undeveloped property to identify areas worthy of conservation



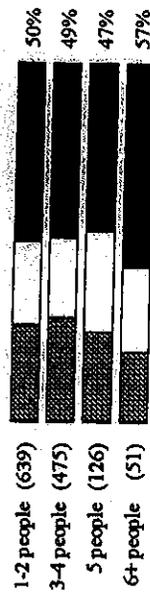
Average Count: 3.85  
Total Count: 1299



26. Purchase land of historical, archaeological, and environmental significance



Average Count: 3.33  
Total Count: 1296



# Town & Country Strategic Planning Survey

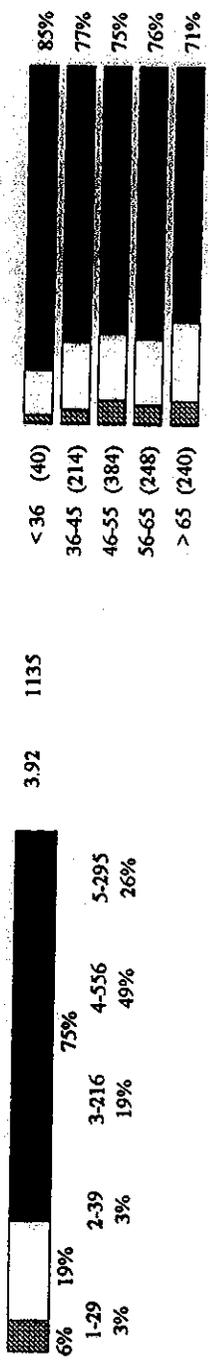
## Results Overall and by Age

31-Jan-97

Question	Overall Town & Country Results			Results by Age	
	Unfavorable (1+2)	Neutral (3)	Favorable (4+5)	Average Count	Count of responses in parentheses % favorable shown at the right

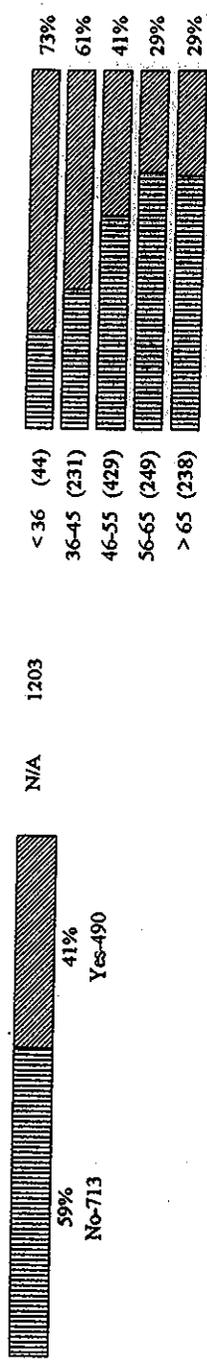
### A "SENSE OF COMMUNITY"

1. Based on the idea of "sense of community", how appealing is this focus as a way of directing our efforts to improve the quality of life in Town & Country?

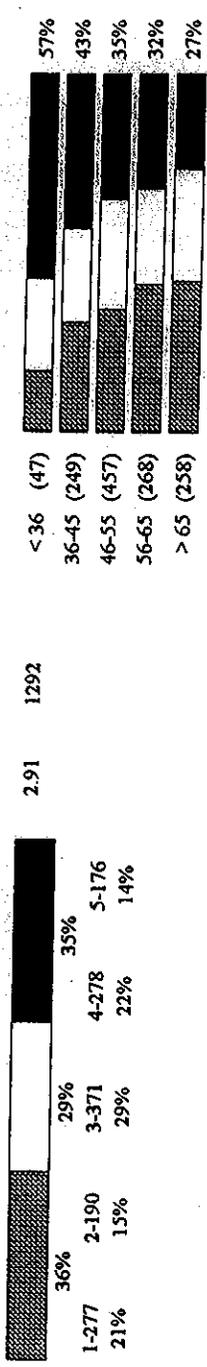


### PROGRAMS (Note: the first question used a "Yes/No" response. The other questions used a 1-5 "favorableness" response scale.)

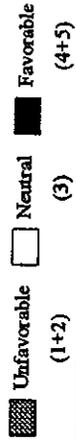
1. Provide a community recreation center



2. Hold at least one community festival each year within Town & Country



### Overall Town & Country Results



### Results by Age

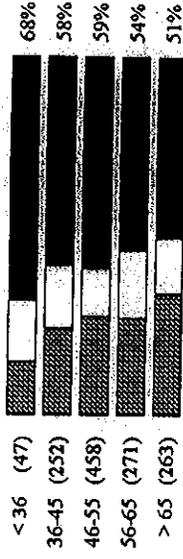
Count of responses in parentheses  
% favorable shown at the right

### Question

3. Purchase land for preservation of green space



Average Count: 3.48



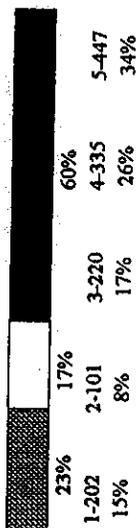
4. Purchase land for development of parks



Average Count: 3.58



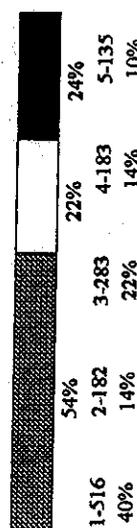
5. Acquire and develop existing utility rights-of-way for off-road pedestrian and bike trails



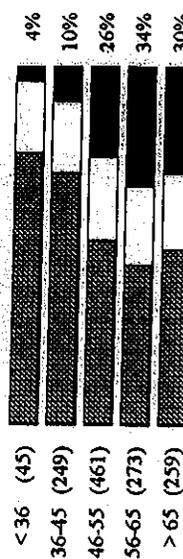
Average Count: 3.55



6. Encourage the development of high-quality, low-density attached condominiums or "cluster home" communities such as Carlisle (on Ballas in Creve Coeur)



Average Count: 2.41



**Overall Town & Country Results**

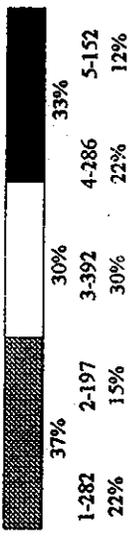
**Results by Age**

Count of responses in parentheses  
% favorable shown at the right

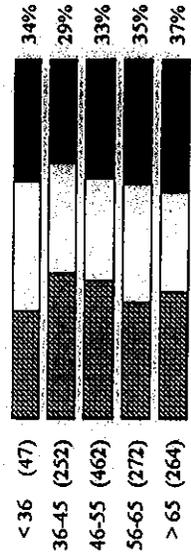
Unfavorable (1+2)    Neutral (3)    Favorable (4+5)

Average Count

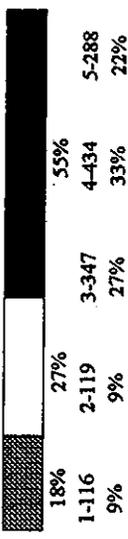
7. Provide recognition for residential and commercial lawn and garden beautification efforts



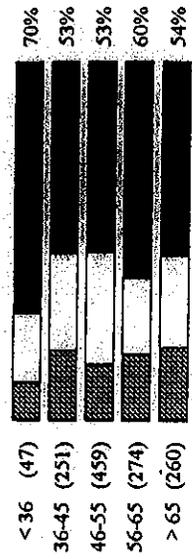
2.87    1309



8. Develop programs to promote improvements in our community's appearance



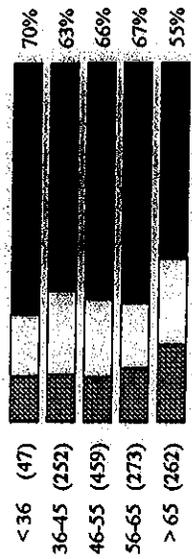
3.51    1304



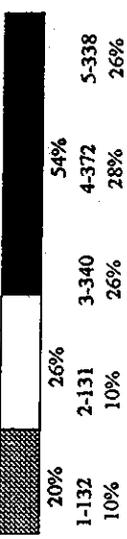
9. Conduct yearly surveys to get community concerns and assess performance of current city programs and services



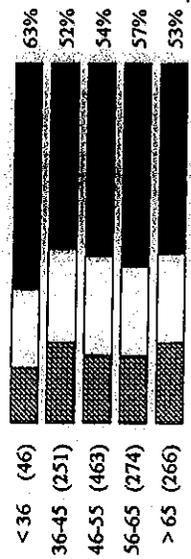
3.73    1305



10. Develop a "welcome package" for new residents which would contain useful city information



3.50    1313



### Overall Town & Country Results



### Results by Age

Count of responses in parentheses  
% favorable shown at the right

Question	Unfavorable (1+2)	Neutral (3)	Favorable (4+5)	Average Count	Count of responses in parentheses	% favorable shown at the right
11. Hold "open house" at city hall to welcome and familiarize residents with the services and people in their government	23%	30%	47%	3.30	1314	60%
	1-129	2-172	3-400			39%
	10%	13%	31%			46%
			5-209			47%
			16%			52%
					< 36 (47)	
					36-45 (251)	
					46-55 (461)	
					56-65 (275)	
					> 65 (267)	
12. Lower speed limits or install more stop signs to improve safety and reduce cut-through traffic on arterial roads like Topping, Bopp, Mason, and Conway	52%	17%	31%	2.65	1304	30%
	1-423	2-249	3-222			26%
	32%	19%	17%			28%
			4-176			34%
			5-234			40%
			18%		< 36 (47)	
					36-45 (251)	
					46-55 (456)	
					56-65 (273)	
					> 65 (264)	
13. Build or widen shoulders to improve pedestrian and bicycle safety on such arterial roads as Topping, Bopp, Mason, and Conway	28%	16%	56%	3.45	1314	68%
	1-232	2-132	3-208			66%
	18%	10%	16%			58%
			4-298			53%
			5-444			47%
			34%		< 36 (47)	
					36-45 (253)	
					46-55 (460)	
					56-65 (277)	
					> 65 (264)	
14. Engage professional urban planners for comprehensive design and improvement of major corridors through Town & Country, such as Highway 141	37%	23%	40%	2.98	1300	51%
	1-293	2-192	3-294			41%
	23%	15%	23%			43%
			4-286			41%
			5-235			31%
			18%		< 36 (47)	
					36-45 (250)	
					46-55 (461)	
					56-65 (270)	
					> 65 (259)	

**Overall Town & Country Results**

**Results by Age**

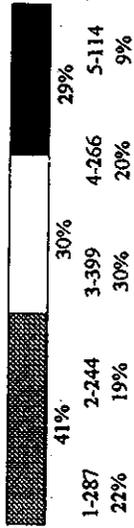
**Question**


  
 Unfavorable (1+2)    Neutral (3)    Favorable (4+5)

Count of responses in parentheses  
 % favorable shown at the right

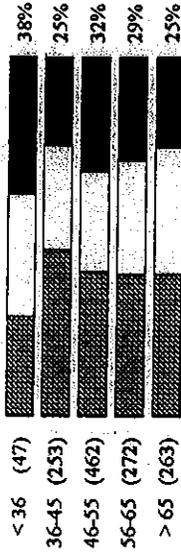
**Average Count**

**15. Sponsor community seminars and activities on topics of interest to adult residents**



2.75

1310

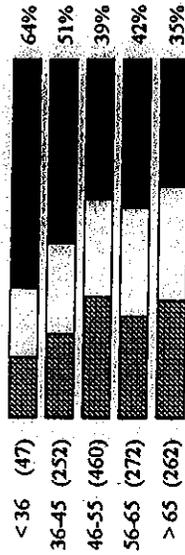


**16. Sponsor community activities of interest to our children**

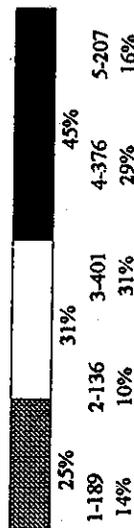


3.08

1306

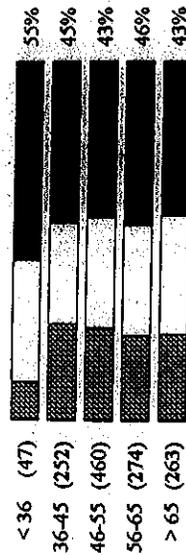


**17. Develop community programs to use in local schools to get students involved in community issues and activities**

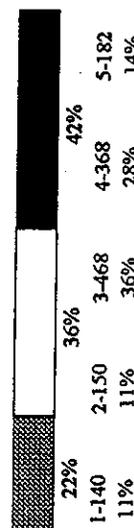


3.21

1309



**18. Develop programs to encourage residents to become more active in government, committees and community-wide activities**



3.23

1308



**Overall Town & Country Results**

Unfavorable (1+2)    Neutral (3)    Favorable (4+5)

**Results by Age**

Count of responses in parentheses  
 % favorable shown at the right

Average Count

Question	Unfavorable (1+2)	Neutral (3)	Favorable (4+5)	Average Count	Age Group	Count (n)	% Favorable
19. Develop ways to improve communications between residents, neighborhoods, subdivisions and the city	19%	28%	52%	3.44	< 36	(46)	61%
	10%	28%	20%		36-45	(249)	44%
	10%	28%	20%		46-55	(455)	53%
	10%	28%	20%		56-65	(272)	57%
	10%	28%	20%		> 65	(262)	52%
20. Provide curbside leaf pick up services at no charge to residents	27%	13%	60%	3.59	< 36	(47)	70%
	18%	9%	44%		36-45	(253)	59%
	18%	9%	44%		46-55	(461)	59%
	18%	9%	44%		56-65	(273)	62%
	18%	9%	44%		> 65	(266)	59%
21. Provide garbage removal services at no charge to residents	25%	14%	60%	3.63	< 36	(48)	75%
	17%	8%	45%		36-45	(253)	57%
	17%	8%	45%		46-55	(462)	58%
	17%	8%	45%		56-65	(276)	64%
	17%	8%	45%		> 65	(264)	63%
22. Provide yard waste removal services (such as branches and grass clippings) at no charge to residents	23%	13%	64%	3.72	< 36	(48)	71%
	16%	8%	47%		36-45	(251)	59%
	16%	8%	47%		46-55	(458)	62%
	16%	8%	47%		56-65	(276)	67%
	16%	8%	47%		> 65	(266)	68%

**Overall Town & Country Results**

Unfavorable (1+2)    Neutral (3)    Favorable (4+5)

**Results by Age**

Count of responses in parentheses  
% favorable shown at the right

Question	Unfavorable (1+2)	Neutral (3)	Favorable (4+5)	Average Count	Age Group	Count (n)	% Favorable			
23. Encourage civic organizations like Kiwanis, Rotary, and Optimist to establish chapters in Town & Country	33%			2.90	1306	< 36	(47)	34%		
	1-270	2-162	3-458			4-263	5-153	36-45	(251)	24%
	21%	12%	35%			20%	12%	46-55	(460)	33%
								56-65	(273)	34%
								> 65	(262)	36%
24. Develop programs to control herds and flocks of wildlife	25%	21%	55%	3.51	1304	< 36	(47)	32%		
	1-170	2-150	3-268			4-279	5-437	36-45	(250)	40%
	13%	12%	21%			21%	34%	46-55	(458)	53%
								56-65	(271)	68%
								> 65	(267)	60%
25. Conduct an evaluation of remaining undeveloped property to identify areas worthy of conservation	15%	16%	68%	3.85	1299	< 36	(46)	72%		
	1-115	2-85	3-212			4-350	5-537	36-45	(251)	66%
	9%	7%	16%			27%	41%	46-55	(460)	70%
								56-65	(270)	72%
								> 65	(261)	64%
26. Purchase land of historical, archaeological, and environmental significance	28%	23%	49%	3.33	1296	< 36	(47)	66%		
	1-225	2-132	3-300			4-263	5-376	36-45	(251)	46%
	17%	10%	23%			20%	29%	46-55	(456)	51%
								56-65	(270)	53%
								> 65	(261)	43%

# Town & Country Strategic Planning Survey

## Results Overall and by Household Composition

Question	Overall Town & Country Results			Results by Household Composition	
	Unfavorable (1+2)	Neutral (3)	Favorable (4+5)	Average	Count

### A "SENSE OF COMMUNITY"

1. Based on the idea of "sense of community", how appealing is this focus as a way of directing our efforts to improve the quality of life in Town & Country?	6%	19%	75%	3.92	1135
	1-29 3%	2-39 3%	3-216 19%	4-556 49%	5-295 26%
					w/ kids (538) 76%
					w/o kids (543) 75%

### PROGRAMS (Note: the first question used a "Yes/No" response. The other questions used a 1-5 "favorableness" response scale.)

1. Provide a community recreation center	59%	41%	N/A	1203
	No-713	Yes-490		
				w/ kids (591) 52%
				w/o kids (553) 30%
2. Hold at least one community festival each year within Town & Country	36%	29%	2.91	1292
	1-277 21%	2-190 15%	3-371 29%	4-278 22%
				5-176 14%
				w/ kids (637) 39%
				w/o kids (594) 32%
3. Purchase land for preservation of green space	27%	16%	3.48	1304
	1-233 18%	2-125 10%	3-206 16%	4-266 20%
				5-474 36%
				w/ kids (638) 57%
				w/o kids (601) 56%

**Overall Town & Country Results**

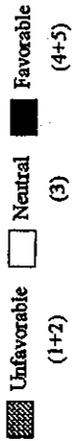


**Results by Household Composition**  
Count of responses in parentheses  
% favorable shown at the right

Question	Unfavorable (1+2)	Neutral (3)	Favorable (4+5)	Average Count	w/kids (643)	w/o kids (600)
4. Purchase land for development of parks	24% 1-222 17%	14% 2-97 7%	61% 4-304 23% 5-498 38%	3.58	1309	68% 59%
5. Acquire and develop existing utility rights-of-way for off-road pedestrian and bike trails	23% 1-202 15%	17% 2-101 8%	60% 4-335 26% 5-447 34%	3.55	1305	66% 54%
6. Encourage the development of high-quality, low-density attached condominiums or "cluster home" communities such as Carlisle (on Ballas in Creve Coeur)	54% 1-516 40%	22% 3-283 22%	24% 4-183 14% 5-135 10%	2.41	1299	17% 31%
7. Provide recognition for residential and commercial lawn and garden beautification efforts	37% 1-282 22%	30% 3-392 30%	33% 4-286 22% 5-152 12%	2.87	1309	33% 32%
8. Develop programs to promote improvements in our community's appearance	18% 1-116 9%	27% 2-119 9%	55% 4-434 33% 5-288 22%	3.51	1304	54% 57%

**Overall Town & Country Results**

**Results by Household Composition**



Count of responses in parentheses  
% favorable shown at the right

Average Count

9. Conduct yearly surveys to get community concerns and assess performance of current city programs and services



3.73

w/kids (639)

64%

w/o kids (604)

63%

10. Develop a "welcome package" for new residents which would contain useful city information



3.50

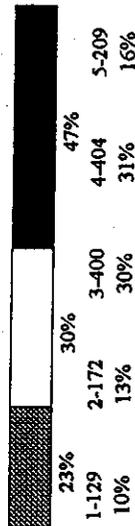
w/kids (642)

54%

w/o kids (607)

55%

11. Hold "open house" at city hall to welcome and familiarize residents with the services and people in their government



3.30

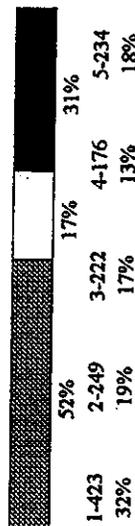
w/kids (641)

44%

w/o kids (608)

49%

12. Lower speed limits or install more stop signs to improve safety and reduce cut-through traffic on arterial roads like Topping, Bopp, Mason, and Conway



2.65

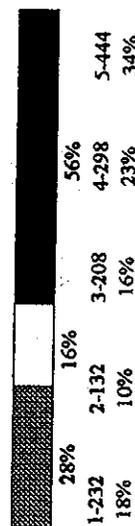
w/kids (638)

27%

w/o kids (603)

35%

13. Build or widen shoulders to improve pedestrian and bicycle safety on such arterial roads as Topping, Bopp, Mason, and Conway



3.45

w/kids (641)

60%

w/o kids (609)

53%

**Overall Town & Country Results**

**Results by Household Composition**

**Question**

Unfavorable (1+2)  
  Neutral (3)  
  Favorable (4+5)

Count of responses in parentheses  
 % favorable shown at the right

**Average Count**

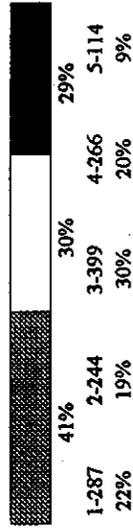
14. Engage professional urban planners for comprehensive design and improvement of major corridors through Town & Country, such as Highway 141



1300

41%  
39%

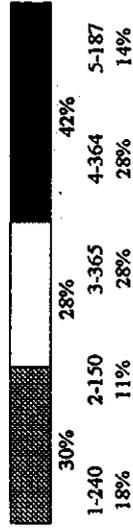
15. Sponsor community seminars and activities on topics of interest to adult residents



2.75

31%  
28%

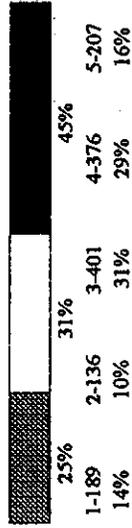
16. Sponsor community activities of interest to our children



3.08

47%  
37%

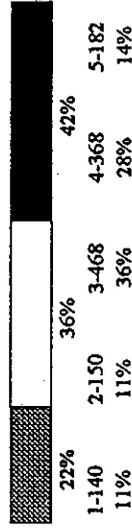
17. Develop community programs to use in local schools to get students involved in community issues and activities



3.21

44%  
46%

18. Develop programs to encourage residents to become more active in government, committees and community-wide activities



3.23

40%  
44%

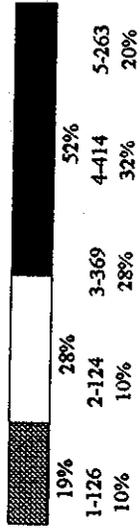
**Overall Town & Country Results**

 Unfavorable (1+2)   
  Neutral (3)   
  Favorable (4+5)

**Results by Household Composition**  
 Count of responses in parentheses  
 % favorable shown at the right

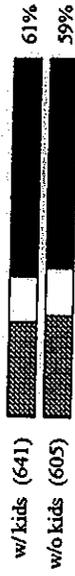
**Average Count**

19. Develop ways to improve communications between residents, neighborhoods, subdivisions and the city



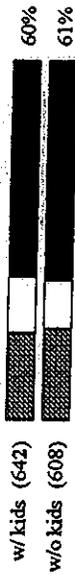
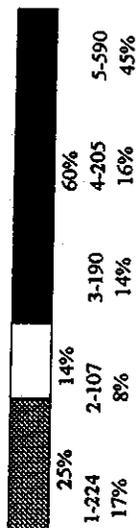
3.44 1296

20. Provide curbside leaf pick up services at no charge to residents



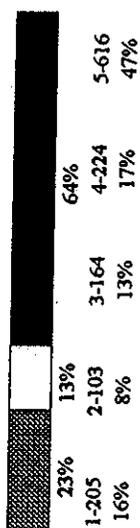
3.59 1312

21. Provide garbage removal services at no charge to residents



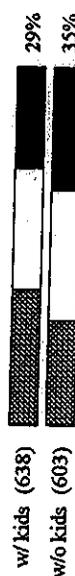
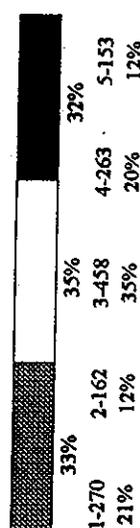
3.63 1316

22. Provide yard waste removal services (such as branches and grass clippings) at no charge to residents



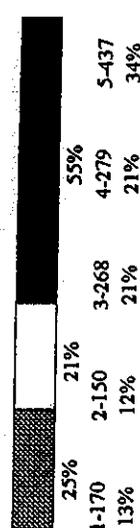
3.72 1312

23. Encourage civic organizations like Kiwanis, Rotary, and Optimist to establish chapters in Town & Country



2.90 1306

24. Develop programs to control herds and flocks of wildlife



3.51 1304

**Overall Town & Country Results**



**Results by Household Composition**  
Count of responses in parentheses  
% favorable shown at the right

25. Conduct an evaluation of remaining undeveloped property to identify areas worthy of conservation



26. Purchase land of historical, archaeological, and environmental significance



