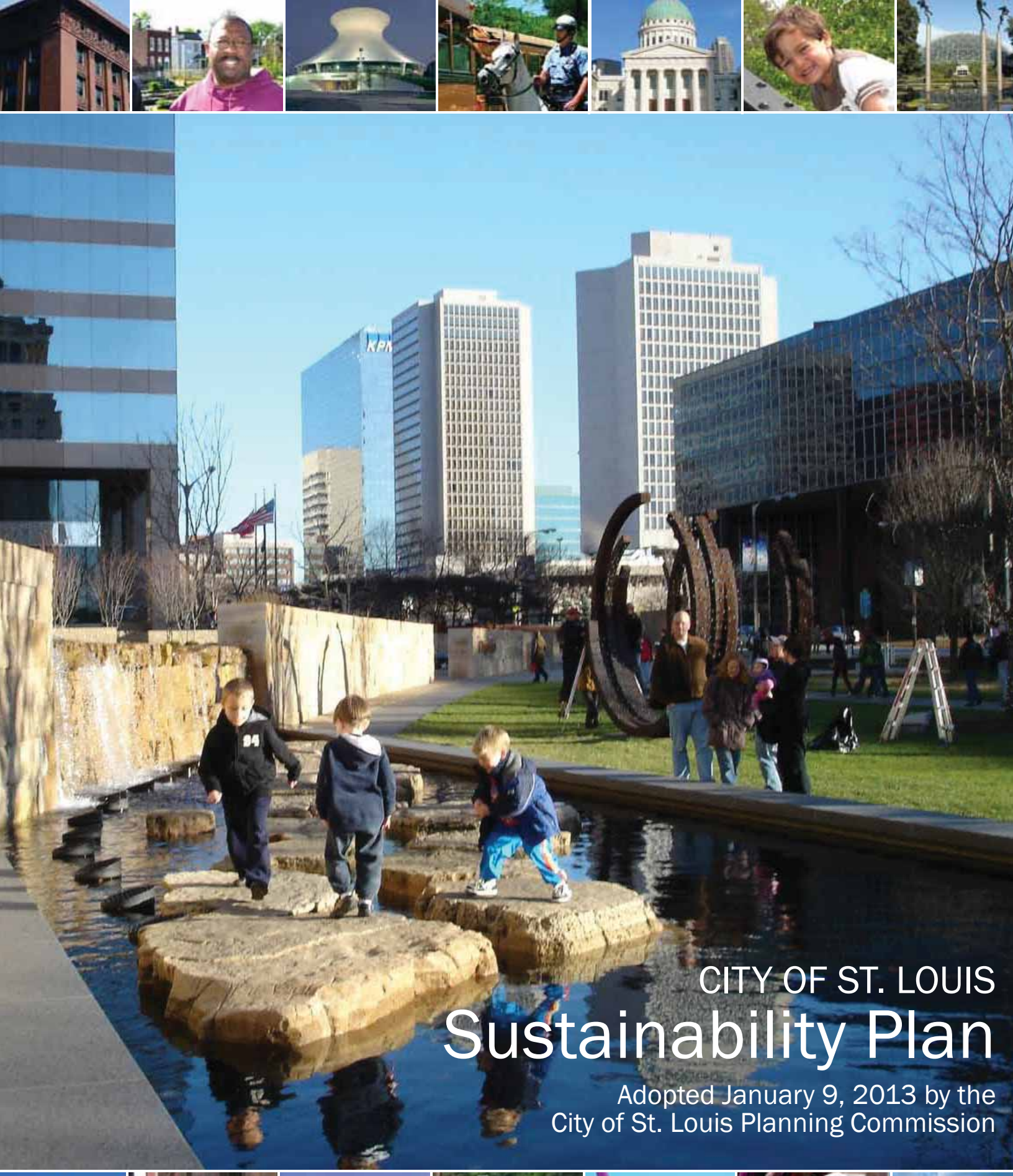

CITY OF ST. LOUIS

Sustainability Plan

Adopted January 9, 2013 by the
City of St. Louis Planning Commission

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ST LOUIS
Historically & Dynamically
SUSTAINABLE

Sustainability Mission Statement

The City of St. Louis
harnesses the strength and spirit of its diverse community
to create an economically, socially and ecologically vibrant City
for present and future generations --
one that dynamically serves those who live, work, and play
in the City's rich and celebrated historic landscape.

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Adopted by the City of St. Louis Planning Commission as a Topical Plan on January 9, 2013

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Introduction

The City of St. Louis: Historically and Dynamically Sustainable

Gateway City

St. Louis, founded in 1764 at the confluence of the two greatest rivers in North America, has been a touchstone for stepping into new and exciting realms. When President Thomas Jefferson sent Meriwether Lewis and William Clark on the 1804-06 expedition along the Missouri River, it was to find a practicable route across the continent for the purposes of enabling commerce, and to get an accurate sense of the natural resources in the recently completed Louisiana Purchase – effectively opening America's Gateway to the West.

In 1874, St. Louisans built the longest arch bridge in the world at that time -- the Eads Bridge -- to advance the City into new domains of transportation, commerce, and development, as river trade gave way to railways and other overland modes. The City's Wainwright Building, completed in 1892, was the first realization of the modern steel skyscraper office building, and created a paradigm shift by entering a new world of expression and structure that would advance building technology that still endures. As the fourth largest city in the country at the time, St. Louis attracted millions to the 1904 World's Fair, which exhibited the most innovative technological thinking and diverse cultural displays of the day.

These are but a few of the Gateway Moments that were celebrated in the development of the Gateway Arch and Jefferson National Expansion Memorial, in a process that began in 1933 while the country was still in the wake of the Great Depression. Civic leaders had the foresight to envision a memorial that would both revive the riverfront and stimulate the economy. As the nation's tallest monument, the Gateway Arch has beckoned visitors for nearly 50 years with its iconic, awe-inspiring shape. In 1990, the arch received the American Institute of Architects' (AIA) Twenty-Five Year Award for "enduring significance that has withstood the test of time," and was declared "a symbolic bridge between East and West, past and future, engineering and art that embodies the boundless optimism of a growing nation."

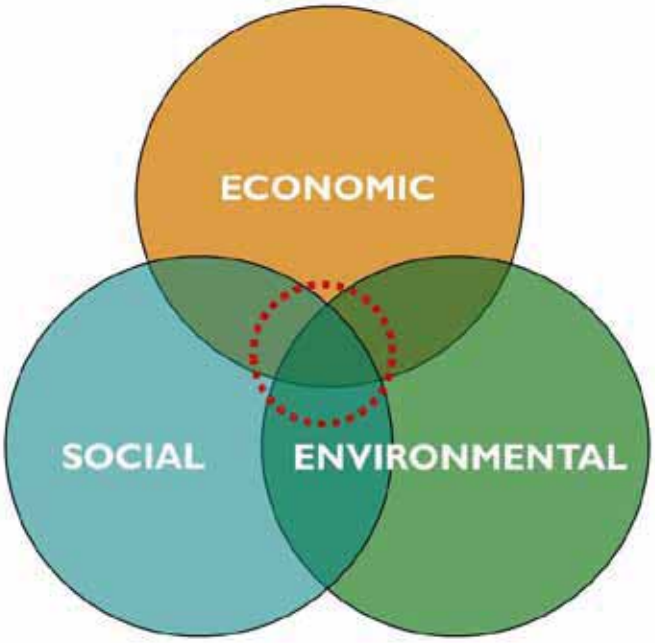
Portal To The Future

This is the Spirit of St. Louis for which Charles Lindbergh named the legendary single engine plane that defied odds to fly across the Atlantic Ocean. Historically rooted in its geography, its culture, and its accomplishments, the City continues to dynamically evolve to meet the needs of an ever-changing world. We do not know what is next, but approaching issues with sustainability in mind can help us enjoy better quality of life in the present, and successfully adapt to, and benefit by, what the future holds. An effective Sustainability Plan serves as a guide and framework for effecting greater collaboration, achieving improved results, and realizing goals for a better place to live, work, and play. Developing a Sustainability Plan is not the City's first or only effort to be sustainable, but it will help the City and its many partners become more strategic and deliberate. A Sustainability Plan has the potential to bring together disparate objectives and organizations, and lay the foundation for more holistic efforts and optimized impacts.

While the City's first Sustainability Plan is not slated for formal adoption until January 2013, the City has already realized impressive sustainability accomplishments for which it has been recognized:

- U.S. Chamber of Commerce Sustainable Community - Honorable Mention (2012)
- U.S. Conference of Mayors City Livability Honorable Mention Award: Cycling Initiative (2012)
- U.S. EPA Smart Growth Achievement Award for Overall Excellence: Old North St. Louis (2011)
- American Society of Landscape Architects Honor Award: Citygarden (2011)
- Urban Land Institute Urban Open Space Award: Citygarden (2011)
- U.S. Green Building Council Missouri Gateway Green & Growing Award: Municipality (2011)

The City has numerous strengths upon which to build, and assets that can be leveraged to advance sustainability in the City. The City is also fortunate to have the support of outstanding partners, such as the philanthropic community, nonprofit organizations, civic leaders and businesses, world class institutions, and grassroots efforts made up of passionate individuals. The City's talented constituents are continuing to innovate and open new gateways in areas such as research, education, medicine, bio-technology, finance, industry, agriculture, social work, and communications. Between 2000 and 2010, the City experienced an 87% increase in the 25-34 year old college educated bracket -- the largest percent increase of this group in the nation. This young, creative generation is shaping the City in new and exciting ways. Thinking in terms of triple bottom line sustainability is something that tends to attract and retain these well-educated and motivated individuals.



Triple Bottom Line Sustainability

As we enter the 21st century, we have a timely opportunity to integrate, grow and balance our ambitions for economic prosperity, social equity and environmental health.

Going well beyond a typical sustainability plan that is focused on just the environment, the City's sustainability planning attempts to balance both economic and social issues with those of the environment. This is known as "triple bottom line sustainability" planning. The City's Sustainability Plan brings together over 300 strategies which address focused and integrated aspects of triple bottom line sustainability. Some strategies include bold actions suggesting investment in the City, advancing redevelopment, promoting City living, enhancing and increasing transportation mode options, and collaboration across sectors and markets. Some strategies attempt to address challenges associated with K-12 educational reform, public safety and demographic fragmentation.

The Opportunity

Inevitably, the path to sustainability means something unique to everyone, and in that light, the following document represents not just one gateway, but thousands. The City worked with a team of experienced consultants for more than 18 months to conduct thorough research and engagement of departmental and community members. **During the sustainability planning process, the City learned from its stakeholders that they envision a "Sustainable City of St. Louis" as being vibrant, progressive, prosperous, integrated, diverse and a leader; and that they see these characteristics being built upon the solid foundation of the City's neighborhoods, the rich architecture of its built environment, a better connection with natural resources, and the talent, innovation, and knowledge that emanate from outstanding local industry, cultural organizations, and higher educational institutions.**

After spending nearly two years gathering data and feedback, and then analyzing the situation, we believe that realizing this vision of sustainability can best be achieved through implementation of the triple bottom line strategies identified in the Sustainability Plan. The City will need broad support, assistance and partnership to reach the desired outcome. We look forward to actively engaging in the process to help advance our collective vision, and proceeding through gateways to the future together.

Executive Summary

Economic, social, political and environmental realities are more global, interdependent and intertwined than ever before. As the world's population grows, demand for natural resources continues to intensify; the evidence and effects of climate change are revealing the precariousness of many of the systems we employ to bring about the increasing modernization of humanity; the turbulence of socio-political conditions indicate the growing pains of an evolving global society; and economic conditions and challenges are tightly woven into each of these circumstances. Once elusive and intangible, these seeming large-scale issues can now be addressed in a very local and immediate way. What happens at the individual and community level can easily impact outcomes at much larger scales, and vice versa. The City has developed its first Sustainability Plan in an effort to frame the possibilities for a better present and future for those who live, work, and play in the City of St. Louis. Implementation of the City's triple bottom line Sustainability Plan has the potential to result in meaningful improvements to quality of life, as well as mutually beneficial relationships with our community and natural world.

The City determined there was a need for a common framework to guide and shape its sustainability conversations. Sustainability for the City of St. Louis is using a "triple bottom line" approach to address its challenges and opportunities. In practical terms, achieving "triple bottom line" success means finding the optimal balance of economic health (prosperity), social equity (people) and environmental stewardship (planet). The City's Sustainability Plan applies a lens of society to focus on the overall quality of life for those who live, work and play in the City. Here is an example illustrating triple bottom line opportunity:

> *Air quality is tied to asthma rates in children: if poor air quality exacerbates asthma, a child may have to miss school; his parent may have to miss work to care for him, and perhaps incur medical costs as a result. Consequently, what we emit into the air can impact not just the environment, but health, education, productivity and economy.*

In January 2011, the City commenced its sustainability planning process with Energy Efficiency and Conservation Block Grant (EECBG) funding from 2009 Stimulus sources. The City's sustainability planning process was designed to develop and align strategies that advance the City's potential in realizing its goals for population density, public safety, aesthetics, education, health, and quality of life opportunities. While the Sustainability Plan is comprehensive in nature and designed to set a course that reaches towards long-term aspirations, it has also been created in the present, with the short term in mind. This Sustainability Plan intends to truly integrate -- not just organize or sort -- triple bottom line sustainability principles and techniques, with existing and prospective departmental and community initiatives using common goals and objectives.

The City's Sustainability Plan was developed to leverage mutually beneficial opportunities, systems and partnerships to provide a roadmap that is uniquely attuned to the strengths and aspirations of those in the City of St. Louis. A primary objective is to use the City's limited resources in efficient and innovative ways, and foster revitalization to promote a vibrant, attractive, prosperous and healthy community for present and future generations.

The Sustainability Plan is loosely organized around seven functional categories -- dimensions of our urban realm which are purely organizational and are not intended to limit or separate information. Within each functional category, several objectives have been developed to reflect the City's aspirations and a more refined vision of what might be required to reach the balance and the emphasis sought. In order to achieve these objectives, more than 300 strategies have been compiled and aligned to support or advance achievement of the objectives. Many of these strategies have been developed to recognize or support a triple bottom line outcome. By design, the objectives and strategies of the functional categories present significant opportunities for overlap and mutual support across the content of these categories. It is these potential synergies that allow the Plan to become more than the sum of its parts.

During the sustainability planning public engagement sessions, prioritization activities were conducted in order to help bring focus to the wide range of ideas, and to more narrowly define initiatives and actions in which City government and community members would desire to engage.

The City's sustainability planning efforts were grounded both in these strengths and realities. It made sense to build on those to the greatest extent possible, in order to enhance overall sustainability outcomes. Some of the greatest strengths and assets of the City include:

- Central location - heart of the region
- Urban character and sense of place
- Vibrancy and richness
- Diversity and social capital
- Young, well-educated professionals
- Relative density and proximity to jobs and amenities
- Connectivity, transit and existing infrastructure
- Fiscal responsibility

The Sustainability Plan was thoughtfully designed to be a tool that can be utilized to move the community's sustainability agenda forward. The City intends to play a leadership role in this effort, but the greatest impact will be achieved when those who live, work, and play in the City embrace the challenge – and opportunity – to make the City a better, more sustainable, place to be.

Background and Process

History and Purpose

Funding For The Sustainability Plan

In 2009, the City of St. Louis received $3,717,500 from an Energy Efficiency and Conservation Block Grant (EECBG), which was part of the American Recovery and Reinvestment Act (ARRA) Stimulus Program. The EECBG funding was provided to U.S. cities to develop, promote, implement, and manage energy efficiency and conservation projects designed to reduce fossil fuel emissions; reduce the total energy use of the eligible entities; improve energy efficiency in the transportation, building, and other appropriate sectors; and create and retain jobs.

Through formula grants, the EECBG program empowered local communities to make strategic investments to meet the nation's long-term goals for energy independence and leadership on climate change. Ten activities were funded by the City's EECBG award, including one-year funding of the City's first Sustainability Director in the Office of the Mayor, seven comprehensive energy audits on municipal buildings, significant lighting and control retrofits at City Hall and the Carnahan Courthouse, a pilot of energy efficient street light upgrades, the City's first Greenhouse Gas Emissions Inventory, a blueprint for an innovative financing mechanism for energy efficiency improvements, and a cycling initiative including the region's first commuter bicycle station. Additionally, funding leveraged a partnership between the City, Ameren and Americorps to distribute more than 100,000 compact fluorescent light (CFL) bulbs to more than 25,000 residential homes. In conjunction with these activities, the City used some of its EECBG funds to develop a Climate Action Plan and this document, a triple bottom line Sustainability Plan.

Leveraging Assets

Of course, these are just a few of the sustainability initiatives in which the City is currently engaged. The City is a core partner in the St. Louis Regional Sustainable Communities Planning Grant effort, a collaborative partnership funded through U.S. HUD, DOT and EPA to create a regional plan that builds the capacity of local and regional leaders to implement sustainable practices.

The City was also selected as one of 10 across the country to help develop the Sustainability Tools for Assessing & Rating (STAR) Communities System, and will participate as a Pilot STAR Community Rating System City starting in the fall of 2012. The STAR Community Rating System is a groundbreaking national sustainability framework, rating system, and software platform that can be used to compile, assess, and report on sustainability efforts and progress.

But the City is only a small part of the effort driving sustainability throughout the community. A tremendous amount of sustainability success has been accomplished by the City's many partners, constituents, and stakeholders. To the extent possible, many of these sustainability initiatives and best practices are referenced in this Plan; a few are also featured on the City's Sustainability website, http://stlouis-mo.gov/sustainability/.

The City of St. Louis has many unique strengths and qualities: its geographic location, historic buildings, abundant parks, cultural institutions, and civic pride are just a few examples. We have an opportunity to build upon these assets to effectively address current realities, challenges and aspirations through implementation of the City's sustainability planning initiative.

Outreach, Activities and Feedback

The Mayor's Office, along with the support of an expert team of consultants, worked to set process goals, gather relevant information, conduct research, and engage key stakeholders in order to build a foundation on which to create the City's sustainability framework. The City's consultant team was led by the firm of HOK, and its core members were H3 Studio, Development Strategies, and Vector Communications. Key objectives of the City's sustainability planning process included:

1. Create a living document that can evolve over time
2. Reflect unique City characteristics, values and aspirations
3. Balance and optimize Economic, Social, and Environmental outcomes
4. Use the City's limited resources in efficient and innovative ways
5. Formalize/institutionalize sustainability within the City
6. Build on strengths and success to capitalize on and leverage City assets
7. Create a tool for the City to prioritize resources toward sustainability initiatives
8. Engage City departments in developing implementable sustainability initiatives
9. Engage constituents in providing sustainability priorities for future implementation
10. Provide a framework for the integration, advancement and potential funding of sustainability initiatives and mutually beneficial partnerships

In order to gather relevant information and engage key stakeholders, the City and its consultant team used a number of activities with City departments as well as the community at large from January 2011 to June 2012, in an effort to thoroughly inform the foundation and content of the City's Sustainability Plan. Primary activities and engagement efforts included:

- Greenhouse Gas Emissions Inventories data collection
- Precedent Sustainability Plan Research and Analysis
- City Department Data Gathering and Engagement
- Community Survey
- Community Events and Sustainability Summits with Technical Worksessions and Community Workshops

Greenhouse Gas Emissions Inventories and Climate Action Plan

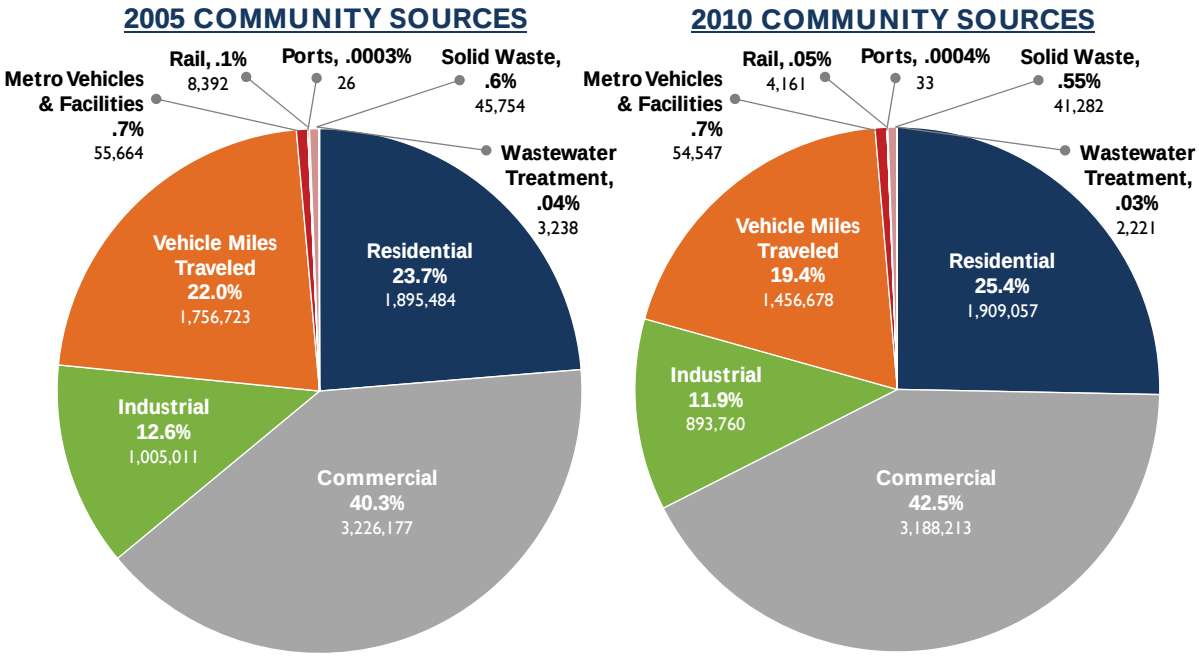
In 2011, the City partnered with St. Louis Community College in an innovative collaboration to work with faculty

and students to develop the City's baseline Greenhouse Gas Emissions (GHG) Inventory. The City's GHG inventory was conducted in two parts: (1) GHG emissions from just Government operations, and (2) emissions by sectors within the Community at large. The City's baseline report was conducted for the year 2005, as that is the year that Mayor Slay signed onto the U.S. Conference of Mayors Climate Protection Agreement. In order to evaluate trends and progress over time, the City conducted an updated GHG inventory for 2010. With this GHG data, the City is in a better position to analyze and predict the impact certain activities are likely to have on climate. Both the baseline and updated GHG reports were completed in 2012 and can be found on the City's Sustainability website. The following pie charts summarize the findings of the GHG Report.

Community GHG Summary: 2010 Community GHG emissions were 7,549,862 mtCO2e - a 6% decrease from 2005. This total amounts to 23.6 mtCO2e per capita, a 4% per capita decrease from 2005 on a 1.7% population decrease over that same time period. The Commercial Sector accounted for the largest fraction of emissions (42%), followed by the Residential Sector (25%), Vehicle Miles Traveled (19%), and the Industrial Sector (12%). Consumption of electricity was by far the largest community emission source, accounting for 63% of all emissions, followed by transportation fuels (gasoline and diesel) at 20%.

GREENHOUSE GAS EMISSIONS

SUMMARY BASELINE COMPARISON, SCOPES 1, 2 & 3



TOTAL 2005 = 7,996,472*

TOTAL 2010 = 7,549,862*
(5.6% Reduction)

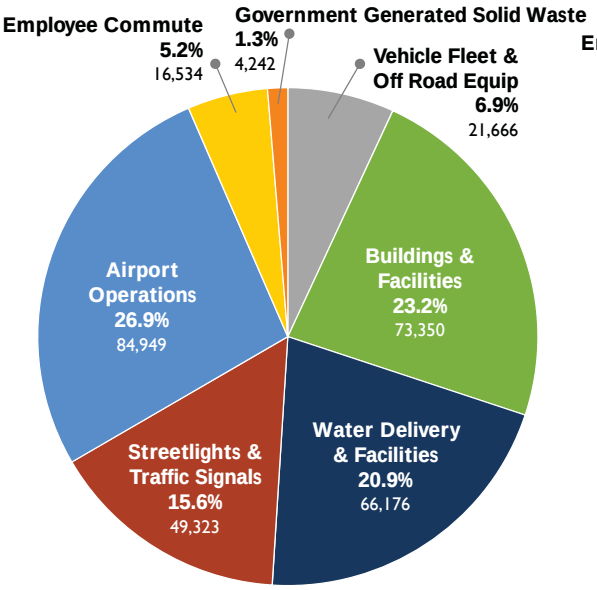
*** All Quantities in mtCO2e, Updated 12/5/11***

Government GHG Summary: 2010 emissions from Government Operations were 307,270 mtCO2e – roughly 4% of Community emissions, and an overall 3% decrease from 2005 levels. Operations at Lambert-St. Louis International Airport were the largest government sector (25%), followed closely by other Buildings and Facilities (21%), then Water Treatment (19%), Streetlights and Traffic Signals (17%), Fleet Vehicles (7%), Employee Commute (5%) and emissions from Solid Waste (2%). About 71% of the City government's emissions came from the consumption of electricity, followed by gasoline/diesel (13%) and natural gas (8%).

GREENHOUSE GAS EMISSIONS

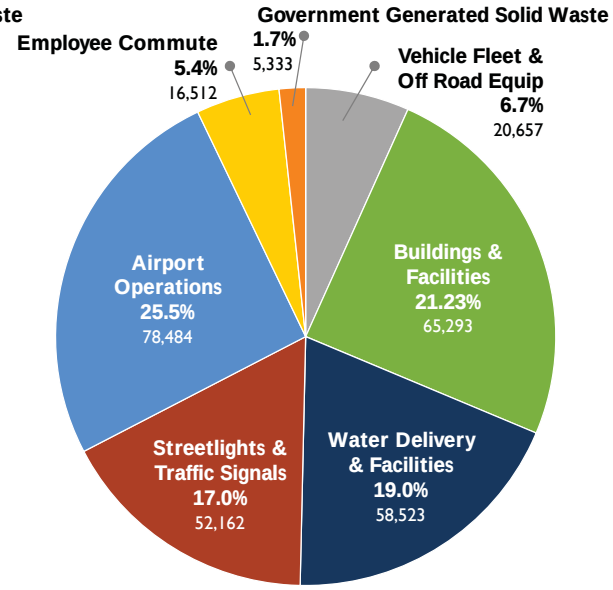
2005 – 2010 SUMMARY BASELINE COMPARISON, SCOPES 1, 2 & 3

2005 GOVERNMENT OPERATIONS



TOTAL 2005 = 316,240*

2010 GOVERNMENT OPERATIONS



TOTAL 2010 = 307,270*
(2.8% Reduction)

*** All Quantities in mtCO2e, Updated 12/5/11***

Climate Action Plan: Members of the City's consultant team are preparing a climate action planning recommendation based on the data gathered in the GHG Inventories. The City's Climate Action Plan (CAP) will establish both emissions reduction targets and mitigation measures that can be employed to achieve those reductions over time. As the City looks to the future and aspired population, commercial and industrial growth, continued energy efficiency and emissions reduction initiatives, as well as per capita reduction targets will have to become the significant drivers for GHG emissions reduction in the City of St. Louis in order to meet long term climate protection through reduction targets.

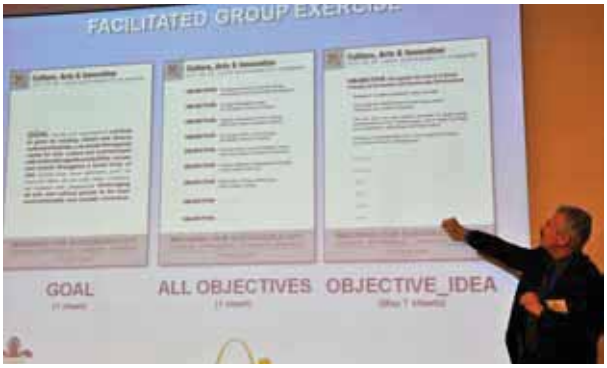
The CAP will consider important contexts in which the City will pursue its efforts to abate GHG emissions: policies of other federal, regional, state, and local jurisdictions, economic considerations, and local considerations. The CAP will outline climate mitigation strategies and principles:

1. Pursue easy-to-accomplish, cost-effective strategies first;
2. Build organizational resources first, and then implement specific strategies;
3. Prioritize strategies that overcome barriers and have the ability to release the power of the marketplace.

Precedent Sustainability Plan Research and Analysis

The consultant team thoroughly investigated sustainability efforts and plans from twenty-two cities that were determined to be relevant and appropriate for evaluation. The purpose of the precedent sustainability plan research was to learn from and be informed by how each of these cities developed its particular plan, its framework and any associated metrics. The most important lesson learned from this research is that sustainability plans are considered to be "living documents," designed to evolve and change with time and circumstance. **Moreover, sustainability plans are not an end to themselves, but rather a means to an end: sustainability plans are a catalyst for change, but not change in itself.** Five key process recommendations emerged from the precedent plan study:

1. The planning process should embrace the City governmental departments, the citizens and businesses within the City of St. Louis, the region as well as the potential demographic market and business community.
2. A communications and educational strategy for building internal and public support is critical.
3. The plan should ultimately be institutionalized in the City through formal adoption.
4. An on-going body or commission should be charged with providing review of the manner in which the sustainability plan is being implemented, in order to ensure that the plan does not "sit-on-the-shelf" unused.
5. The plan needs to be an integral and essential component of the economic development strategy of the City; and economic incentives of sufficient caliber need to be provided to effectively implement the plan.



City Department Data Gathering and Engagement

The consultant team supported the City Sustainability Director in collecting relevant information from City Departments, as well as engaging a Mayor's Sustainability Task Force made up of City departmental leaders and representatives. A detailed survey was conducted to collect information on current initiatives and aspirations from City departments. Findings of the departmental survey and follow up meetings included:

1. Sustainability is often incorporated as a matter of departmental business practices;
2. The City is full of dedicated, capable people eager to take sustainability to the next level;
3. City departments tend to be overextended and don't often take the time to celebrate their achievements in ways that the public might recognize; and
4. The organization of the City's budget structure offers limited incentive for departmental efficiencies, because money saved internally typically does not go back to the department, but rather to the City's General Fund.

The Mayor's Sustainability Task Force met during the sustainability planning process to further shape and inform the sustainability plan content and direction. Input from the Sustainability Task Force, departmental surveys, meetings and exercises have been assimilated with community input, and is strongly reflected in the objectives and strategies of the Sustainability Plan.

Community Sustainability Survey

While sustainability in the City of St. Louis can be guided and supported by City government, it must be informed and owned by the City's partners, constituents, institutions, businesses, and residents. The City conducted a sustainability survey and encouraged broad participation throughout the community. The primary purpose of the community survey was to gauge sustainability attitudes and perceptions from those who live, work, or play in the City of St. Louis. The sustainability plan project team launched a non-randomized survey questionnaire, which was piloted in September 2011, and ran officially between October 3, 2011 and December 16, 2011.

The survey was distributed and made available electronically via Zoomerang, as well as in paper format; special effort was made to distribute the survey through the Neighborhood Stabilization Officer network in order to gain a diverse response rate. At closing, 1169 respondents had completed the survey, and of those, 1146 (98%) individuals provided residential zip code data indicating that slightly more than eight of ten respondents resided in the City of St. Louis.

Excluding the demographic questions, the survey contained three sustainability related questions and one general comment question. No one topic dominated the open-ended responses, suggesting that the City's challenge is to create a sustainability plan that is all encompassing.

Community Survey Conclusions:

The survey respondents, who were primarily City of St. Louis residents, desire to have a safe City that provides the infrastructure for sustainable living. At a minimum, this includes an equitable recycling program, walking paths, bike lanes and expanded, convenient public transportation - especially MetroLink. Contrasting the qualitative or open-ended questions with the closed-ended rating question, it is evident that residents are most concerned with the quality of public education, followed by crime reduction and expanded police presence.

Community Survey Question 1 – What words or phrases would you use to describe the qualities, features and/or programs that make a "Sustainable" City?

The ten most mentioned characteristics of a sustainable city are:

- Safe streets and neighborhoods (9%)
- Good public transit (9%)
- Equitable recycling and composting programs (8%)
- Strong public schools/good education (7.5%)
- Green surroundings (7.2%)
- Bike-friendly (7.2%)
- Walkable/Pedestrian-friendly (7.2%)
- Great parks (5.2%)
- Clean (5.2%)
- Livable wage jobs (5.1%)
- Diverse (4.6%)

Community Survey Question 2 – Please rate your perception of the following characteristics as they relate to the City of St. Louis, as a whole.

The following list shows the highest to lowest rated features:

1. Drinking water quality
2. Architectural character and quality
3. Arts and cultural opportunities
4. Quality of parks and recreational opportunities
5. Higher education opportunities
6. Access to parks and recreational opportunities
7. Leisure time opportunities
8. Quality of K-12 private schools
9. Public facility access (post office, library, etc.)
10. Garbage & waste disposal
11. Housing affordability
12. Quality of your neighborhood
13. Recycling program
14. Housing availability
15. Utility services
16. Provision of emergency services
17. Overall livability and quality of life
18. Sense of community
19. Access to human services
20. Access to and availability of bike paths
21. Quality of K-12 magnet schools
22. Air quality
23. General street conditions
24. Quality of public transit service
25. Energy efficiency
26. Building/housing inspection and enforcement
27. Employment opportunities
28. Programs to reduce homelessness
29. Effectively planning for the future
30. Quality of K-12 charter schools
31. Quality of K-12 public schools

Community Events and Mayor's Sustainability Summits

The City conducted a robust outreach and community engagement process that included workshops, presentations, displays, and two separate multi-day community engagement events entitled Mayor's Sustainability Summits I and II. Moreover, most of these community engagement events were designed to elicit quality input through facilitated discussion and exercises. Input gathered from all of these events was used to further inform the content and direction of the Sustainability Plan.

Mayor's Sustainability Summits

Two Mayor's Sustainability Summits were conducted during the sustainability planning process. The first Sustainability Summit was themed "imagine," and the second was themed "innovate." The purpose of these summits was to engage the community at large, raise awareness about sustainability in the City, celebrate successes, and communicate the Mayor's commitment to making St. Louis a more sustainable city. All sessions were well attended and a great deal of positive feedback and valuable ideas were generated.

Mayor's Sustainability Summit I :: imagine (December 6-7, 2011). Four sessions were held for the public:

- Summit Launch with Majora Carter, Sustainability Activist from the South Bronx, NY in the evening of December 6 at the Missouri Botanical Garden (+/-300 attendees)
- Technical Worksession with Jim Hunt, Chief of Environment & Energy, City of Boston, MA during the morning of December 7 at the Palladium (+/-100 invited stakeholders)
- Keynote Lunch with John Norquist, Former Mayor of Milwaukee, WI; President of the Congress for New Urbanism on December 7 at the Palladium (+/-75 invited stakeholders)
- Community Workshop with Majora Carter in the evening of December 7 at the Missouri History Museum (+/-150 attendees)

In addition to program speakers and activities, various input exercises were held to gain information and perspective on sustainability aspirations and initiatives from event attendees. A series of four "one-word" response exercises were held with the results revealed in the following word cloud diagrams:

Exercise 1a: One Word That Comes To Mind About The City of St Louis NOW

12/7/11 Technical Worksession

TOP RESPONSES:
Fragmented
Potential
Challenged
Progressing

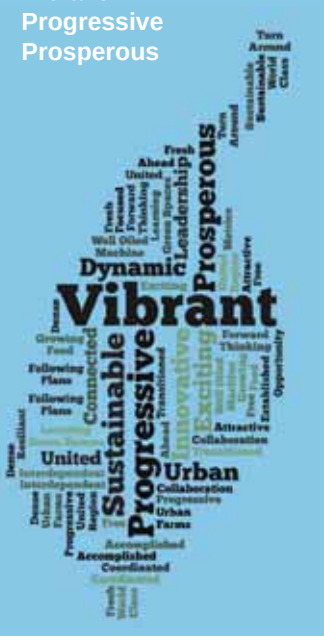
12/7/11 Community Workshop

TOP RESPONSES:
Segregated
Potential
Historic

Exercise 1b: One Word That Comes To Mind About The City of St Louis IN THE FUTURE

12/7/11 Technical Worksession

TOP RESPONSES:
Vibrant
Progressive
Prosperous



12/7/11 Community Workshop

TOP RESPONSES:
Integrated
Diverse
Leader

Integrated
Diverse
Leader
Community
Activities
Flourishing
Business
Civic
Friendly
Growing
Place
To Be
Proud
Renewable Energy
Renewable
Energy
Green
Space
Classic
Farms
Urban
History
Ecosystem
River
Transformational
Sustainable
Living
Model
Urban
Matrix
Multicultural
Efficient
Multicultural
Multicultural
Diverse
Free
Urban
Classic
Diverse
Sustainable
Clean
Diverse
Free
Fine
Urban
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Exercise 2: One Word That You Would Use to Describe What Could be a UNIQUE CHARACTERISTIC of a Sustainable City of St Louis

12/7/11 Technical Worksession

TOP RESPONSES:
Neighborhoods
Architecture
The River

12/7/11 Community Workshop

TOP RESPONSES:
Neighborhoods
Sustainable
Open Space
Parks

Exercise 3a: One Word That Describes a Specific BOLD ACTION for a Sustainable City of St Louis (by the City of St Louis)

12/7/11 Technical Worksession

TOP RESPONSES:
Education Reform
Collaboration
Promote City Living

12/7/11 Community Workshop

TOP RESPONSES:
Education Reform
Urban Agriculture

Exercise 3b: One Word That Describes a Specific BOLD ACTION for a Sustainable City of St Louis (by the Private / Non-Profit Sector)

12/7/11 Technical Worksession

TOP RESPONSES:
Invest In City
Collaboration
Fund Redevelopment

12/7/11 Community Workshop

TOP RESPONSES:
Investment
Renewable Energy

Exercise 4: One Word That Describes the MAJOR CHALLENGE to a Sustainable City of St Louis

12/7/11 Technical Worksession

TOP RESPONSES:
Funding
Fragmentation
Attitude
Education

12/7/11 Community Workshop

TOP RESPONSES:
Bureaucracy
Complacency
Transportation

Mayor's Sustainability Summit II :: innovate (May 8-10, 2011)

As the draft plan's developing structure and content was being brought together, a second series of community engagement events was held to continue creating awareness of the sustainability planning process and give community members another opportunity to determine if "anything was missing," while giving further input on developing strategies and innovative synergies. Four engagement sessions were held over a three-day period, with one being for invited sustainability practitioners and the other three held in north, south and central locations of the City to be convenient to members of the community. The Community Workshops were conducted in concert with the consortium working on a Regional Plan for Sustainable Development, and were co-hosted by the East-West Gateway Council of Governments:

- Technical Worksession on May 8 at the Dennis & Judith Jones Visitor & Education Center (+/-100 invited stakeholders)
- Central Community Workshop on May 8 at the Dennis & Judith Jones Visitor & Education Center (+/-35 attendees)
- South Community Workshop on May 9 at the Bevo-Long Community Education Full Service School (+/-45 attendees)
- North Community Workshop on May 10 at the Friendly Temple Missionary Baptist Church (+/-25 attendees)

After hearing updates on the sustainability planning process and preliminary results from the various engagement activities to date, event attendees reviewed the objectives to ensure that all items of interest were covered, and to allow for any language suggestions or other input. Attendees also participated in a keypad polling exercise to determine emerging top priorities and set up an exercise where attendees were asked to brainstorm relationships and potential synergies among the top rated objectives for their session.

Plan Structure

This Sustainability Plan intends to truly integrate triple bottom line sustainability principles and techniques with existing and prospective departmental and community initiatives using common goals and metrics. It is developed to leverage mutually beneficial opportunities, systems and partnerships to increase quality of life opportunities for all City constituents and provide a thoughtful roadmap based upon goals, objectives, strategies and initiatives that are unique to the City of St. Louis. The objective is to use the City's limited resources in efficient and innovative ways, and foster revitalization in our City to promote a vibrant, attractive, prosperous and healthy community.

The City's Sustainability Plan is more an overarching framework of sustainability opportunities than a prescribed course of action. The Plan offers a menu of thoughtfully selected ideas; once implemented, these strategies have been determined to present the greatest potential to make the vision of a Sustainable City of St. Louis a reality. The Plan is organized by seven broad goals, called functional categories. These systems and dimensions of our urban realm are purely organizational and not intended to limit, separate or silo information, but rather to organize it by leading principle or component. By design, there is significant opportunity for overlap and mutual benefit across the content of these categories, and it is these synergies that have great potential to create outcomes that are more than the sums of their parts.

- **Urban Character, Vitality & Ecology**
- **Arts, Culture & Innovation**
- **Empowerment, Diversity & Equity**
- **Health, Well-Being & Safety**
- **Infrastructure, Facilities & Transportation**
- **Education, Training & Leadership**
- **Prosperity, Opportunity & Employment**

Woven among these categories are some common themes and aspirations. We know we need to better celebrate our strengths. We also need to tap into the potential of under-performing structures and features, such as revitalizing vacant buildings and land, drawing upon the Mississippi River, and capitalizing on the diversity, vitality, and innovation that abounds in the City.

Within each functional category, between six and ten objectives have been developed to reflect the City's aspirations and a more refined vision of what might be required to reach the balance and the emphasis we seek in these areas in ways that are specific and unique to the City of St. Louis. In order to achieve these objectives, 317 strategies have been included to reflect potential activities that would support achievement of the objectives.

Each functional category has been assigned an icon to symbolize its theme. These icons are used to indicate common threads between a strategy and other functional category themes. At the end of each strategy, there is a set of identifiers that further details the expectation of the strategy:

- Cross-benefits: Related functional categories that inform or support the strategy and indicate potential triple bottom line integration opportunities
- Timeframe: The suggested period in which to start using the strategy (Short = within 5 years; Long = beyond 5 years)
- Potential Partners: Relevant stakeholder groups and/or institution types that could play a role in the development of the strategy
- Strategy Type: An identification of the potential influence areas of the strategy (Legislative, Policy, Operations, Education, Partnerships)

A few of these objectives and strategies may appear similar to others across functional categories. In those cases, it was felt that the impact in that area needed to be reinforced specifically to that section. At the end of the day, the functional categories could be lifted away and the objectives and strategies be seen as the holistic and comprehensive response to what we aspire to as a sustainable City of St. Louis.

While the Sustainability Plan will apply to the entire City, implementation of the Plan suggests individual and neighborhood, as well as large-scale, activities. The City's demographic and cultural diversity is a great asset -- the mix of backgrounds, ethnicities, life style preferences and race enriches and presents opportunities. If we can find ways to be more integrated and bridge artificial divides we will have more success reaching our collective sustainability aspirations.

Next Steps

In October 2012, the City released the Draft Sustainability Plan and held an outreach campaign; this effort, called ***Sustainability Plan :: inform,*** was an opportunity for public review and comment on the Draft Plan during the fall of 2012. Following this period of public input, the City's Planning Commission formally approved the final Sustainability Plan on January 9, 2013.

In January 2013, the City will issue the official Sustainability Plan, and the ***"implement"*** phase will commence. To assist with implementation, at the same time the Sustainability Plan is announced, the Mayor will also provide an Action Agenda for strategically implementing priority aspects of the Plan. ***The Mayor's Action Agenda will be grounded in reality but reach with vision. Since there has been widespread public engagement that has informed the contents of the Sustainability Plan, priority initiatives will be identified in the Action Agenda in the hopes that individuals, partners, and stakeholders will join the City in collectively moving sustainability forward by implementing key aspects of the Sustainability Plan.***

The Sustainability Plan is an essential tool for improving quality of life in the City. A plan is only as effective as it is used, however. In order to move the sustainability agenda forward we must work together in creative, new, and exciting ways to implement the strategies identified within the Plan. While the City intends to lead by example with Sustainability Plan implementation, meaningful progress will depend upon the full support and participation of the citizens, businesses and institutions that make our great City what it is today. Upon formal adoption of the plan, there will be many opportunities for moving strategies forward. Within the City there will be an internal Green Team formed. In concert with the community, there will be collaborative opportunities. There will also be a wide range of funding needs for various sustainability projects and initiatives.

Plan Utilization Going Forward

The Sustainability Plan contains dozens of objectives and hundreds of strategies and techniques for achieving them. The Plan should be viewed as a toolkit for St. Louis of effective ways to achieve sustainability. It is important to note that there is no ranking or rating of the included approaches, and none take priority or precedence over another. They each have the potential to effect important and significant results, depending on a myriad of factors, circumstances, and conditions.

The Sustainability Plan, adopted by the City of St. Louis Planning Commission as a Topical Plan, is a framework and guide, and is not prescriptive in mandating any particular action or outcome; the expectation is that the Sustainability Plan will be a body of work to be considered and incorporated in activities throughouth the City and community at large. The extent to which the strategies are utilized will necessarily be dependent upon available resources. Furthermore, it may take some time to fully integrate the concepts and objectives of the Sustainability Plan into the work of the City and its partners. Most of all, the Sustainability Plan is to be viewed as a resource and opportunity for helping advance triple bottom line sustainability in the City of St. Louis.

Functional Categories & Objectives at a Glance

Urban Character, Vitality & Ecology	
A.	Support Designated Districts that Focus on Job Creation and Economic Prosperity
B.	Develop Healthy, Compact, Transit-Served Smart Neighborhoods
C.	Strengthen Use, Access and Programming of Civic Amenities, Public Spaces, and Streets
D.	Support and Increase the City's Greenscape, Including its Existing Park System and Urban Tree Canopy
E.	Promote Urban Conservation and Revitalization of the City's Unique Biodiversity and Natural Resources
F.	Preserve the City's Historically and Architecturally Significant Districts, Buildings, Landmarks, and Landscapes
G.	Increase Access to Affordable Housing in Neighborhoods with Access to Transit and Amenities
H.	Encourage Creative, Smart, and Sustainable Uses for Under-Utilized Land and Buildings
I.	Build a Vibrant, Community-Based Urban Agriculture Industry
J.	Facilitate Place-Based, Integrated Sustainability Planning

Arts, Culture & Innovation	
A.	Utilize the Arts, Culture, Design, Creative, and Innovation Industries for Economic and Community Development
B.	Increase Affordable and Equitable Access to a Diversity of Arts and Culture
C.	Develop Multi-Use, Transit Accessible Arts and Cultural Districts
D.	Encourage Innovation through Smart Learning Hubs and Venture Capital
E.	Encourage Public Art and Design that Builds Vibrancy and Identity
F.	Promote and Develop Arts, Cultural and Innovation Facilities, Resources, and Events
G.	Build Arts, Design and Cultural Leadership, Volunteerism, Stewardship, and Funding

Empowerment, Diversity & Equity	
A.	Embrace the Value of Diversity, Aspire towards Equity, and Attract and Retain a Diverse Population and Culture
B.	Encourage Civic Engagement, Transparency, and Leadership
C.	Promote Youth Development, Education, Engagement, and Empowerment
D.	Promote Senior Civic Involvement, Empowerment, and Intergenerational Engagement
E.	Reduce Homelessness and Support Low Income Families and the Unemployed
F.	Ensure Equal Access to Amenities, Business Opportunities, Transportation, and Safe and Healthy Neighborhoods

Functional Categories & Objectives at a Glance

Health, Well-Being & Safety	
A.	Advance Positive Behavior, Nonviolent Conflict Resolution, and Crime Prevention
B.	Reduce Toxins in the Environment
C.	Increase Access to Healthy, Local Food, and Nutritional Information
D.	Encourage Physical Activity, Fitness, and Recreation
E.	Ensure Access to Local Health Systems, Services, and Information
F.	Minimize Vulnerability to Hazards and Disasters

Infrastructure, Facilities & Transportation	
A.	Facilitate Affordable, Efficient, Convenient, Accessible, Safe, and Healthy Transport of People and Goods
B.	Promote Energy Efficiency and Utilize Cleaner Forms of Energy
C.	Reduce Greenhouse Gas Emissions
D.	Minimize Landfill-Bound Waste
E.	Manage Stormwater and Wastewater to Protect and Enhance Property and Natural Systems
F.	Provide the Best Quality Water from Sustainable Sources
G.	Advance Health and Resource Efficiency in Buildings
H.	Facilitate Access to Leading Edge Information Exchange Systems

Education, Training & Leadership	
A.	Increase the High School Graduation Rate and the Quality of the K-12 Educational Experience
B.	Provide Continuing Education Opportunities
C.	Link National Economic Growth Sectors to Local Training
D.	Nurture Leadership and Management Capabilities in Business, Government, and Neighborhoods
E.	Increase Citizens' Environmental Literacy

Prosperity, Opportunity & Employment	
A.	Assure the Employability of the Entire Labor Force
B.	Market the City's Assets and Special Competencies
C.	Nurture Innovation in Business, Government, and Philanthropy
D.	Maximize Economic Productivity by Enhancing Neighborhood Quality of Life
E.	Redevelop Real Estate Using Sustainability Practices
F.	Maintain a Diverse and Valuable Tax Base
G.	Strategically Invest in Forward-Thinking Ideas
H.	Create Economic Prosperity Through Investments in Human Capital

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Urban Character, Vitality & Ecology

Urban Character, Vitality & Ecology

The City of St. Louis is home to a diverse collection of urban neighborhoods and districts, enhanced by great parks and streets that support a unique urban character and sense of place. The City has vibrant, mixed-use cultural, institutional, and entertainment nodes extending from Midtown and Grand Center, to Downtown with the Washington Avenue Loft District, the Old Post Office Square, and the Jefferson National Expansion Memorial Grounds. These areas are supported by a wealth of healthy mixed-use surrounding neighborhoods, such as the Central West End, Old North St. Louis, Soulard, and Lafayette Square. Many of these areas have been on the rise for several decades, and continue to see private and public investment by a committed citizenry and City. It is this very unique asset – the high quality urban fabric of the City – which is the economic, environmental, and social competitive advantage of the City of St. Louis.

Notwithstanding these assets, some of the City's neighborhoods have not yet seen the dramatic level of investment that the City's most successful neighborhoods have seen in recent years. The City is dedicated to achieving a future in which all citizens have equal opportunities to achieve economic success, and access to the City's unique cultural and historic urban amenities. In order to achieve this goal, it is critical to take steps through policies, programs, and the planning process to develop urban amenities, safe public spaces, natural landscapes, housing, and vibrant neighborhoods in all parts of the City.

EXISTING ASSETS

St. Louis has an existing unique and vibrant urban character. In particular, the City has a rapidly developing mixed-use downtown, a growing and active central core, containing world renowned institutions, public parks, commercial and entertainment districts, and other amenities. The City has a nationally significant park system, and successful reforestation and park renovation programs, conducted by the Department of Parks, Recreation, and Forestry. St. Louis has a regional greenway system, developed by Great Rivers Greenway District, growing infrastructure and advocacy for cyclists, thriving native landscapes, and an emerging urban agriculture movement.

St. Louis is a uniquely affordable and livable city, containing great stocks of low-income and affordable market rate homes near a diversity of amenities. The US Department of Commerce Bureau of Economic Analysis (BEA) rated it the 1st Lowest Cost of Living in the United States in 2009; Kiplinger also rated it 1st for affordability in 2011. St. Louis also has numerous historic properties that are available for entrepreneurs seeking to start new enterprises, and the successful Missouri historic tax credit system, the largest state historic tax program in the nation. These assets, combined with the City's world class cultural, health, and educational institutions, have attracted large numbers of young people and exciting new ventures to the City in recent years. In fact, according to a CEO's for Cities report, St. Louis experienced the fastest rate of growth of college-educated young adults living in the urban core over the last decade than in any other major metro area: 87 percent, or 2,700 people, from 2000 to 2009. In addition, St. Louis continues to excel at utilizing available State and Federal resources and building partnerships to achieve dramatic change that enhances the City's urban character and triple bottom line goals, as seen in the Washington Avenue Loft District, the Crown Square Redevelopment, and The Grove. In addition, the City continues to enact and support progressive policies, such as the Complete Streets Ordinance and Open Streets events, which enhance the City's livability and walkability.

GOAL

The City of St. Louis aspires to use its unique, vital, and nationally significant urban space, landmarks, parks, natural resources, districts, and neighborhoods that are interspersed with vibrant mixed-use cultural, institutional, and entertainment nodes, as an economic competitive advantage to build healthy, compact neighborhoods and special use districts that attract and retain the creative class and an economically and socially diverse residential population and work force.

OBJECTIVES

A Support Designated Districts that Focus on Job Creation and Economic Prosperity

B Develop Healthy, Compact, Transit-Served Smart Neighborhoods

C Strengthen Use, Access, and Programming of Civic Amenities, Public Spaces, and Streets

D Support and Increase the City's Greenscape, Including its Existing Park System and Urban Tree Canopy

E Promote Urban Conservation and Revitalization of the City's Unique Biodiversity and Natural Resources

F Preserve the City's Historically and Architecturally Significant Districts, Buildings, Landmarks, and Landscapes

G Increase Access to Affordable Housing in Neighborhoods with Access to Transit and Amenities

H Encourage Creative, Smart, and Sustainable Uses for Under-Utilized Land and Buildings

I Build a Vibrant, Community-Based Urban Agriculture Industry

J Facilitate Place-Based, Integrated Sustainability Planning

Objective A: Support Designated Districts that Focus on Job Creation and Economic Prosperity

To accelerate job growth and economic development in the City of St. Louis, there is an opportunity to build upon and expand designated areas with advantageous access to infrastructure and other key resources.

STRATEGY 1

Reinforce the City's Central Corridor as the dynamic "heart" of the region

Encourage a diversity of office, convention, hospitality, tourism, shopping, cultural, institutional, arts, entertainment, production, and dense residential uses. Diversify and increase the efficiency and connectivity of transportation options for Downtown and adjacent areas. Study the development of a streetcar line Downtown, and support the revitalization of the Jefferson National Expansion Memorial and related transportation improvements as a means of spurring economic growth, tourism, and encouraging alternative transit. Intensify the marketing strategy to retain existing, and encourage new, businesses to move into Downtown.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Business Associations*

Strategy Type: *Policy, Planning, Partnerships*

STRATEGY 2

Provide and market a smart grid, Wi-Fi hot spots, and technological infrastructure

Develop "smart" district technology, such as fiber-optic cables and increased power grid capacity in Downtown, the Central Corridor, key neighborhoods, and TOD areas around transit lines, in order to attract and retain high-quality industrial, technology, and creative industry uses and encourage innovation research districts. Develop all government and school buildings as Wi-Fi hot spots to serve the surrounding community and create gathering and educational opportunities.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Business Associations, Technical Businesses*

Strategy Type: *Planning, Operations, Partnerships*

STRATEGY 3

Develop designated areas via incentives for "green" and technical industries

Support the efforts of the SLDC and the PDA to designate incentivized areas and designated districts, for the purpose of driving rapid and sustainable growth. Develop and diversify key districts, such as industrial, riverfront, and commercial zones, educational campuses, R & D districts, and arts and cultural districts.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Higher Education/Cultural Institutions, Nonprofits, Neighborhood Associations, Business Associations*

Strategy Type: *Policy, Planning, Partnerships*

STRATEGY 4

Increase riverfront development and provide safe public access and associated recreational activities

Direct commercial, entertainment, industrial, and mixed use development to designated riverfront corridors and districts to support and enhance the Riverfront Trail, adjacent parks, and amenities such as the Iron Horse Trestle. Develop an active and safe "river walk" to connect current and future riverfront features.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Neighborhood Associations, Cycling Non-Profits, Business Associations, Port Authority*

Strategy Type: *Legislative, Policy, Planning, Partnerships*

STRATEGY 5

Provide development incentives to encourage transit-oriented-development

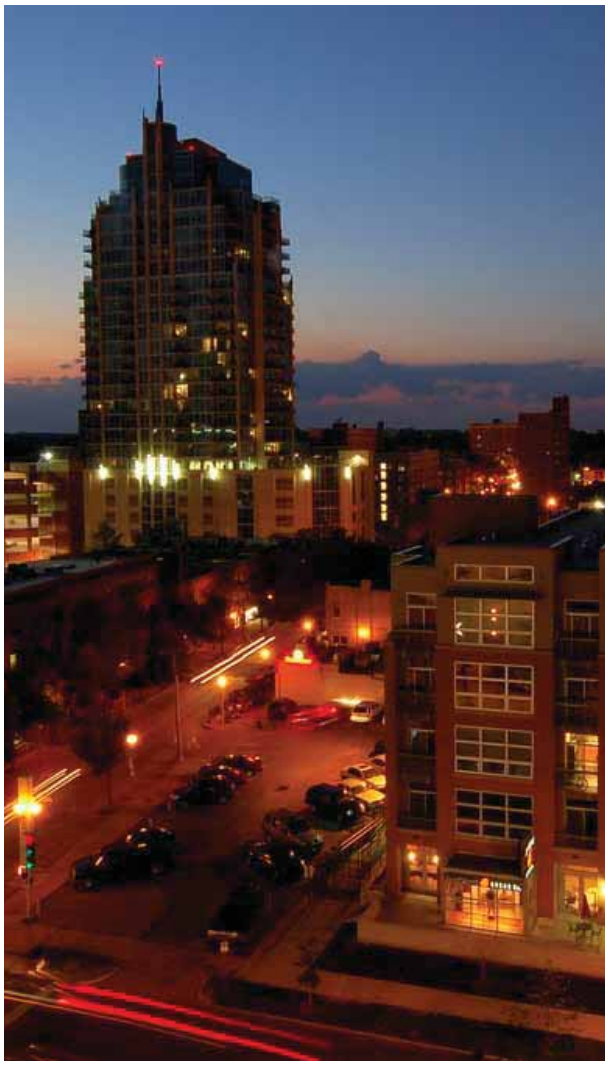
Encourage development around established MetroLink and MetroBus corridors that is dense and multi-use in character. Use transit extensions to stimulate development in areas ready for redevelopment.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Developers, Higher Education/Cultural Institutions, Neighborhood Associations, Business Associations, Public Transit*

Strategy Type: *Policy, Planning, Partnerships*



"You can't rely on bringing people downtown; you have to put them there"
– Jane Jacobs

Objective B: Develop Healthy, Compact, Transit Served Smart Neighborhoods

One of the City's most valuable assets is its network of diverse and vibrant neighborhoods. The City, together with private businesses, community nonprofits, and citizens, can enhance the qualities of City neighborhoods. Neighborhoods should continue to evolve so that they are well connected by transit, are walkable, bikable, universally accessible, as well as have active and safe public spaces, and vibrant commercial uses. In order to remain economically competitive, neighborhoods must be upgraded to smart neighborhoods, with high speed broadband access, fiber-optics, and a community-wide emphasis on digital literacy. Digital technology is transforming commerce, culture, and community; it provides businesses with efficiency, advertising, new markets and new products, and citizens of all ages with real-time communications and information about everything, from social networks to the daily news. Currently, the City's Planning and Urban Design Agency (PDA), Department of Streets, St. Louis Development Corporation (SLDC), and its Board of Public Service are undertaking a number of tasks to ensure that the City retains and grows its vibrant neighborhoods, including the implementation and planning of pedestrian and bike-friendly changes to streetscape, building facades, zoning code, infrastructure, and public space. Many opportunities exist to expand upon these activities.

STRATEGY 1

Prioritize infill development to develop thriving compact communities and vibrant mixed-use main streets

Develop dense contextual commercial and mixed use land-uses along neighborhood and district commercial corridors. Study how the distribution of amenities and necessary retail services meet the needs of neighborhood populations. Identify desired services, and encourage new development where goods and services are lacking. Encourage clustering of businesses that are open at different times of day. Encourage programming of outdoor space and neighborhood streets.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Business Associations, Higher Education/Cultural Institutions, Developers*

Strategy Type: *Policy, Planning, Partnerships*

STRATEGY 2

Update local street design standards and implement the Complete Streets Ordinance

Ensure all entities responsible for City infrastructure incorporate complete streets methodologies when conducting improvements. Ensure that all neighborhood streets and bridges are walkable and bikeable. Include stormwater best management practices in all future improvements. Encourage the development of traffic calming measures, such as curb bump-outs, street diets, improved landscaping, stormwater best management practices, and lighting in areas of established high pedestrian and cycle traffic. Create a unified plan for streetscape improvement.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Business Associations, Neighboring Cities & Counties*

Strategy Type: *Legislative, Policy, Planning, Operations, Partnerships*

STRATEGY 3

Create Citywide, and multiple neighborhood-scale mobility plans

Study traffic flows throughout a Citywide mobility planning process. Where excess capacity exists, convert some one way streets into two way streets, reduce travel lanes, widen sidewalks and tree lawns, and create additional dedicated bike lanes in order to enhance the pedestrian and cyclist experience. Encourage communities and neighborhood associations to evaluate their pedestrian/bike friendliness and traffic flow through available assessment tools, develop mobility plans, and implement improvements. Consideer creating bike boulevards or neighborhood greenways on streets with low motorized traffic volumes and speeds to give bicycle and pedestrian travel higher priority.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Nonprofits*

Strategy Type: *Legislative, Policy, Planning, Operations, Partnerships*

STRATEGY 4

Discourage development that reduces transit, bike, and pedestrian activity

Make development of uses such as automobile services, surface parking lots, and drive-through facilities in neighborhood areas a low priority. Consider eliminating all minimum parking requirements from the City. Develop a public parking ordinance to reduce reliance on front-loaded surface parking and establish a maximum parking level in selected areas. Support shared district parking strategies in neighborhood centers.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Nonprofits, Business Associations, Developers*

Strategy Type: *Policy, Planning, Partnerships*

OBJECTIVE B

Develop Healthy, Compact, Transit Served Smart Neighborhoods

STRATEGY 5

Create Form-Based Code Overlay Districts

Establish procedures within the zoning code that can create new standards to promote place-making, density, historic character, and active living in designated areas of the City. Ensure that buildings in neighborhood centers enable multiple uses, are street facing, and scaled appropriately for the neighborhood, in keeping with neighborhood character. Long-term, consider expanding Citywide.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Neighboring Cities & Counties, Legal Community*

Strategy Type: *Policy, Planning*

STRATEGY 6

Expand on the safe routes to school program for neighborhood children

Promote development and expansion of programs that have neighborhood residents guide students to school along neighborhood streets. Enhance the routes travelled by children around schools with streetscape and other improvements.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations, Nonprofits, Schools*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 7

Encourage communities to improve their own neighborhood

Develop CIDs and other organizations that fund private patrols, street sweeps, and streetscape enhancements in order to improve the safety and vibrancy of neighborhood streets. Conduct community clean-sweeps and greening initiatives. Provide tools, supplies, and collection services to community groups.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Business Associations, Nonprofits*

Strategy Type: *Education, Partnerships*

"Forget the damned motor car and build the cities for lovers and friends."
- Lewis Mumford

Objective C: Strengthen Use, Access, and Programming of Civic Amenities, Public Spaces, and Streets

The City of St. Louis contains a number of highly successful public spaces, public civic institutions, and successful streets that serve as gathering places, as well as commercial and cultural hubs for the City and region. In many instances, such as in Forest Park, parts of Downtown, and Midtown, these civic amenities overlap and intertwine to form a carefully crafted experience geared towards pedestrians and leisure, appealing to a wide array of interests and age groups.

STRATEGY 1

Design public spaces and neighborhood streets as gathering spaces for people

Design improvements for the City's public spaces to encourage concerts, lunchtime breaks, outdoor theater, play for children, and other uses that enable them to remain active. Locate any new civic institutions, such as governmental buildings, religious institutions, post offices, libraries, and public spaces, in the heart of communities to improve accessibility and create a sense of community. Ensure major public spaces have enhanced public transit service. Add trees and bike corrals with benches nearby for socialization; increase the amount of comfortable sheltered seating at bus stops.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations, Business Associations*

Strategy Type: *Policy, Planning, Partnerships*

STRATEGY 2

Increase support and funding to bring programs and activities to public spaces

Create a system for nonprofits and private groups to share information, tools, and other resources to optimize their effectiveness at maintaining and activating public space at minimal cost. Increase resources for youth sports groups, dance classes, theater groups, and art groups that occur in public spaces and public facilities. Develop programs that engage youth in the maintenance and improvement of public spaces through gardening, tree planting, and trash sweeps.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations, Business Associations, Cultural Institutions*

Strategy Type: *Policy, Planning, Partnerships*

STRATEGY 3

Expand neighborhood access to school grounds and other public facilities during off-times

Open public facilities, such as playgrounds, community meeting spaces in local schools, libraries, parks, and community institutions, for public use in order to increase local access to recreation amenities, and foster a greater sense of community. Permit schools and childcare centers to use neighboring City-owned park grounds. Increase access to high-quality competition fields available for teams across the City. Provide more multi-purpose fields. Convert asphalt sites into multi-use turf fields. Install new lighting to maximize time on existing turf fields.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: K-12 *Schools, Neighborhood Associations, Cultural Institutions, Nonprofits*

Strategy Type: *Policy, Education, Partnerships*

STRATEGY 4

Improve schoolyards, playgrounds, fields, and gyms for physical activity

Reduce the amount of asphalt play surfaces owned by St. Louis Public Schools, and replace with gardens, sports fields, and exercise equipment. Conventional asphalt lots are an insufficient play surface and contribute to stormwater runoff. Create partnerships with volunteer organizations to develop service learning opportunities for school children around tree planting, planting of vegetable gardens, outdoor learning spaces in school yards, and addressing long-term maintenance issues. Remove the legal barriers that make it difficult for outside groups to green school yards.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: K-12 *Schools, Foundations, Nonprofits, Cultural Institutions*

Strategy Type: *Partnerships*

STRATEGY 5

Maintain public spaces and neighborhood streets

Partner with business and commercial districts to add activities and beautify public spaces, streetscape and parks. Reduce impervious surfaces in public places.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Business Associations, Neighborhood Associations, Developers*

Strategy Type: *Planning, Operations, Partnerships*

"The City is a fact in nature, like a cave, a run of mackerel or an ant-heap. But it is also a conscious work of art, and it holds within its communal framework many simpler and more personal forms of art. Mind takes form in the City; and in turn, urban forms condition mind."
- Lewis Mumford

Objective D: Support and Increase the City's Greenscape, Including its Existing Park System and Urban Tree Canopy

The City has a proportionately large amount of green space that continues to offer numerous benefits and amenities to City residents and businesses. The City's park system includes over 3,000 acres of public open space made up of 108 City squares, parks, and greenways spread evenly throughout the City. Several of these public spaces, including Forest Park, Citygarden, and Tower Grove Park, among others, are of world class quality; they are beautifully landscaped, densely programmed with cultural and athletic facilities, and possess other amenities that make them lively, safe, and a boon for surrounding real estate. In addition, the City has many neighborhoods that have a bountiful supply of fully mature blossoming and shade trees. The City's Parks, Recreation and Forestry Department has a noteworthy program for the maintenance and preservation of these resources that will ensure that they last for years to come.

STRATEGY 1

Ensure all residents have access to parks, recreation facilities, and open spaces

Ensure walking distance access to parks, recreation facilities, and active living amenities. Inventory neighborhoods for distribution, use, maintenance, and operation of recreation facilities and open space. Develop appropriate policies, projects and programs to ensure that all neighborhoods meet national open space standards. Promote development of neighborhood 'pocket parks' and community gardens within new developments, funded by those developments. Prioritize the creation of new public spaces within under-served neighborhoods.

Develop facilities and resources equitably throughout the entire park system, especially in neighborhood parks.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Nonprofits, Neighborhood Associations*

Strategy Type:
Planning, Operations, Partnerships

OBJECTIVE D

Support and Increase the City's Greenscape, Including its Existing Park System and Urban Tree Canopy

STRATEGY 2

Develop a healthy active living program that utilizes City parks

Engage active living, youth and senior programs to utilize public space and park facilities. Design parks with outdoor exercise equipment, such as pull-up bars, sit-up stools, and facilities, such as swimming pools, basketball courts, and sports fields in safe, highly visible locations, in order to encourage active living.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations*

Strategy Type: *Policy, Planning*

STRATEGY 3

Develop a regional greenway and trail system

Support Great Rivers Greenway District in developing a regional greenway system linking City parks, bike boulevards, neighborhoods, schools, commercial districts, and other destination areas to the regional greenway system so that all residents have access to a greenway within ½ mile.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Trail and Greenway Organizations*

Strategy Type: *Policy, Planning, Partnerships*

STRATEGY 4

Develop funding, operations, and management resources for public parks

Utilize the existing Adopt-a-Park and Adopt-a-Tree programs, encourage private, foundation support, and environmental stewardship groups. Improve access to operations support for the Parks, Recreation and Forestry Department.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Federal Agencies, Foundations, Citizens, Nonprofits*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

OBJECTIVE D

Support and Increase the City's Greenscape, Including its Existing Park System and Urban Tree Canopy

STRATEGY 5

Update City park and open space plans

Identify under and over utilized recreational spaces and make recommendations for capital improvements, changes in operations and management, funding, and other elements. Implement strategic improvements and update facilities according to the needs identified in the plan. Activate underutilized City parks with new facilities and programs, and develop City, foundation, and private initiatives to support such improvements.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Federal Agencies, Private Contractors*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 6

Increase visual identity and branding of City parks

Develop park identity that coordinates and matches the identity of surrounding neighborhoods and contributes to a sense of place-based pride and improved way-finding. Create signage, tours, information pamphlets, and school trips that educate residents and businesses and develop interest in City parks.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations*

Strategy Type: *Planning, Operations*

OBJECTIVE D

Support and Increase the City's Greenscape, Including its Existing Park System and Urban Tree Canopy

STRATEGY 7

Expand the City's urban tree canopy

Utilize the City's tree inventory and urban forest management program to quantify the health of the public tree canopy and its impact on the City. Develop a Comprehensive Street Tree Policy that coordinates with sewer and water laterals, raised sidewalks, and all other utilities in the public right-of-way. Encourage the use of diverse, native plants and trees, as well as soil amendments for tree roots to increase urban tree life spans.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: Sewer District, Local Utilities

Strategy Type: *Policy, Planning, Operations, Partnerships*

STRATEGY 8

Develop a Citywide public and private reforestation campaign

Engage nonprofits, corporations, individuals, institutions, and community organizations, to plant trees Citywide. Raise media attention and encourage groups to achieve a set target, such as 10,000 trees per year. Develop a web site that enables residents and businesses to record their own tree planting activities, so that all trees planted are counted towards the goal. Create incentives and awards to encourage individuals and businesses to plant trees on private property.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Local Businesses, Community Organizations, Cultural/ Educational Institutions*

Strategy Type: *Planning, Operations*

"No culture can live if it attempts to be exclusive."
- Mahatma Gandhi

STRATEGY 9

Utilize existing park and green space improvements to drive economic and community development

Engage community members in improving neighborhood parks as a method of increasing the value of surrounding land, building community, and fostering stewardship. Provide resources to residents to plant trees, gardens, and native landscapes in surrounding parks and streetscapes. Develop new, and beautify existing spaces for gathering, play, and exercise. Involve citizens in the planning process for all future park and streetscape improvements, and incorporate community stewardship into these plans.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Community Development Associations, Neighborhood Associations, Business Associations*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 10

Use volunteers as park stewards for all City parks

Seek to activate City youth, seniors, and other interested parties in the development and preservation of City parks and trees. Develop skills in forestry, landscape, and botany through key partnerships.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Private Developers, K-12 Schools, Cultural Institutions*

Strategy Type: *Operations, Education, Partnerships*

Objective E: Promote Urban Conservation and Revitalization of the City's Unique Biodiversity and Natural Resources

The City has natural areas that contain features of natural heritage and landscape. These areas are rare glimpses into the natural beauty that existed before the City was settled. They contain old growth trees, streams, wetlands, wild grasses, wildflowers, sink holes, ponds, and other areas providing habitat for wildlife. Once identified, these natural resources should be preserved, protected, and restored. Everyday decisions can have an impact on our natural heritage. For example, free-roaming cats and excessive use of chemical pesticides are contributing to the decline of native songbirds. The situation can be improved by proactive policies, educaton, and outreach efforts. Native plants and grasses can also be used in streetscapes, industrial land, greenways, bike paths, and under-utilized parks. In addition, St. Louis has a tremendous untapped amenity in its Mississippi riverfront and smaller waterways, all of which remain largely inaccessible. Protection, enhancement, and restoration of natural ecosystems and cultural landscapes also offers the opportunity to enrich people's lives through biophilia, and become more resilient to natural disasters.

STRATEGY 1

Celebrate and increase activity along the Mississippi Riverfront

Develop a public use riverfront, open for tourism and private business on the Mississippi waterfront, in partnership with the Illinois government and downtown business associations to use the Mississippi River as a driver of future downtown and neighborhood economic development. Take advantage of the Lewis and Clark crossing history, the Arch, and other tourist attractions to develop a vibrant and safe pedestrian walkway, improved cycle trails, and other amenities along the river.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Business Associations*

Strategy Type: *Planning, Partnerships*

STRATEGY 2

Remove/change infrastructure to improve riverfront access

Increase the linkage between the riverfront, the Jefferson National Expansion Monument, and the Downtown Business District. Study and increase linkages between St. Louis neighborhoods and the river in multiple locations. Consider improving multi-modal access to the riverfront via bridges and corridors through industrial and infrastructure areas.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Business Districts, Federal Agencies, Neighborhood Associations*

Strategy Type: *Planning, Partnerships*

STRATEGY 3

Restore, clean, and activate the City's waterways

Clean, restore, and activate the River des Peres and Maline Creek; develop public spaces and improve connections between neighborhoods and waterways; study and implement opportunities to daylight sections that remain buried and restore selected areas to their native appearance. Address nonpoint source pollution by removing trash, nutrients, and toxins from stormwater runoff.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: Sewer District, Nonprofits

Strategy Type: *Planning, Operations, Partnerships*

STRATEGY 4

Conduct a regional natural resources inventory and implement protections

Take an inventory of all forests, prairies, critical habitat areas, conservation corridors, hillsides, buffer zones, wildlife preserves, wetlands, and floodplain areas, and quantify their benefit to the ecology and culture of the City and region. Partner with neighboring counties to designate natural resources areas where preservation or restoration of habitats benefits the region as a whole. Establish measures that limit development, regulate building footprints, or implement erosion and stormwater controls for these sensitive areas.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: State/Federal Agencies, *Nonprofits, Neighboring Counties*

Strategy Type: *Policy, Planning, Operations, Partnerships*

STRATEGY 5

Promote inclusion of native plants and habitats on public and private land

Incorporate areas of native plantings and habitats in City parks and streetscapes. Select plants and landscape designs that require less maintenance. Increase use of composted organic matter to build soil health. Identify and protect source water areas from current or potential contamination. Advocate the use of native species on public, private, institutional, and corporate property. Develop a species list of water-wise slow maintenance, and ecologically friendly plants for use in developments. Develop policies or ordinances that specifically allow for intentional, maintained native landscapes. Educate about and promote eradication of non-native, invasive plants, such as Bush Honeysuckle and Euonymous Wintercreeper.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Private Developers*

Strategy Type: *Policy, Planning, Partnerships*

STRATEGY 6

Provide public education on the City's natural heritage and resources

Develop a "Nature in the City" program. Encourage educational, environmental and sustainability centers to facilitate and link sustainability initiatives. Increase the educational, research, and experiential opportunities of the Mississippi River. Educate about river cycles, levels, and habitats, and the original cultures at the Cahokia settlement. Create a St. Louis Mounds interpretative exhibit. Promote education about Missouri native plants and ecosystems. Use St. Louis' natural amenities and history to drive tourism, City activity, and interest.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Higher Education and Cultural Institutions, Nonprofits*

Strategy Type: *Policy, Education, Partnerships*

STRATEGY 7

Create a long range City wildlife plan to expand and connect key wildlife areas

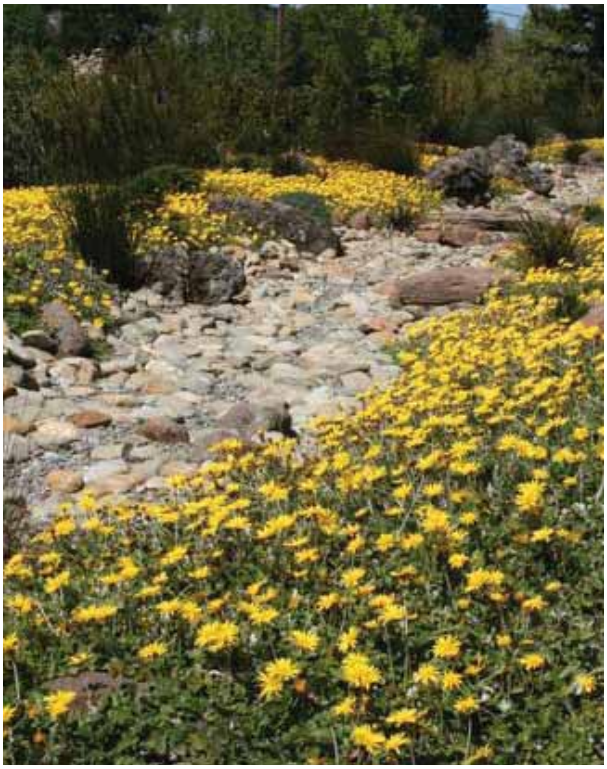
Build upon the importance of the Mississippi River flyway. Enhance the City's developing greenway system. Connect City parks and natural habitats with linear wildlife corridors, and restore and create additional wildlife habitat areas.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Regional Partners, Non-profits, Foundations*

Strategy Type: *Policy, Planning, Partnerships*



"People should think things out fresh and not just accept conventional terms and the conventional way of doing things."
- R. Buckminster Fuller

Objective F: Preserve the City's Historically and Architecturally Significant Districts, Buildings, Landmarks, and Landscapes

St. Louis has a strong architectural heritage. Situated directly upon large, high quality clay reserves, the City became well known for its brick industry in the early 20th century, as well as for its brick and terracotta architecture and craft. During this period, the City's construction industry used primarily locally sourced bricks to construct infrastructure and buildings that were made to last over a century. The use of bricks and terracotta structure and details throughout the City creates a unified and attractive aesthetic experience that is unique to St. Louis, and worthy of preservation. In addition, the City of St. Louis has a rich history of boulevard, park planning, and landscape design.

STRATEGY 1

Preserve and reuse buildings as a means of achieving sustainability

Preserve, maintain, and find new innovative uses for historic buildings and other cultural assets that are of high merit. This strategy reduces demolition waste, preserves embodied energy, and reduces the need for additional raw building materials. Provide resources and encourage historic rehabilitation through tax credits and incentives.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Private Developers, Preservation Nonprofits, Planning Organizations, Neighborhood Organizations*

Strategy Type: *Policy, Planning, Partnerships*

STRATEGY 2

Continue to integrate preservation into the planning and building approval process

Incorporate preservation at the earliest stage into comprehensive planning, small area plans, and neighborhood revitalization strategies. Seek to designate buildings and neighborhoods as historic, in order to increase their access to tax credits. Encourage property owners and developers to consider historic resources early in the development process. Promote preliminary review and early consultation with City preservation staff, assist in the development of alternative uses, preliminary design and feasibility studies for historic properties. Close loopholes that allow developers to avoid preservation review of projects.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Private Developers, Preservation Nonprofits, Planning Organizations*

Strategy Type: *Policy, Planning, Partnerships*

OBJECTIVE F

Preserve the City's Historically and Architecturally Significant Districts, Buildings, Landmarks, and Landscapes

STRATEGY 3

Create additional events, resources, and publications that document and celebrate the City's heritage

Conduct cultural resources asset mapping to identify historic resources, both public and private. Document and celebrate the City's 20th century and post-war resources into the City's heritage. Conduct events such as the Mary Meachum Freedom Crossing and Preservation Week to raise awareness and build civic pride.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Nonprofits, Cultural Institutions*

Strategy Type: *Policy, Education, Partnerships*

STRATEGY 4

Protect historic residential and commercial properties vulnerable to foreclosure, tax forfeiture, or demolition

Assist owners of historic properties in locating low interest loans, grants targeted to historic properties, and property tax relief for historic building owners. Establish a local funding stream for preservation work which directly contributes to the City's economic growth. Develop a financially sustainable mothballing program for buildings that need to be preserved to keep the building appearance and integrity until suitable tenants can be found. Provide resources to preserve and prevent demolition of key historic structures that do not have parties immediately interested in investing in the building.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *State/Federal Agencies, Private Developers, Nonprofits*

Strategy Type: *Policy, Partnerships*

OBJECTIVE F

Preserve the City's Historically and Architecturally Significant Districts, Buildings, Landmarks, and Landscapes

STRATEGY 5

Promote the redevelopment of historic homes and commercial properties

Increase neighborhood branding, signage, and real-estate marketing initiatives around historic buildings, neighborhood landmarks, and park landscapes. Make historic structures available to those starting new ventures, and provide a variety of mixed income housing choices. Develop heritage tourism strategies to show available properties and existing successful developments in historic buildings. Encourage adaptive/multi-functional new uses for existing historic buildings. Advertise to the public the advantages of the Missouri and Federal Historic tax credit systems. Duplicate Lafayette Square and Soulard's 1980's redevelopment success in other neighborhoods across the City.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Cultural Institutions*

Strategy Type: *Policy, Partnerships*

"Cities need old buildings so badly it is probably impossible for vigorous streets and districts to grow without them.... for really new ideas of any kind—no matter how ultimately profitable or otherwise successful some of them might prove to be—there is no leeway for such chancy trial, error and experimentation in the high-overhead economy of new construction. Old ideas can sometimes use new buildings. New ideas must use old buildings."

– Jane Jacobs

OBJECTIVE F

Preserve the City's Historically and Architecturally Significant Districts, Buildings, Landmarks, and Landscapes

STRATEGY 6

Prevent scavenging of bricks, metals, and other building materials from vacant buildings

Preserve building elements from historic neighborhoods. Increase patrols and develop a public hotline and awareness campaign that encourages citizens to report scavenging activities. Increase prosecution and penalties for those caught scavenging building materials.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations*

Strategy Type: *Legislative, Policy*

STRATEGY 7

Encourage the re-use of historic building materials

Encourage the salvaging and re-use of materials from demolished historic buildings. Require recycling containers to be present on-site with guidance on their use. Preserve artifacts from structures and sites that are historically, architecturally, and/or culturally significant, and seek to reintroduce these artifacts into the City's streetscape and building interiors. Encourage "hand-wrecking" and other sensitive forms of demolition for historic buildings. Maximize materials salvaged from all necessary demolitions. These policies and actions will help reduce building waste in landfills, preserve significant artifacts, and create additional skilled construction jobs in the City.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Private Developers*

Strategy Type: *Policy, Partnerships*

OBJECTIVE F

Preserve the City's Historically and Architecturally Significant Districts, Buildings, Landmarks, and Landscapes

STRATEGY 8

Promote public engagement in the historic preservation movement

Involve residents and neighborhood organizations in review of heritage preservation applications. Include more neighborhood members on preservation boards. Increase the information available to the public on preservation and demolition proposals in order to increase public feedback. Recognize outstanding projects, programs, and organizations that have preserved the heritage of the City's built environment. Foster a dialogue with the development community on how to encourage the reuse of historic assets.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Developers, Citizens, Activists*

Strategy Type: *Policy, Partnerships*

"Public sentiment is everything. With public sentiment, nothing can fail. Without it, nothing can succeed."
- Abraham Lincoln

Objective G: Increase Access to Affordable Housing in Neighborhoods with Access to Transit and Amenities

St. Louis has many resources and organizations in place to provide quality housing. The St. Louis Affordable Housing Commission (AHC) provides over $5 million a year to nonprofit groups developing new housing and housing related programs. The State of Missouri provides tax credits to developers of low income housing, and HUD has provided the City with significant funds from the Community Development Block Grant and other programs that are administered locally by the Community Development Agency (CDA) to facilitate private development of affordable housing. There are several examples of successful developments that follow these principles for locating and treating affordable housing. The Regional Housing and Community Development Association's (RHCDA) developments of Old North St. Louis's Crown Square, development in The Ville and in Forest Park South East, and new units under development by the CDA in the Hyde Park neighborhood, each mix affordable units with market rate ones in rehabilitated historic buildings close to mixed-use commercial districts, and many community amenities. In addition, the City and numerous nonprofits have programs that increase home ownership and aid in the maintenance of privately-owned affordable housing. Despite these significant achievements, improvements in the accessibility of housing resources can be made. According to a 2008 study by the National Housing Trust, only 35% of the City's Federally assisted affordable housing is located within a half-mile of a light rail station or a frequent service bus line (running every 15 minutes or less).

STRATEGY 1

Develop affordable housing in concert with long-range transit and economic development planning

Ensure that affordable housing developments and long-term plans for affordable housing corresponding with existing transit lines and community amenities, and long-range plans for future TODs, expansions of transit service, TIF districts, and other future development areas to ensure that affordable housing is located near transit, areas of existing and future job growth, and community amenities. Create a Local Workforce Preference Program for new affordable housing projects to involve low-income residents in the development of new housing.

Increase the number of construction and maintenance jobs available to residents of low and mixed-income developments.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Nonprofits, Private Developers, Major Institutions, Foundations*

Strategy Type: *Policy, Planning, Operations, Partnerships*

STRATEGY 2

Encourage mixed income/use affordable housing in high amenity neighborhoods

Increase mixed-income, family-friendly, owner occupied, and rental affordable housing in dense communities close to parks, businesses, schools, public transit, and other amenities that meet residents' daily needs. Develop and maintain low and mixed-income housing in historic buildings. Design affordable housing in ways that encourage neighborhood interaction and promote public safety, such as new homes with front porches, balconies, garage entry from alleys, proper street lighting, active public space that can be watched from housing, and numerous windows over-looking the street.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Private Developers, Nonprofits, Major Institutions*

Strategy Type: *Policy, Planning, Partnerships*

STRATEGY 3

Expand inclusionary policies in order to create economically-integrated communities.

Encourage new developments that include a certain percentage of affordable housing in TOD areas. Ensure a certain percentage of affordable housing as a prerequisite for receipt of TIF and other incentive funding. Develop a baseline percentage of affordable housing for all developments Citywide. Expand upon SLHA's Housing Choice Voucher/Section 8 Program, which provides rental assistance to low-income families in the private rental market. Leverage City developments and incentives to encourage the private development of additional affordable housing. Ensure that all housing developments maintain an established percentage of affordable and market-rate units that implement universal design guidelines for accessibility.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Nonprofits*

Strategy Type: *Legislative, Policy, Planning, Partnerships*

STRATEGY 4

Integrate low income housing into market-rate and mixed use developments

Make improvements to existing, affordable housing to reduce identifiable barriers, and integrate with market-rate housing to reduce the isolation and stigmatization of the City's low-income residents. Encourage the reduction of barriers, such as fences and gated entrances. Promote the overall safety and quality of the neighborhood as a whole.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Foundations, Nonprofits*

Strategy Type: *Partnerships*

STRATEGY 5

Promote neighborhood stabilization efforts

Stabilize areas of concentrated disadvantage through initiatives that foster local home ownership and support local businesses. Connect residents with home improvement and business loans. Create measures and facilitate programs that mediate and reduce the instance of foreclosures, tax forfeitures, and evictions in the City. Pursue funding to provide forgivable home repair loans to homeowners and provide incentives for implementing environmentally sustainable upgrades of housing. Ensure quality and safety of St. Louis' new and existing housing stock by permitting, inspection, conservation, and hazard control efforts.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Local Businesses, Neighborhood Associations, Aldermen*

Strategy Type: *Policy, Partnerships*

STRATEGY 6

Experiment with new ways to raise funds and create partnerships to build sustainable and affordable housing

Provide funding for not-for-profit organizations with a source of funds for costs incurred during the early stages of real estate development projects in their neighborhoods. Create forums for business leaders to meet and develop investments in housing initiatives. Develop and encourage alternative models of home ownership, such as cooperatives and co-housing.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Nonprofits, Foundations, Neighborhood Associations*

Strategy Type: *Policy, Partnerships*

STRATEGY 7

Support the development of housing with embedded supportive services

Help households gain stability in areas such as employment, housing retention, parenting, and substance abuse challenges. Coordinate with chronic homeless programs.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Nonprofits, Medical Institutions*

Strategy Type: *Policy, Partnerships*

STRATEGY 8

Offer housing that is energy efficient and environmentally sustainable

Retrofit public housing with energy efficiency improvements. Implement a weatherization program. Retrofit lighting fixtures and/or replace bulbs with LEDs or CFLs. Install energy efficient appliances, water conservation measures in plumbing fixtures, building occupancy sensors, green or reflective roofing, and upgrade energy and HVAC systems. Offer energy audits and implementation guidelines for sustainable upgrades. Reduce exposure to environmental health hazards, such as lead-based paint and asthma triggers.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Local Businesses, Neighborhood Associations, Utility Providers*

Strategy Type: *Policy, Partnerships*

Objective H: Encourage Creative, Smart, and Sustainable Uses for Under-Utilized Land and Buildings

St. Louis faces many challenges in maintaining the appearance of its urban landscape and managing vacant parcels. The City has over 10,000 parcels that have come into public ownership involuntarily through tax foreclosure. Many of these are brownfields sites that are challenged by fears of costly environmental contamination. However, the City has a functional land banking system in the Land Reutilization Authority (LRA), support from state and federal agencies, several community land trusts, and an increasingly active set of private and nonprofit community development entities dedicated to the improvement and redevelopment of the City's property. With this extensive network already in place, the City has the potential to effect sweeping improvements to its urban landscape, that turn the City's many vacant parcels from a liability into one of its greatest assets. The City has an opportunity to study and enact bold policies that return underutilized parcels into active use, develop innovative and sustainable new uses, and provide communities with opportunities to provide input on the City's vacant land resources.

STRATEGY 1

Develop a Citywide strategic plan for maintaining and developing vacant land and property

Designate ideal and acceptable uses for the City's vacant land resources. Determine areas to concentrate development of business, housing, and natural resources. Designate areas for long and short-term urban agriculture uses, and community development. Facilitate land assembly and consolidation that encourages development.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Nonprofits, Private Developers, Higher Education*

Strategy Type: *Legislative, Policy, Planning*

STRATEGY 2

Actively market and publicize the available properties and buildings that LRA owns

Expedite the return of City owned vacant land to productive use by publicizing both ideal and all potential land uses for each LRA property according to the strategic plan for vacant land resources. Develop a database available to the public of all vacant land, status of environmental remediation, and desired ultimate use. Actively market properties as viable and profitable investments, some of which may be bolstered by future public investments and infrastructure improvements.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Land Banks/Land Trusts, Private Developers*

Strategy Type: *Policy, Planning*

STRATEGY 3

Provide special lot-purchasing programs and encourage creative temporary or permanent land uses

Utilize the "Lot Next Door" program to encourage landowners in blighted areas to improve the lot directly adjacent to theirs. Encourage community groups to lease or purchase property for community gardens and other uses. Utilize vacant storefronts and buildings for temporary use. Encourage art installation, events, and beatification of vacant buildings that are physically sound.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Land Banks/Land Trusts, Neighborhood Associations, Business Associations, Arts Institutions*

Strategy Type: *Policy, Planning, Partnerships*

STRATEGY 4

Continue to remove site contamination and promote brownfields redevelopment

Conduct environmental assessment and remediation to provide clean and competitive sites. Establish priorities for remediation of contaminated sites that correlate with the City's business and strategic plans. Identify state and federal cleaning and funding resources. Administer gap financing to facilitate key projects. Consider innovative remediation techniques, such as phytoremediation, and innovative uses for remediated properties. Consider implementing alternate uses, such as solar farms, district heating, and cooling systems.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *State/Federal Agencies, Neighborhood Associations*

Strategy Type: *Policy, Planning, Partnerships*

"Buy land, they're not making it anymore."
- Mark Twain

STRATEGY 5

Assess the viability of employing natural systems for remediation of contaminated land

Develop a pilot program to conduct bio-remediation, such as using wetland treatment on select contaminated sites downstream from contaminated parcels. Implement stormwater best management practices such as bioswales and native grasses to enhance the water quality in the City's runoff.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Nonprofits, Sewer District*

Strategy Type: *Policy, Operations, Partnerships*

STRATEGY 6

Maintain appearance of vacant land and abandoned properties

Enforce building, land, and housing codes and assess penalties to land owners that do not properly maintain their unoccupied properties. Levy a fee on absentee property owners to cover the costs of maintaining their vacant lots, similar to the aggressive fee schedules established by other cities to incentivize the prompt resale and redevelopment of vacant properties. Engage in aggressive housing code enforcement to remove blighting and deteriorated structures from neighborhoods. Coordinate with community associations and developers to report and maintain vacant properties.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Private Developers, Neighborhood Associations, Legal Community*

Strategy Type: *Policy, Operations*

OBJECTIVE H

Encourage Creative, Smart, and Sustainable Uses for Under-Utilized Land and Buildings

STRATEGY 7

Take action to eliminate illegal dumping and other environmental crimes

Continue to offer a free hotline for citizens to be rewarded for reporting illegal dumping and littering. Raise public awareness about the impact and consequences of illegal dumping. Ensure strong penalties to individuals and businesses engaged in environmental crimes. Utilize video cameras to help deter and identify illegal dumpers.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Business Districts, Neighborhood Associations, Environmental Organizations, Legal Community*

Strategy Type: *Legislative, Policy, Operations, Partnerships*

STRATEGY 8

Enhance community cleaning and beautification efforts

Engage neighborhoods and community organizations in cleaning, greening, and reforestation initiatives. Improve annual cleaning and greening events, and recruit additional volunteers for regular maintenance. Improve the appearance of mothballed buildings by encouraging murals, public art, gardens, and native plantings.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Federal Agencies, Arts Organizations*

Strategy Type: *Operations, Partnerships*

Objective I: Build a Vibrant, Community-Based Urban Agriculture Industry

Urban agriculture is a rapidly growing land use in American cities, and one that is widely supported because of its ability to deliver sustainable solutions to multiple urban challenges. Successful urban gardens, orchards, and farms reutilize tracts of vacant land, provide fresh, locally grown produce to underserved areas, provide jobs and skills training to local residents, and provide gathering places around which to build community. The City has an opportunity to be a leader in the growing urban agriculture movement because of its location, vacant land resources, strong existing land bank structure, skilled labor force, a wealth of local farmers markets, and rapidly growing community interest in urban agriculture. Several exceptional urban farms and organizations exist in the City, many of which provide community programs and services in addition to growing healthy local produce for distribution at local markets. The City is also home to a great number of community gardens, tended largely by residents and volunteers of all ages. Urban agriculture, at both large and small scales, provides opportunities for the City's diverse population to engage in a healthy, active lifestlye and build an economy and sense of community around locally-grown food.

STRATEGY 1

Facilitate urban agriculture practices with zoning code updates

Update codes to support urban agriculture uses. Allow opportunities for land assembly for the purpose of agriculture and urban orchards.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Restaurants, K-12 Schools, Nonprofits, Legal Community*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 2

Broaden the definition of acceptable forms of urban farming

Evaluate appropriate areas for vineyards, orchards, bee hives, duck, geese, rabbit, and chicken coops, sheep, pig, and livestock pastures in designated locations where there are large numbers of underutilized parcels. Develop policies and programs for residential use or maintenance of vegetation, as appropriate. Use raised beds for gardens and encourage testing for toxic metals in soils.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Nonprofits*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 3

Develop policies and programs that permit leasing of vacant lots for community gardens

Continue to allow community garden leases from the LRA. Develop a framework for granting gardens long-term leases of multiple contiguous LRA lots in exchange for community development requirements. Encourage the LRA to permit additional community gardens as temporary and long-term land uses for underutilized land.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Land Banks/Land Trusts, Neighborhood Associations, Nonprofits*

Strategy Type: *Legislative, Policy, Planning, Education, Partnerships*

STRATEGY 4

Ensure urban agriculture is a profitable, viable enterprise

Develop opportunities for urban and community farmers to aggregate produce to effectively sell to distributors throughout the region. Partner with grocery stores, sorting centers, and farmers markets to increase urban farmers' ability to process, distribute, and sell their produce locally. Create regional resource centers that provide tools, supplies, education, and support for community gardens and urban agriculture. Create an urban homesteading program that provides affordable housing affiliated with existing and new urban farms.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Local Grocery Stores, Urban Farmers, Farmers Markets, Nonprofits*

Strategy Type: *Partnerships*

STRATEGY 5

Partner with neighborhoods and developers to provide a community development aspect to urban agriculture

Develop urban farms as community gathering spaces that provide cooking classes, demonstration gardens, nutritional education, and skills-training to neighborhood residents. Promote community gardening as a means of living a healthy, active lifestyle. Use urban agriculture as a teaching tool about ecosystems, relationships, and eating what's in season. Develop public art, encourage the painting of murals, and hosting of entertainment and musical community events to enliven urban agricultural venues.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Local Grocery Stores, Urban Farmers, Farmers Markets, Nonprofits, Neighborhood Associations, Private Developers, Higher Education*

Strategy Type: *Planning, Education, Partnerships*

STRATEGY 6

Incubate innovative new urban agriculture ventures

Support entrepreneurship and innovation in urban farming. Develop techniques such as hydroponics, vertical farming, roof-top farming, and other experimental types of farms. Promote economic and social components of new ventures, including job training, youth development, and education.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations, Private Developers, Urban Farmers, Nonprofits, Higher Education*

Strategy Type: *Education, Partnerships*

Objective J: Facilitate Place-Based, Integrated Sustainability Planning

In order to achieve the many other goals that the City has developed for its urban character, vitality, and amenities, it is essential that the City continue to update and develop progressive new codes and ordinances that solidify the City's sustainability priorities. City ordinances, codes, and plans can make it easier for progressive citizens to develop and improve their properties and communities. The City has the ability to facilitate sustainability through its planning and zoning powers.

In addition, the City can continue to encourage the proliferation of planning on a smaller scale. Already many neighborhoods, business districts, individual streets, and parks have completed detailed master plans, form-based-code designations, ordinances, streetscape designs, and overlay districts that encourage sustainable growth to a great deal of specificity. The City can encourage this proliferation of sustainable planning activity, and help implement their prescriptions through policies, resources, and support.

STRATEGY 1

Engage in place-based planning and improvements around community anchors

Engage institutions, universities, schools, neighborhood associations, and corporations to develop long-term visions and short-term strategies that coincide with the equitable improvement of adjacent neighborhoods. Encourage investments by these institutions to establish safe, walkable public spaces, affordable housing, and inclusive business districts, as a means of improving their image, perception of safety, and land values. Consider natural resources, stormwater management, open space, and trees in integrated planning efforts. Partner with schools, libraries, and other institutions to develop increased community programming, and make existing facilities widely available to bring surrounding residents of diverse ages and demographics together.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Institutions, Community Development Agencies, Neighborhood Associations, Nonprofits*

Strategy Type: *Policy, Planning, Education, Partnerships*

STRATEGY 2

Use zoning and land-use planning to foster sustainable development

Update zoning and land-use plans to facilitate sustainable, compact, urban, multi-use, and multiple income uses. Facilitate the development of innovative and sustainable land uses, such as urban agriculture and live-work spaces.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Planning Organizations, Neighborhood Associations*

Strategy Type: *Legislative, Policy, Planning*

"... city areas with flourishing diversity sprout strange and unpredictable uses and peculiar scenes. But this is not a drawback of diversity. This is the point ... of it. "
– Jane Jacobs

STRATEGY 3

Employ form-based zoning to promote healthy, compact and active communities

Use form-based zoning practices to preserve urban street form, high density, and multiple uses. Support a mix of uses within districts and corridors, giving attention to surrounding uses, community needs and preferences, and availability of public facilities. Include built-to lines, maximum setbacks, mixed-use zoning, minimum/maximum building heights, and locating parking and garages at the rear of buildings.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Private Developers, Neighborhood Associations*

Strategy Type: *Legislative, Policy, Planning, Operations, Partnerships*

STRATEGY 4

Preserve neighborhood residential areas, and commercial and mixed uses on corners and major urban corridors

Promote quality design in new development, as well as building orientation, scale, massing, buffering, and setbacks that are area appropriate with the context, climate, and other environmental factors. Lessen the negative impacts of non-residential uses on residential areas through controls on noise, odors, and hours open to the public. Direct uses that serve as neighborhood focal points, such as libraries, schools, and cultural institutions, to designated land use features. Support the continued presence of small-scale, neighborhood retail and commercial services in Neighborhood commercial corridors.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Business Associations, Neighborhood Associations*

Strategy Type: *Legislative, Policy, Planning*

STRATEGY 5

Increase the effectiveness of major commercial corridors

Enhance the appearance of commercial façades. Promote standards that help make commercial districts and corridors viable for their intended purposes and markets, including: diversity of activity, safety for pedestrians, access to desirable goods and amenities, attractive streetscape elements, density and variety of uses to encourage walking, and architectural elements to add interest at the pedestrian level. Utilize land-use controls in order to assure a positive pedestrian experience for all uses and structures located in commercial districts and corridors. Develop standards for maximum occupancy, operating hours, truck parking, orientation to the street, provisions for increasing the maximum height of structures, lot dimension requirements, density bonuses, yard requirements, and enclosed building requirements.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Business Associations, Neighborhood Associations*

Strategy Type: *Legislative, Policy, Planning*

STRATEGY 6

Develop codes for transit-oriented development districts

Designate City areas as transit oriented development (TOD) districts. Develop land-use codes and progressive parking ordinances to ensure a dense, multi-use character. Use existing transit lines to attract new development, and use dense development in designated areas to justify location of new transit lines and increases in service.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighorhood Associations, Business Districts, Public Transit*

Strategy Type: *Legislative, Policy, Planning*

STRATEGY 7

Integrate sustainable parking practices into neighborhood and district plans

Establish maximum parking thresholds. Encourage above-ground structured parking facilities to incorporate development that provides active uses on the ground floor. Adopt parking standards in neighborhood business districts to seek more shared use of parking, and use of alternative transportation. Encourage shared commercial parking. Change requirements for surface parking to increase stormwater infiltration, include bike parking, reduce heat island effects, and other strategies to reduce environmental impacts.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Planning Organizations*

Strategy Type: *Legislative, Policy, Planning,*

OBJECTIVE J

Facilitate Place-Based, Integrated Sustainability Planning

STRATEGY 8

Incorporate sustainability in economic development programs

Require new development to satisfy the City's triple bottom line sustainability goals. Provide development resources and incentives for sustainable neighborhood development in existing nodes and areas near public transit.

Add triple bottom line components to awards for implementation of Tax Increment Financing Projects. Coordinate with City partners to determine the policies and incentives to use in order to achieve "growth in the center."

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Federal Agencies, Non-profits, Economic Development Organizations*

Strategy Type: *Policy, Planning, Partnerships*

Arts, Culture & Innovation

Arts, Culture & Innovation

St. Louis is located in a nationally, historically, and culturally significant location, rooted geographically at the confluence of America's two greatest rivers. From this location, St. Louis has maintained a pivotal role in much of America's history and culture since its settlement, making countless contributions to American music, dance, performance, art, history, design, architecture, building, landscape, literary arts, graphic design, crafts, and innovative new industries.

The City has developed a nationally significant collection of arts, cultural and historical sites and venues, a growing local creative innovation industry, quality artistic press, well acclaimed fine dining, and blossoming creative arts districts. A study commissioned by Americans for the Arts and the St. Louis Regional Arts Commission indicates that, in 2007, arts and culture was a $561 million industry, supporting 8,809 full time employees within the region. Furthermore, this arts and culture sector is growing, showing a 25% increase in economic activity and employment in the five years since 2002. In addition, St. Louis has three successful professional sports teams that attract millions of visitors to the City, and another $509 million in revenue (2010). Arts and culture is one of the St. Louis region's largest, most attractive and economically successful industries, and the City of St. Louis serves as the center of this regional asset.

EXISTING ASSETS

The City of St. Louis has a great concentration of arts and cultural facilities and venues that are well utilized through successful events, and which contribute significant vitality to the City and its economy. There are numerous "arts, culture and entertainment districts," including Downtown, which contains the Jefferson National Expansion Memorial (Arch Grounds), Old Courthouse, Old Cathedral and Gateway Mall, the Cardinals' Busch Stadium, Scottrade Center, America's Center, Peabody Opera House, Laclede's Landing, and Citygarden. There is also a strong concentration of cultural institutions in Grand Center, with Powell Hall, The Contemporary Art Museum, the Pulitzer Foundation for the Arts, the Sheldon Concert Hall, the Black Repertory Theater, and the Fox Theater. Forest Park contains five exceptional cultural facilities: the St. Louis Art Museum, the Missouri History Museum, the Municipal Theatre Association of St. Louis (Muny), the St. Louis Zoo, and the St. Louis Science Center. The City is also home to the world renowned Missouri Botanical Garden. These institutions have ensured that St. Louis has the most museums and libraries per capita of any large American city, according to stlworldclasscity.com.

In addition, the City has numerous emerging and established neighborhood arts and culture corridors, including the Grove, Cherokee Street, South Grand, Dr. Martin Luther King Boulevard, 14th Street in Old North, the Central West End, the Delmar Loop, and Washington Avenue. There are also emerging clusters of creative and innovative industries in the CORTEX area, Downtown, the Locust Business District, Midtown, the Central West End, and surrounding the Delmar Loop. Biosciences, design, information technology, and other industries are thriving in these areas because of investments and leadership from universities, venture capitalists, and City agencies. The City has also established numerous progressive policies to encourage the growth of arts, culture, and innovation, including the Metropolitan Zoological Park and Museum District (ZMD), a special tax for cultural institutions, and the 1% for the Arts Ordinance (City Ordinance 68793). In addition, the City has a strong regional collaboration for the arts, organized by the Regional Arts Commission, and the progressive Metro Arts in Transit public art partnership.

GOAL

The City of St. Louis aspires to grow its existing, vibrant, diverse and nationally significant arts, culture, entertainment, creative, and innovation industries, and leverage them in order to both deliver and reflect sustainability at the local level, and result in meaningful economic development opportunities for the community at large.

OBJECTIVES

A Utilize the Arts, Culture, Design, Creative, and Innovation Industries for Economic and Community Development

B Increase Affordable and Equitable Access to a Diversity of Arts and Culture

C Develop Multi-Use, Transit Accessible Arts and Cultural Districts

D Encourage Innovation through Smart Learning Hubs and Venture Capital

E Encourage Public Art and Design that Builds Vibrancy and Identity

F Promote and Develop Arts, Cultural and Innovation Facilities, Resources, and Events

G Build Arts, Design and Cultural Leadership, Volunteerism, Stewardship, and Funding

Objective A: Utilize the Arts, Culture, Design, Creative, and Innovation Industries for Economic and Community Development

Arts, culture and design, and the creative and innovation industries, constitute a major sector of the City's economy, and have the ability to bolster economic and community development strategies that give the City a competitive edge. Development in these sectors provides new jobs, contributes to the development of a skilled workforce, attracts new residents, increases real estate values, generates tax revenues, and stimulates tourism and consumer purchases. The City regularly draws local, regional, and national visitors for key civic, arts, cultural, and sports events facilitated by the Convention & Visitors Commission and the City Special Events Office. These events create tremendous vitality and excitement throughout the City. Arts and culture are also instrumental in fostering a sense of community and place. Bold programs and partnerships can further the development of the arts, design, culture, and the creative industries, and solidify the City of St. Louis as a national center of arts, culture, and innovation.

STRATEGY 1

Continue to attract and sponsor major arts, design, and cultural events

Facilitate major arts and cultural events as a way of bringing large numbers of tourists and activists into the City. Link events to local businesses, and seek coverage in local and national media outlets to build a positive image of St. Louis. Celebrate local innovators, artists, and cultural figures. Leverage St. Louis' unique jazz and blues heritage in order to increase tourism and local pride.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Visitors Commissions, Sports Teams, Arts and Cultural Institutions, Business Districts*

Strategy Type: *Planning, Operations, Partnerships*

STRATEGY 2

Market the City's arts, cultural, and innovative industries in order to attract and retain "young professionals" and the "creative class"

Market St. Louis as a location for exciting arts, design, and cultural experiences, opportunities, and affordable amenities through targeted nationwide advertising campaigns. Encourage local press to cover unique art, design, and cultural events that occur throughout the City.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Business Districts, Media Organizations, Cultural Institutions*

Strategy Type: *Policy, Partnerships*

STRATEGY 3

Include youth development and education within art and culture projects and programs

Use the City's existing public arts resources for youth development and as an educational guide. Enhance these resources to include more private art, and increase accessibility on the web, in social media, and in local news sources in order to encourage involvement in the arts and culture by local residents, visitors, and knowledge of these nationally significant resources.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Schools, Cultural Institutions, Local Artists*

Strategy Type: *Policy, Operations, Education, Partnerships*

STRATEGY 4

Encourage the development of affordable artist housing, studios, and venues

Target artists and the creative industries to bring economic and community development to neighborhoods and districts. Coordinate artists' needs with those of developers and communities. Increase the connections between the arts and culture sector and other sectors of the economy by providing information about locally available resources and assets.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Community Organizations, Culture & Arts Districts, Developers, Local Artists*

Strategy Type: *Planning, Partnerships*

OBJECTIVE A

Utilize the Arts, Culture, Design, Creative, and Innovation Industries for Economic and Community Development

STRATEGY 5

Diversify the City's range of arts, creative, and innovation industries

Encourage the development of technology-based creative and innovation industries, and support opportunities related to the film industry in the City. Develop the intersection of locally grown food and art as a centerpiece of St. Louis City pride, worthy of national recognition.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Local Businesses, Cultural Institutions, Professional Arts/Cultural/Industry Organizations*

Strategy Type: *Policy, Planning, Partnerships*

STRATEGY 6

Develop a long-range "arts, culture and innovation" policy and master plan

Develop an "arts, culture, and innovation" policy and master plan that aligns with the City's economic and community development approach. Study the economic, environmental, and social impact of the arts, design, and cultural industry in the City. Clearly define the role in the planning, development, operation, and management of arts, cultural, and entertainment districts, facilities, and events.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Cultural Institutions, Professional Arts/Cultural/Design Organizations, Local Businesses, Local Artists*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 7

Encourage sustainable practices and community-wide leadership

Require art, cultural, and educational institutions and sports teams to establish recommended sustainability policies and practices as a condition for the receipt of public funds or services. Utilize art and culture to promote health, wellness, and social equity by emphasizing exercise and fitness.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Cultural Institutions, Health Institutions*

Strategy Type: *Policy, Operations, Partnerships*

"The sign of a great state or a great city is the strength of its cultural life."
- J. Clayton Hering

Objective B: Increase Affordable and Equitable Access to a Diversity of Arts and Culture

St. Louis has a nationally acclaimed and innovative funding system in place through the Zoo Museum District. This special tax district allows the major cultural institutions of the St. Louis Zoo, Art Museum, Science Center, Missouri Botanical Garden, and Missouri History Museum to provide the general public with free access to parts of their facilities and/or exhibits. These cultural assets are, in general, accessible to people from across the City because of their central location near MetroLink stops and interstates. However, more transit connections need to be provided to facilitate and ensure equitable access. In addition, many of the City's neighborhoods have developed small arts and cultural community groups, often with a national reputation, like the City Museum. However, some neighborhoods lack the necessary supplies, facilities, and funds to provide residents with affordable arts and cultural programs. By providing free public access to all major arts and cultural institutions, and facilitating the accessibility and growth of neighborhood arts groups throughout the City, citizens of all racial, age, and socio-economic groups can have access to the arts expertise of others, and the opportunity to create art of their own.

STRATEGY 1

Provide affordable after-school, summer sports and arts camps

Offer free or low-cost programs that include diverse arts, cultural, and creative after-school and summer programs in more locations throughout the City. Form partnerships with local artist groups/venues, such as one recently developed with the Stray Dog Theater to deliver arts programs to children. Expand existing scholarship programs so that more youth can afford arts programs.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Community Arts Institutions, K-12 Schools, Community Organizations*

Strategy Type: *Education, Partnerships*

STRATEGY 2

Ensure existing arts and cultural events and venues are easily accessible

Provide public transit options with realistic travel times and affordable ticket prices to major arts and cultural events. Develop a special "Arts Pass" or "Event Pass" that residents and visitors can purchase for a reduced rate on the date of significant Citywide events to supplement existing special ticket price initiatives.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Public Transit, Arts Districts*

Strategy Type: *Policy, Operations, Partnerships*

STRATEGY 3

Provide all residents with access to basic arts and cultural amenities, experiences, events, instruction, and resources

Commission a survey of the location of arts amenities throughout the City. In under-represented areas, identify the specific "barriers to cultural and arts participation" and develop an action plan for providing arts amenities or access to the arts in these underserved areas. Ensure access to art in public places, affordable studios and rehearsal spaces, teaching facilities, exhibition and performance venues, and lifelong education opportunities.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Arts Districts, Nonprofits*

Strategy Type: *Planning, Operations, Partnerships*

STRATEGY 4

Support the expansion of the Zoo Museum District (ZMD) to additional venues

Include other cultural attractions within an expanded ZMD while maintaining the existing high standards and national significance of these institutions.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits*

Strategy Type: *Planning*

"Only through art can we get outside of ourselves and know another's view of the universe which is not the same as ours and see landscapes which would otherwise have remained unknown to us like the landscape of the moon."
- Marcel Proust

OBJECTIVE B

Increase Affordable and Equitable Access to a Diversity of Arts and Culture

STRATEGY 5

Ensure all residents have access to information about arts and cultural events

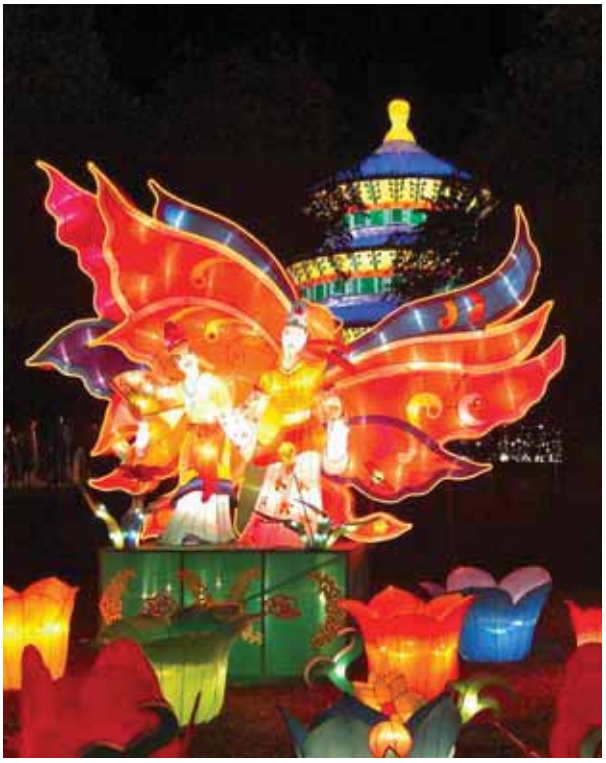
Share arts and cultural information on public forums, and promote events in publications, and web sources.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Culture & Arts Institutions*

Strategy Type: *Policy, Partnerships*



Talent, Tolerance and Technology…"To attract creative people, generate innovation and stimulate economic growth, a place must have all three."
- Catalytix, Inc., a Richard Florida Creativity Group

Objective C: Develop Multi-Use, Transit Accessible Arts and Cultural Districts

The City of St. Louis has a wealth of established and developing arts, cultural, and entertainment districts where high densities of cultural enterprises, active venues, creative workers, and visitors create an exciting and vibrant atmosphere. The majority of these districts, such as Grand Center and Midtown, Cherokee Street, The Grove, Locust Business District, and Washington Avenue, continue to grow, as cultural venues and creative arts entrepreneurs relocate to these areas. These areas can be further enhanced by providing retail shopping and services needed by neighborhood residents. In many cases, this growth has been successfully choreographed by the City, developers, business associations, and community improvement districts to emphasize public safety, rehabilitation of historic buildings, and selection of tenants that contribute to district character. Prioritizing developing arts and cultural areas for additional improvements and support, and encouraging creative districts to develop plans to ensure that they are environmentally sustainable, accessible, and affordable to a diverse set of artists and patrons, can nourish and bolster efforts.

STRATEGY 1

Ensure arts and cultural districts are multi-use, walkable, and well-served by transit

Encourage implementation of existing cultural district and neighborhood plans that ensure they remain active, accessible, walkable, and vibrant places to live, work, and play.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations, Business Associations, Cultural Districts*

Strategy Type: *Planning, Operations*

STRATEGY 2

Facilitate development of arts, culture, and innovation TODs

Encourage artist housing, new arts and cultural venues, technology, and innovative industry hubs at future TOD sites. Consider using streetcars to connect special arts districts and streets, thereby expanding upon developing efforts, such as those on the Loop, to other cultural areas such as the CWE, Grand Center, Downtown, and where otherwise applicable.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Cultural Districts, Community Organizations*

Strategy Type: *Planning, Operations, Partnerships*

STRATEGY 3

Encourage synergies within arts and cultural development

Cluster arts and creative industry incubators, artist housing, studios, and venues in select neighborhoods and districts. Encourage artist, cultural, and innovation industry groups to form clusters in multi-use districts, and to re-use or rehab historic and culturally significant structures.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Cultural Institutions, Non-profits, Business Associations*

Strategy Type: *Policy, Planning, Partnerships*

STRATEGY 4

Ensure arts and cultural districts remain affordable and diverse

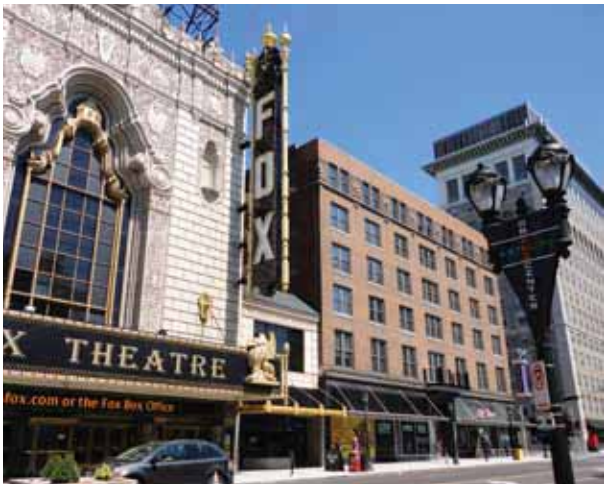
Encourage the construction and retention of affordable housing, artist studios, and small businesses. Ensure that local community development, business associations, and community improvement district bodies successfully coordinate the growth of arts and cultural districts in a way that facilitates the growth and retention of minority and women-owned creative and innovation businesses.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Community Organizations, Business Associations*

Strategy Type: *Policy, Planning, Partnerships*



STRATEGY 5

Target developing arts and cultural districts for streetscape and public space improvements

Encourage the creation and implementation of streetscape and public space plans that promote walkability and a distinct identity for cultural arts districts throughout the City. Encourage complete streets design and include distinctive street lights and furniture.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Community Development Organizations, Local Business and Cultural Districts*

Strategy Type: *Planning, Partnerships*

"Artists, whatever their medium, make selections from the abounding materials of life, and organize these selections into works that are under the control of the artist.... In relation to the inclusiveness and literally endless intricacy of life, art is arbitrary, symbolic and abstracted. That is its value and the source of its own kind of order and coherence."
– Jane Jacobs

Objective D: Encourage Innovation through Smart Learning Hubs and Venture Capital

As digital technology transforms the nation's commerce, culture and community, the City of St. Louis continues to develop its emerging innovation industries in the CORTEX area, Downtown, the Locust Business District, Midtown, the Central West End, and the Delmar Loop areas. While the reasons behind the location of innovation enterprises are complex, the City has many attributes that make it an ideal location in the region, including a great urban environment well served by mass transit, a strong creative class workforce, an outstanding collection of historic buildings well-suited to renovation for creative enterprises, a nationally and internationally significant collection of educational and research institutions and facilities with highly educated talent, and an emerging venture capital market and funding support for start-ups. The City has a great opportunity to facilitate and concentrate these creative and innovation industries into Smart Learning Hubs, well served by high-speed fiber-optic cable technology and transit. By building networks of confidence among public, private, community, and civic leaders, the City can develop a national and international support system for research and creativity, and the conditions for continuous learning and innovation.

"Happiness lies in the joy of achievement and the thrill of creative effort."
- Franklin D. Roosevelt

STRATEGY 1

Develop smart learning hubs as centers of research and innovation

Develop innovation districts that offer modern spaces and a concentration of intensive knowledge-based activities. Build or retrofit existing research, medical and biosciences centers with necessary technology and community infrastructure. Ensure that innovation districts have high quality urban amenities, are multi-use, walkable, attractive, and foster collaboration within a high quality workforce.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Cultural Institutions, Business Associations, Higher Education*

Strategy Type: *Planning, Partnerships*

STRATEGY 2

Improve access to smart technology in all innovation districts and corridors

Embed high speed broadband fiber optics, Wi-Fi, creative way-finding, and transit signage equipment into street infrastructure so that all buildings have affordable access. Coordinate with major street and infrastructure projects to realize synergistic savings.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Tech/Smart Infrastructure Companies, Cultural Districts*

Strategy Type: *Planning, Operations, Partnerships*

STRATEGY 3

Facilitate venture capital and human capital support for smart learning hubs

Provide the necessary financial support to grow businesses, and the human capital of knowledgeable workers. Provide and expand opportunities for the workforce to receive necessary digital and research training.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Nonprofits, Education Institutions, Business Associations, Higher Education*

Strategy Type: *Operations, Education, Partnerships*

OBJECTIVE D

Encourage Innovation through Smart Learning Hubs and Venture Capital

STRATEGY 4

Develop a systematic commitment to creating a culture of innovation

Develop regulations and economic incentives that attract innovative industries to the City, and encourage the growth of start-ups. Consider zoning regulations that allow for research and technology-oriented land uses. Exhibit leadership to ensure innovation is a frequently discussed issue and a funding priority. Encourage all government and business entities to nurture a culture of innovation in the City.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Business Development Organizations, Cultural Institutions and Districts, Schools, Higher Education Institutions*

Strategy Type: *Policy, Planning, Operations, Education, Partnerships*

STRATEGY 5

Create a social and environmental innovation research lab for sustainability

Establish a nationally significant social and environmental sustainability urban research center. Investigate and educate in the expanding fields of biomimicry and biophilia. Expand developments in these areas into educational initiatives and architectural and industrial design that incorporates sustainable natural systems. Take advantage of the City's nationally and internationally significant research and educational institutions, and their commitment to sustainability.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Cultural and Education Institutions, Local Artist and Designers, Local Sustainability Organizations*

Strategy Type: *Education, Partnerships*

Objective E: Encourage Public Art and Design that Builds Vibrancy and Identity

St. Louis has a strong public arts program that has significantly improved the appearance of infrastructure and public space in many places throughout the City. For instance, the Gateway Foundation has for years located public art throughout the City, and recently funded, developed, and now maintains the internationally acclaimed Citygarden. In 2010, the City passed an ordinance that sets aside 1% of all built projects that receive City funds into a Public Arts Trust Fund to be administered by the Regional Arts Commission. This ensures that public art and design of the highest quality has a place in public and private developments for years to come. The ordinance also requires that 50% of the funds generated by a project be used within the project, and 25% in the surrounding neighborhood at large. Similarly, the Metro Arts in Transit partnership funds high quality public art in and around the City's transit infrastructure. Encouraging additional, innovative, public art that enhances City spaces, develops a cohesive visual identity for the City, engages communities in expressing their historic, cultural and arts traditions, and beautifies neighborhood spaces, can further add to the City's arts stature.

STRATEGY 1

Use distinctive public art, architecture, landscape, and streetscape to build City and neighborhood identity

Develop distinct public art along prominent streets and in public spaces in each of the City's neighborhoods. Take residents' preferences into account and use local artists where possible to build neighborhood pride as well as identity. In this manner, the City's districts and neighborhoods can reinforce their uniqueness, image, and branding, and attract additional residents and visitors. Enforce anti-vandalism laws to protect public and private property and make it widely understood where public art is permitted.

Showcase information about neighborhood art installations on the web, in order to publicize the diversity and richness of arts in the City to a wide audience.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Nonprofits, Neighborhood Associations, Community Development Organizations, Local Artists*

Strategy Type: *Policy, Planning, Education, Partnerships*

OBJECTIVE E

Encourage Public Art and Design that Builds Vibrancy and Identity

STRATEGY 2

Implement the 1% for public art program

Ensure that the 1% for public art ordinance (ordinance 68793) is implemented Citywide. Ensure that the selected public art is of the highest quality and creativity, involves the community, is appropriate for St. Louis, uses best practices of sustainable materials and construction, and can be maintained over the long-term.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Arts Institutions, Artists, Neighborhood Associations*

Strategy Type: *Partnerships, Policy*

STRATEGY 3

Expand arts and cultural events and outdoor programs

Enliven arts, cultural, and innovation districts with events and celebrations featuring additional street vendors, performers, and temporary installations. Highlight the community's existing cultural assets by increasing their presence on the street and in highly visible public forums.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Cultural Institutions, Local Artists, Neighborhood Associations*

Strategy Type: *Operations, Education, Partnerships*

OBJECTIVE E

Encourage Public Art and Design that Builds Vibrancy and Identity

STRATEGY 4

Use temporary public art projects and programs to revitalize underutilized City areas

Sponsor large scale public installations that fill empty lots and buildings with art, and encourage the revitalization of neighborhoods. Combine installations with community education, youth, and volunteer programs.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Land Trusts/Land Banks, Neighborhood Associations, Nonprofits, Cultural Institutions, Local Businesses*

Strategy Type: *Policy, Partnerships*

STRATEGY 5

Develop a long-range public art and design plan

Establish priorities for public art and design projects, events, and locations for the next fifteen years. Include guidelines for achieving sustainability in the City's Public Art Program. Permit and encourage new and innovative forms of public art and design that reflect environmental values, such as recycled art, dumpster art, and public art with green components, such as native plantings and agriculture. Empower organizations that seek to beautify the City through murals, and establish designated areas for street art. Develop strategies to study and improve the functioning of existing public art pieces and poorly functioning public spaces. Collaborate with the Board of Public Service to develop and ensure proper quality and maintenance of public art and memorials.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Art Institutions, Neighborhood Associations*

Strategy Type:
Legislative, Policy, Planning, Operations, Education, Partnerships

OBJECTIVE E

Encourage Public Art and Design that Builds Vibrancy and Identity

STRATEGY 6

Foster art and design that beautifies public transit

Provide opportunities to include distinctive art on Metro trains and buses that celebrate the City's cultural assets and diverse neighborhoods. Feature public art at all station sites to provide encouragement for ridership and surrounding development, and use art installations to beautify metro infrastructure and associated public spaces. Develop public art that activates and beautifies greenways and parks, especially at community entry points.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Public Transit, Local Artists, Nonprofits*

Strategy Type: *Operations, Partnerships*

STRATEGY 7

Encourage collaborations that build places and destinations through art

Build a collaboration between the City's arts institutions to use public art to develop active and permanent places for communities to enjoy. Develop public-private partnerships, such as those used in Citygarden, to leverage investments in public art and placemaking.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Public Transit, Business/Arts/Culture Districts, Culture & Arts Institutions, Local Artists*

Strategy Type: *Planning, Education, Partnerships*

Objective F: Promote and Develop Arts, Cultural and Innovation Facilities, Resources, and Events

The City is undergoing a proliferation of new artists, artist groups, and cultural organizations, but many throughout the City and region are unaware of these exciting new developments and how to access them. In addition, many aspiring artists and arts venues currently lack the facilities, capital, connections, or information about existing resources that they need to follow their aspirations. The City and its partners can promote events and provide resources to artists throughout the region in order to enhance the rich tapestry of artistic and creative industries that is developing in the City, and ensure that all have the information and means to access it.

STRATEGY 1

Revitalize existing, and develop new arts and cultural facilities

Enable arts and cultural facilities to expand and renovate in order to match their growing audience's needs. Expand arts and cultural community programs to reach a greater proportion of the City's population. Leverage arts and cultural assets to raise capital for improvements. Enhance programs that provide small business support, assistance with regulatory requirements, resources for finding locations, and coordination with City services.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Culture & Arts Institutions, K-12 Schools*

Strategy Type: *Planning, Education, Partnerships*

STRATEGY 2

Encourage the expansion of arts and cultural events and showcases

Grow Earth Day Festival, 4th of July Festival, Festival of Nations, Blues Festivals, Pride Fest, and all special holiday celebrations that activate City spaces and celebrate diversity. Develop new festivals in public spaces that link to heritage and art. Allow a thorough but timely permitting process for community, arts, and cultural groups seeking to hold events on city streets and public property. Reduce the environmental impact of events by providing recycling and composting bins, and protecting plantings and trees.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Sports Teams, Neighborhood Associations, Cultural Institutions*

Strategy Type: *Operations, Partnerships*

STRATEGY 3

Create a Citywide "art and design week"

Expand the art and culture profile of the City of St. Louis with an Art and Design Week that coordinates with existing arts fairs to attract artists and innovators from art, design, architecture, fashion, and related fields. Showcase the range and diversity of arts, cultural, entertainment, and historic places and activities to a national audience. Encourage events and showcases that sell local art.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Professional Organizations, Culture & Arts Institutions, Business Associations*

Strategy Type: *Planning, Operations, Partnerships*

STRATEGY 4

Develop a cohesive, Citywide national marketing strategy

Encourage press and public coverage of arts, culture and innovation news, exhibits, conferences, and publications. Increase the City's marketing effort to promote arts, cultural, entertainment, and historic preservation amenities to residents and local, national and international audiences.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Cultural & Arts Institutions, Business Associations, Visitors Associations*

Strategy Type: *Planning, Operations*

STRATEGY 5

Expand existing online resources for information on arts and culture

Provide a centralized, multimedia arts and cultural calendar and map with a presence online and in social media. Increase the exposure of local artists and events. Expand the existing networks for finding performance, exhibition, studio, and live/work space.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Local Web/Tech Developers, Cultural Institutions*

Strategy Type: *Operations, Partnerships*

STRATEGY 6

Develop a "homesteading" live/work program

Consider providing artists and creative/innovative industry entrepreneurs with the hard and soft infrastructure to support their careers/businesses and to increase their engagement within the community. Provide access to affordable historic structures, raw space, and City-owned vacant properties for use as studio spaces. Provide incentives, such as waiver of permit and tax abatements, that encourage renovation and new construction. Provide low interest and forgivable loans to artists with high quality work or established business plans to begin new enterprises. Develop a system that forgives artist loans after an artist continues to stay and work in the City for a period of several years. Develop public and private artist relocation agencies for growing arts and innovative endeavors. Market the City's accommodations for artists to a national audience.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Local Artists, Culture & Arts Institutions*

Strategy Type: *Policy, Planning, Operations, Partnerships*

STRATEGY 7

Assist artists, cultural groups, and venues, in the promotion of their work

Provide artists with promotional support, such as a reception with local artists and galleries, free website listings, listing in the St. Louis visitor's guide, and features on local television. Develop revolving loan funds to support small/creative events and provide opportunities for local artists to exchange their art for other goods through an art barter program.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Cultural & Arts Institutions, Nonprofits*

Strategy Type: *Partnerships*

"The arts are at the heart of our national life. It is through our music, our literature, our art, drama and dance that we tell the story of our past and we express our hopes for the future."
– Michelle Obama

Objective G: Build Arts, Design and Cultural Leadership, Volunteerism, Stewardship, and Funding

Much of the activity that occurs in and around the arts in St. Louis is coordinated, staffed, and sponsored through creative arrangements. Many of the City's great cultural institutions are funded primarily through private donors and tax revenue from the Zoo Museum District (ZMD). These institutions and smaller organizations rely heavily on volunteer support and locally-developed leadership that would benefit by additional support. For instance, the Regional Arts Commission (RAC) has developed the Community Arts Training (CAT) Institute to train socially-conscious arts practitioners, the Arts Commandos program to provide community groups with arts volunteers, and multiple regional conferences for the arts. These programs help arts organizations throughout the City increase their coordination, and develop youth and young professionals into future leaders in the arts.

STRATEGY 1

Provide leadership training in community oriented arts

Support and enhance the capacity of the RAC and other cultural and educational institutions to provide capital, networking opportunities, and support to local artists. Provide skills and exposure to those who are interested in pursuing careers in the arts and cultural business and nonprofit management. Develop a skilled workforce of creative entrepreneurs through training and professional development courses.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Education Institutions, Schools, Nonprofits, Culture & Arts Institutions*

Strategy Type: *Education, Partnerships*

STRATEGY 2

Foster collaboration between arts and cultural organizations to share knowledge and build capacity

Provide educational workshops and training, especially among emerging arts and cultural groups, creative enterprises, and artists. Expand programs that provide grants, operational support, and technical advice to a diverse group of aspiring arts and cultural organizations throughout the City.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Business Associations, Local Artists, Culture & Arts Institutions*

Strategy Type: *Education, Partnerships*

STRATEGY 3

Harness community energy and interest in the arts through volunteer programs

Provide eager volunteers to arts projects throughout the City. Offer services to arts groups in need of additional assistance. Involve cultural and educational institutions to attract additional volunteers and organizers. Create forums, groups, neighborhood meetings and events to bring artists and young professionals together to engage in the development of the arts.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Culture & Arts Institutions, Professional Associations, Volunteer Associations, Neighborhood Associations*

Strategy Type: *Education, Partnerships*

STRATEGY 4

Involve artists and the "creative class" in the community

Arrange for artists to form partnerships with local schools, after-school programs, and youth development organizations. Utilize arts as an educational tool that teaches a cohesive lifestyle, including healthy eating, physical activity, the natural environment, and life sciences.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Professional Associations, Schools, Higher Education Institutions, Culture & Arts Institutions*

Strategy Type: *Partnerships*

STRATEGY 5

Support small/mid-sized community arts and cultural organizations and individual artists

Utilize private and foundation funding, a revolving fund, arts districts, public set asides for arts, and federal and private grants as a way of increasing funding for small and mid-sized arts and culture organizations. Encourage arts and cultural organizations that benefit from City financial support to create space for and access to facilities for small and medium sized art and cultural organizations.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Arts Districts, Neighborhood Associations, Nonprofits, Foundations*

Strategy Type: *Partnerships*

STRATEGY 6

Develop partnerships to find new venues for artists and creative industries

Encourage artists to develop partnerships with businesses and public agencies for the purpose of commissioning works, establishing artist residencies, developing exhibits for public buildings, and assisting with public art maintenance. Develop partnerships between artists, creative industry leaders, low income housing developers, and urban agricultural organizations to beautify and create community in these developments. Assist artists in coordinating with municipalities and government organizations. Conduct an ongoing forum for developing ideas for community art, and allowing active artists to discuss and find additional resources for their work.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Community Development Associations, Foundations, Nonprofits*

Strategy Type: *Partnerships*

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Empowerment, Diversity & Equity

Empowerment, Diversity & Equity

The City of St. Louis is home to many diverse ethnicities, religions, ages, lifestyles, and affiliations that add character to and activate the City in many wonderful and significant ways. It is well known that a cosmopolitan city that embraces, empowers, and builds upon its diversity tends to be more creative, equitable, entrepreneurial, and resilient to changes in the economy. Thus, it is important to celebrate the added value that diverse groups provide to the City of St. Louis, and to acknowledge that people – the City's social capital - are its greatest asset. All must take steps to empower the City's diverse population, encourage all people to continue their celebratory events, expand their enterprises, and to develop both personally and professionally in the City of St. Louis.

The City's greatest strength is embedded in its history as "a city of neighborhoods." Many of the City's diverse neighborhoods, such as The Hill, Cherokee Street, Dogtown, Old North and The Ville, contain a strong local history, cuisine, and unique street festivals that celebrate heritage and culture in a way that people from across the city, region and nation can enjoy. Notwithstanding these strengths, inequities exist between different ethnicities in the City, and there is an opportunity to integrate underserved groups more fully into the community. In 2009, the percentage of the City's population living in poverty was 14.7% for white, non-hispanic residents, and 38.6% for black residents. In addition, minority groups tend to live in areas that contain fewer amenities and services, have lower annual incomes, and spend more time unemployed than do white citizens. Disadvantaged citizens are also the least likely to participate in the City's political process, to vote, attend meetings, or form community groups. In order to reverse these disparities, we can provide those who are disadvantaged with resources to increase stability, improve their neighborhoods, and provide paths for upward mobility. Providing opportunities for people of all ages - from youths to seniors - to successfully live, work, learn, and play in the City is critically important. Creating educated and equitable workforce will continue to attract business and economic development to the City, as well as new residents and tourists to its diverse and vibrant neighborhoods.

EXISTING ASSETS

St. Louis has witnessed diverse alternative lifestyle and ethnic groups that have successfully built strong neighborhoods with an exciting array of cultural amenities and events in the City. This builds upon the City's history of different groups settling, building, and rehabilitating to create vibrant neighborhoods. As diverse groups have settled and expanded, the City has gained an incredibly rich intellectual and social capital, based around the City's many universities, research and cultural institutions, nonprofits, and corporations. These groups enjoy the resources and support of many existing governmental agencies and social programs for the needy, underserved, and under-represented.

St. Louis has numerous nationally recognized social programs, including the City of St. Louis Continuum of Care for Ending Homelessness, a partnership of over 60 organizations and individuals, and the International Institute of St. Louis, which has helped settle over 3,500 refugees since 2002. The City has a successful Senior Care program in the St. Louis Area Agency on Aging (SLAAA), and many organizations focused on delivering youth and family programs. These include the St. Louis Jobs Corps, Better Family Life, the St. Louis YMCA, the St. Louis Urban League, and St. Louis Public Schools, which offer remedial education and enrichment programs, such as the Fresh Start Academy.

In 2012, the City received a 100% rating for LGBT inclusion in the Human Right's Campaign Municipal Equality Index (MEI). The MEI rates cities on criteria in categories of: non-discrimination laws; relationship recognition; the municipality's employment practices; inclusiveness of city services; law enforcement; and municipal leadership.

The City also has strong affordable housing programs operated by local, state, and federal bodies. The St. Louis Development Corporation has a successful Brownfields program, and the City has established the acclaimed "Lead Safe St. Louis" program to ensure none of its diverse population are affected by lead toxins. The City has an impressive record of civic engagement and a steady appearance in the top 10 of American cities for its volunteer rate and private philanthropy.

GOAL

The City of St. Louis aspires to empower its social and human capital by strengthening its social, cultural, and economic diversity and creating a higher level of respect and civic participation in order to attract, support, and facilitate dialogue, urban innovation, population, and jobs, in order to create an equitable, transparent and inclusive environment for those who live, work, learn, and play in the City.

OBJECTIVES

A Embrace the Value of Diversity, Aspire towards Equity, and Attract and Retain a Diverse Population and Culture

B Encourage Civic Engagement, Transparency, and Leadership

C Promote Youth Development, Education, Engagement, and Empowerment

D Promote Senior Civic Involvement, Empowerment, and Intergenerational Engagement

E Reduce Homelessness, and Support Low Income Families and the Unemployed

F Ensure Equal Access to Amenities, Business Opportunities, Transportation, and Safe and Healthy Neighborhoods

Objective A: Embrace the Value of Diversity, Aspire towards Equity, and Attract and Retain a Diverse Population and Culture

Diverse ethnic groups have played an instrumental role in the growth of St. Louis. The historic French and Spanish populations that originally fueled the growth of Soulard, Germans, Irish in Dogtown, Italians on the Hill, the Bosnians in Bevo Mill, Latinos on Cherokee Street, and African Americans in The Ville and throughout the City, have each brought areas of diversity, interest, and culture. By celebrating ethnic diversity and lifestyle choices as some of the City's greatest cultural, social, and economic assets, the City will promote a sense of inclusion. City agencies, such as the Civil Rights Enforcement Agency (CREA), the Office on the Disabled, and Disadvantaged Business Enterprise (DBE), and numerous nonprofit organizations, such as the International Institute, provide services intended to empower, protect, and retain the City's diverse population. These services are instrumental in facilitating the growth of diversity, ensuring all of the City's people have an opportunity to succeed, and attracting new immigrants to contribute additional economic, social, and cultural vitality to the City.

STRATEGY 1

Support and strengthen programs to retain the City's diverse population

Acknowledge the diversity and multi-racial character of all St. Louisans. Enhance amenities and awareness of existing assets that serve and appeal to people of diverse ethnic and social groups. Develop initiatives designed to serve and appeal to families with children. Develop retention initiatives in education and affordable housing.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Higher Education Institutions, Business Associations*

Strategy Type: *Policy, Education, Partnerships*

STRATEGY 2

Conduct an open dialogue within the community, educational institutions, and businesses about race, gender, class, and lifestyle differences

Encourage and support initiatives which address the City's racial, social, economic, and environmental justice issues. Increase opportunities for employees to participate in educational activities regarding diversity and inclusion. Make diversity training mandatory in workplaces and schools.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *State Agencies, Schools, Cultural Institutions, Nonprofits*

Strategy Type: *Legislative, Policy, Education, Partnerships*

STRATEGY 3

Enhance opportunities available for minorities, women, and the disadvantaged

Increase the number of women and minorities in positions of seniority in businesses, local governments, and nonprofit organizations. Support and nurture minority and woman business enterprise programs to assist firms with workforce inclusion.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Business Development Agencies, Nonprofits, Federal Agencies*

Strategy Type: *Legislative, Policy, Partnerships*

STRATEGY 4

Establish St. Louis as a community of opportunity for all lifestyles

Raise awareness and celebration of LGBTQ (lesbian, gay, bi-sexual, transgender, & questioning) lifestyles through Pride St. Louis events and LGBTQ-friendly venues and support centers.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Neighborhood Associations, Cultural & Arts Institutions.*

Strategy Type: *Education, Partnerships*

OBJECTIVE A

Embrace the Value of Diversity, Aspire towards Equity, and Attract and Retain a Diverse Population and Culture

STRATEGY 5

Offer a variety of cultural events and awareness programs that celebrate diversity in the City of St. Louis

Facilitate diverse arts and cultural events and celebrations that celebrate ethnic, racial, sexual, and social diversity.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Nonprofits, Foundations, Neighborhood Associations, Cultural Institutions, Arts Institutions*

Strategy Type: *Operations, Education, Partnerships*

STRATEGY 6

Assist those who immigrate to the City of St. Louis and seek to attract new, diverse residents

Create programs that ease the process of immigrating, assimilating, and developing local connections in the City. Provide resources and translation services in foreign languages. Create an Immigrant Advisory Committee to advise City leadership on policies and services affecting immigrants.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *State/Federal Agencies, Higher Education Institutions, Cultural Institutions, Nonprofits*

Strategy Type: *Legislative, Policy, Partnerships*

STRATEGY 7

Enforce civil and equal rights for all

Seek to eliminate instances of bias-motivated incidents in the community. Address wage recovery issues, inequities in hiring, layoffs, salaries, and advancement, fair housing violations, redlining, and predatory lending. Advocate for accessibility, and provide resources to ensure that St. Louis is welcoming to residents and visitors with all forms of disabilities and special needs. Actively work to retain people living in a safe, healthy community with a good quality of life, and then provide incentives for others to join them in a sustainable community that is diverse in all aspects, including income.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *State/Federal Agencies, St. Louis County, Nonprofits, Business Associations*

Strategy Type: *Legislative, Policy, Operations*

"... city areas with flourishing diversity sprout strange and unpredictable uses and peculiar scenes. But this is not a drawback of diversity. This is the point ... of it."
– Jane Jacobs

Objective B: Encourage Civic Engagement, Transparency, and Leadership

St. Louis citizens have historically participated in the civic process at very high rates. A majority of citizens tend to turn out to vote in national elections, and at a lesser but still above average level for state and local elections. Public meetings held both by City government and by community groups tend to be well attended, and the City has numerous activist groups that raise local and national issues with wide-ranging support. In addition, St. Louis consistently ranked as one of the top 10 cities in the nation, in the past three years, for volunteer participation (31.3% of the population), and charitable donations by household. In general, St. Louisans are highly capable of voicing their opinions on the issues that concern them, and are able to generate sufficient popular interest from areas and populations that generally have low levels of civic participation. Expanding civic engagement opportunities in areas and among populations that have had historically lower levels of involvement will lead to better represention of citizenry. In general, and nationwide, the groups that are most disadvantaged and rely most heavily on public programs of support are the least likely to be involved in the very civic processes that determine the fate of their families and neighborhoods. The City and related advocacy groups can continue to develop initiatives and facilitate existing outreach to target the growth of civic activity in areas exhibiting low involvement.

STRATEGY 1

Involve the public in decisions that are relevant to their communities

Expand instances of neighborhood town meetings, forums, workshops, festivals, block parties, referenda, and community polling. Create neighborhood-level committees, neighborhood green teams, and allow neighborhood association representatives to review budgetary decisions, assess, revise, and vote on the adoption of local policies.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Neighborhood Associations, Local Businesses*

Strategy Type: *Legislative, Policy, Education*

STRATEGY 2

Expand accessibility of public meetings to increase public input on community issues

Share information on public meetings using a variety of electronic and print techniques. Increase the number of public meetings that occur outside of the typical workday, and in locations near to community centers and transit stops.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Metropolitan Planning Organization, Neighborhood Associations*

Strategy Type: *Policy, Operations, Education, Partnerships*

STRATEGY 3

Increase turnout for voting opportunities

Provide polling places in central locations near transit. Publicize information about elections using media and in multiple languages that are used by people of varied demographics. Partner with neighborhood associations to distribute such information.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Neighborhood Associations, Public Transit*

Strategy Type: *Operations, Education, Partnerships*

STRATEGY 4

Promote the diversity of City boards and commissions to reflect the City's cultural, economic, social, and geographic mix

Encourage diverse community involvement in City government. Post vacancies and announcements regarding governmental boards in public locations.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations*

Strategy Type: *Policy, Operations*

STRATEGY 5

Empower community development corporations, neighborhood advisory committees, and sustainability advocacy groups

Facilitate community development corporations to engage residents to create neighborhood plans. Develop block groups and organizations to gather neighborhood concerns and channel them into effective policies. Host events and conferences that bring these groups together to build partnerships. Develop an integrated, Citywide volunteer program focused on sustainability.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Service Organizations, Business Associations, Neighborhood Associations, Aldermen*

Strategy Type: *Legislative, Policy, Partnerships*

"In every community, there is work to be done. In every nation, there are wounds to heal. In every heart, there is the power to do it."
- Marianne Williamson

Objective C: Promote Youth Development, Education, Engagement, and Empowerment

It is generally understood that youth are a valuable source of social and human capital, but they often need support, guidance, and encouragement to mature into productive and successful members of the community. Youth who lack access to activities, opportunities, and active family support can be "at-risk" subjects of negative and dangerous behaviors. St. Louis Public Schools, the Department of Youth and Family Services, and numerous local nonprofits and community groups have programs dedicated to reducing the number of youth that linger on the streets, and help reverse trends of low education attainment and unemployment, starting at a young age. These programs can keep youth busy and engaged, build useful skills in trades, fine arts, and education that aid in upward mobility, create connections, and provide role models in different parts of the St. Louis community. The City and its partners can facilitate the expansion of these programs such that all youth in the City have access to activities that are fun and engaging, in addition to providing life skills and training.

STRATEGY 1

Provide early-education and supplemental youth education programs

Invest in early childhood education and development, Head-Start programs, free and affordable pre-school, and programs that teach technical and sustainable life sciences to children at an early age. Work with youth providers to engage parents in their child's activities. Enhance mentoring and tutoring programs that allow youth to have small-group and one-on-one educational and character development experiences with adults and older students.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: K-12 *Schools, Higher Education Institutions, Nonprofits, Federal Agencies*

Strategy Type: *Policy, Education, Partnerships*

STRATEGY 2

Provide affordable after-school, summer enrichment, and volunteer programs

Create programs that keep youth engaged and learning during time-off from school. Focus on health related activities, such as sports, active living, gardening, and cooking programs, that are educational, develop character, or teach valuable skills. Develop programs to train and pay successful high school students to serve as mentors and teach basic reading, math, and language skills to younger students. Develop and expand youth volunteer programs that encourage social behavior, develop skills, and encourage investment in the community.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Foundations, Schools, Higher Education/Religious Institutions, Arts/Cultural Institutions*

Strategy Type: *Education, Partnerships*

OBJECTIVE C

Promote Youth Development, Education, Engagement, and Empowerment

STRATEGY 3

Develop supervised entertainment, recreation, and commercial areas for youth

Discourage policies that exclude youth from appropriate public spaces. Encourage businesses that offer support, affordable spaces, and products for youth. Encourage supervised youth activities in public spaces.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Business Associations, Arts/Cultural Institutions*

Strategy Type: *Legislative, Partnerships*

STRATEGY 4

Provide prevention/intervention programs, and mental/emotional health counseling

Develop programs in local schools, libraries, and community organizations that provide a support system for youth and resources for conflict resolution.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *K-12 Schools, Nonprofits, Neighborhood Associations*

Strategy Type: *Policy, Education, Partnerships*

STRATEGY 5

Direct youth towards college and technical school from an early age

Establish cradle-to-college initiatives in partnership with local universities that show students from an early age that college or vocational training is a realistic goal. Assist high school students in completing college applications and financial aid forms, and that teach organizational, professional, and soft skills. Offer college application courses in local high schools, and host student trips to post-secondary institutions. Expand and connect existing college counseling, GED, and enrichment programs.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: K-12 *Schools, Higher Education Institutions, Nonprofits, Foundations, Arts/Cultural Institutions*

Strategy Type: *Policy, Education, Partnerships*

STRATEGY 6

Create opportunities for youth as they enter young adulthood and the workforce

Connect youth to training, mentoring, and employment opportunities. Expose youth to corporate environments, entrepreneurship, and advanced technology. Provide opportunities for youth to engage in internships with local companies, nonprofits, and public agencies. Develop awards or tax incentives to companies and nonprofits that provide local internships and mentoring opportunities.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Foundations, Business Associations, Local Businesses, Arts/Cultural Institutions, Nonprofits*

Strategy Type: *Education, Partnerships*

"The foundation of every state is the education of its youth." – Diogenes Laertius

STRATEGY 7

Develop a green jobs program for youth

Develop a youth conservation corps to build skills, confidence, and sustainable public-works improvements in the City. Develop skills and interest in sustainability, green jobs, healthy eating, and active lifestyles, and build an appreciation for equity and social justice.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Food Policy Council, K-12 Schools, Nonprofits, Higher Education Institutions*

Strategy Type: *Policy, Education, Partnerships*

STRATEGY 8

Encourage youth civic engagement

Form a City-level youth council. Develop civic programs and improved civic education for public high school students on the importance of voting. Educate local youth on local history and politics, offer youth internships at City Hall, City agencies, and area nonprofits. Strengthen school student councils and develop meaningful connections between the councils, the community, and student government associations at local colleges and universities.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, K-12 Schools, Higher Education Institutions*

Strategy Type: *Education, Partnerships*

OBJECTIVE C

Promote Youth Development, Education, Engagement, and Empowerment

STRATEGY 9

Improve the availability of transportation for youth

Offer subsidized public transit for youth travelling to school, skills training, after-school, and volunteer programs. Develop programs that provide bicycles and other alternative modes of transportation, along with necessary safety equipment, to youth.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Transit, Nonprofits, Neighborhood Associations, Cultural Institutions*

Strategy Type: *Education, Partnerships*

STRATEGY 10

Ensure youth and families have access to healthy food

Provide healthy meals to children in day-care, after-school programs, and over the summer, in order to improve the learning process. Develop programs that focus on improving the family situation in order to increase learning opportunities for youth. Ensure that all youth have access to healthy food before and after school.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Foundations, K-12 Schools, Local Businesses, Federal Agencies*

Strategy Type: *Policy, Education*

Objective D: Promote Senior Civic Involvement, Empowerment, and Intergenerational Engagement

A national trend is a steady drift towards an aging population. This trend poses numerous difficulties as well as possibilities. An aging population will reduce the amount of earned wages that the City can tax, as citizens begin to enter retirement. On the other hand, with their increased leisure time, and needs for many accessible amenities within a short distance, many seniors from around the region could be attracted to stay in the dense and successful urban areas of the City, lending economic and social vitality to these areas. Retaining the City's aging population is critical because of the experience and perspective that they can lend to future endeavors, and the history and cultural knowledge that they can share with current and future generations. The St. Louis Area Agency on Aging has already established a comprehensive set of programs and services that make the City an attractive and accommodating place for senior citizens to live. As the nation's population continues to age, the City can take increased action to ensure that seniors are treated equitably and remain engaged in City life and the civic process. This will ensure the retention of its older demographics, and build a reputation for openness and equity that extends to people of all ages, ethnicities, and affiliations.

STRATEGY 1

Encourage and facilitate "Aging-In-Place"

Allow seniors to remain independent and active members of their existing communities by encouraging economic, social, and personal independence, and providing opportunities for employment, socialization, and volunteer activities in the community. Offer nutritious meals to seniors in need. Generate more opportunities to retain experienced workers in the local workforce and as active members of their communities.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Nonprofits, Health Institutions, Religious Institutions*

Strategy Type: *Policy, Partnerships*

STRATEGY 2

Offer safe, affordable, and convenient transportation for seniors

Provide affordable transit to seniors through subsidized ticket fares to grocery stores, medical facilities, and senior centers. Identify barriers to mobility for disabled and elderly residents and develop solutions. Locate affordable and accessible senior housing options near transit stops and health care facilities. Enhance public safety, services, and basic amenities in these areas.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: Public *Transit, Neighborhood Associations, Nonprofits*

Strategy Type: *Planning, Operations*

STRATEGY 3

Encourage intergenerational programs that bring together seniors and youth

Have youth perform services such as home repairs and household chores for seniors through partnerships with volunteer organizations. Teach youth additional soft skills, and expand opportunities for Senior-Youth mentoring and activities. Establish a program for youth to adopt and engage with a senior citizen. Develop programs that have youth engage in technology training/assistance with seniors.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Religious Institutions*

Strategy Type: *Education, Partnerships*

STRATEGY 4

Engage seniors in civic and volunteer programs

Expand outreach to the senior community, including to vulnerable and isolated seniors. Locate community volunteer opportunities and government meetings in accessible locations, and/or coordinate with appropriate shuttle services. Raise awareness for public events using easily readable print, in media accessible to seniors.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Health and Religious Institutions, Nonprofits*

Strategy Type: *Operations, Partnerships*

STRATEGY 5

Promote healthy senior living programs at community facilities

Offer programs that are focused on preventative healthcare and active living. Take steps to ensure that health services provided to seniors are available to all.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Nonprofits, Health Institutions, Cultural Institutions, Neighborhood Associations*

Strategy Type: *Education*

"To be happy in this world, especially when youth is past, it is necessary to feel oneself not merely an isolated individual whose day will soon be over, but part of the stream of life flowing on from the first germ to the remote and unknown future."
- Bertrand Russell

Objective E: Reduce Homelessness, and Support Low Income Families and the Unemployed

The City and its partners provide a robust set of social services to the homeless and those in need. The programs satisfy a wide array of needs, including affordable housing, food, clothing, homeless and crisis shelters, job skills training, work placements, continuing education, general and women's health, counselling and therapy. However, St. Louis has high unemployment, with rates as high as 8.3%, and poverty rates at 26% as of 2009. In addition, the rates of unemployment and poverty are nearly doubled among African Americans, 17.3% and 38.6%, respectively. A regional approach is necessary to address the deeper causes of the problems of poverty, unemployment, and lack of opportunity, which affect certain communities in greater concentrations than others. Collaboration between social service providers throughout the region can remove the burden from existing providers and provide lasting assistance to all of those in need.

STRATEGY 1

Develop and enhance the homeless services continuum of care

Encourage regional bodies to partner with City agencies and organizations to provide homeless, crisis, and employment connection programs. Use existing community centers and schools to offer on-site social services and health services. Implement and update the City's 10 Year Plan to End Chronic Homelessness.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Higher Education, Health Institutions, Business Associations*

Strategy Type: *Legislative, Policy, Education, Partnerships*

STRATEGY 2

Develop measures to prevent people from falling into poverty or homelessness

Provide resources for affordable health, life, and home insurance, savings development, credit and mortgage management, home ownership, eviction and foreclosure prevention. Provide full service shelters that link to job and skills development programs. Find support for existing programs through additional partners.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Higher Education, Health Institutions, Business Associations*

Strategy Type: *Legislative, Policy, Education, Partnerships*

OBJECTIVE E

Reduce Homelessness, and Support Low Income Families and the Unemployed

STRATEGY 3

Provide a safety net of social services in case of emergencies or personal crisis

Provide homeless and shelter beds, transitional housing, counselling, drop-in health clinics, and support centers. Channel these temporary programs into long-term services with the goal of re-integrating citizens into the workforce and out of poverty.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Higher Education, Health Institutions, Business Associations*

Strategy Type: *Legislative, Policy, Education, Partnerships*

STRATEGY 4

Expand the capacity to create additional affordable housing units

Expand the City's efforts to facilitate the development of low and moderate income rental and owner occupied housing located near transit stops, and provide social services to residents on location.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Local Businesses, Major Institutions, Metropolitan Planning Organization*

Strategy Type: *Planning, Operations*

"One in three Americans would be unable to make their mortgage or rent payment beyond one month if they lost their job."
- DS News 2011

STRATEGY 5

Create pathways for qualified low-income families to become homeowners

Develop and enhance programs that provide training and low interest loans to low and moderate-income people in return for personal involvement and investment. Develop programs that help people build their credit and increase their financial literacy.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Federal Agencies, Local Businesses, Nonprofits*

Strategy Type: *Policy, Partnerships*

STRATEGY 6

Support efforts to reduce foreclosures and evictions

Provide rent, mortgage, and utility assistance, and debt counselling to keep residents in their homes and apartments. Reduce foreclosures by implementing rent/mortgage assistance programs. Work with local providers to expand the number of buyers who receive home ownership training. Connect residents with quality home loans.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Federal Agencies, Nonprofits*

Strategy Type: *Policy, Partnerships*

STRATEGY 7

Provide job placement services for the unemployed and underemployed

Inform residents of jobs that are available in the City and throughout the metropolitan region. Offer support and resources to ensure that all residents have their basic needs met.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Business Associations, Local Businesses*

Strategy Type: *Policy, Partnerships*

STRATEGY 8

Develop an online public resource of available human, medical, and social services in the City

Develop a website that lists service providers and makes it possible to look them up by zip code via a free kiosk in libraries and grocery stores.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Health Institutions, Nonprofits, Local Businesses*

Strategy Type: *Policy, Education, Partnerships*

Objective F: Ensure Equal Access to Amenities, Business Opportunities, Transportation, and Safe and Healthy Neighborhoods

Environmental Justice is an issue of growing concern throughout the nation and international community. In order for St. Louis to be a healthy city of opportunity for all, there must be modes of transit that ensure all people can access jobs and the City's full array of amenities, as well as safe, clean neighborhoods that are affordable for all demographics. The City of St. Louis strives to create a safe and healthy environment for all of its citizens and is largely served by the Metro transit system. However, as in most cities around the nation, there are areas in St. Louis that have heavy industry, major infrastructure, and municipal and waste facilities, that could benefit surrounding neighborhoods by upgrading to a healthier and more sustainable condition. The City continues to mitigate the results of the existing blighting influences in neighborhoods through investments in remediation, rehabilitation, and re-investment in land in these areas. The City, working with Metro and other partners, can ensure that the transit system serves the population most in need in an effective, affordable, and efficient manner.

STRATEGY 1

Address blighting and environmental health hazards

Prioritize the remediation of all brownfields close enough to affect the health and land value of residential areas. Clean up toxic land and facilities where they affect vulnerable populations of youth, seniors, low-income residents, or the disabled.

Leverage the success of Citywide lead abatement and the clean air monitoring programs to eliminate toxins from all City and private land. Measure and restrict pollutants that cause asthma and respiratory diseases. Conduct soil testing, especially where urban agriculture programs are currently located or planned.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Private Developers, Federal Agencies, Community Development Agencies, Neighborhood Associations*

Strategy Type: *Legislative, Policy, Partnerships*

OBJECTIVE F

Ensure Equal Access to Amenities, Business Opportunities, Transportation, and Safe and Healthy Neighborhoods

STRATEGY 2

Ensure residents have access to public transit and alternate modes of transportation

Track the disparity of transportation costs and transit accessibility to jobs by neighborhood relative to income. Implement strategies to reduce mobility disparities where they are identified. Utilize car-sharing, bike facilities, and expanded public transit in areas beyond existing coverage. Expand transit access to underserved areas, subsidize Metro tickets, and develop more affordable housing along transit lines.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood & Business Associations, Major Institutions, Public Transit Nonprofits*

Strategy Type: *Planning, Operations*

STRATEGY 3

Ensure all neighborhoods are safe and are perceived to be safe

Follow the City's Neighborhood Ownership Model to reduce crime and improve the perception of safety across the City. Provide for adequate police patrol, active, well-watched streets, and adequate street lighting. Establish well-trained neighborhood watch groups.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations, Major Institutions, Nonprofits, Legal Community*

Strategy Type: *Operations, Planning*

OBJECTIVE F

Ensure Equal Access to Amenities, Business Opportunities, Transportation, and Safe and Healthy Neighborhoods

STRATEGY 4

Ensure equal distribution of healthy food options

Provide incentives to new groceries and markets that locate in areas identified as food deserts. Provide tax incentives to corner stores that provide quality fresh produce. Expand the use of EBT to all farmers markets, and develop fresh produce vouchers to incentivize purchase of healthy foods. Establish a shuttle bus or delivery program to link residents with fresh, local, and healthy food. Foster interest in farmers markets. Provide associated community programming, including cooking classes, nutritional education, and job training based out of neighborhood community gardens/farms.

Cross Benefits:

Timeframe: *Short-term*

Potential Partners: *Public Transit, Nonprofits, Federal Agencies*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

"Environmental justice for all is civil rights in the 21st century."
- Majora Carter

OBJECTIVE F

Ensure Equal Access to Amenities, Business Opportunities, Transportation, and Safe and Healthy Neighborhoods

STRATEGY 5

Conduct a City-wide equity assessment

Conduct an equity assessment with the intent to alleviate concentrated poverty and ensure equity access to amenities and services. Develop a plan of action to alleviate concentrated poverty, and work to create communities of opportunity for all. Work with partners and expand City programs to bring small businesses, market-building investments, and a wider mix of socio-economic groups to communities of concentrated disadvantage. Strategically target areas closest to existing areas of strength in order to have the greatest impact.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighboring Counties & Cities, Metropolitan Planning Organization, Nonprofits, Neighborhood Associations*

Strategy Type: *Policy, Planning*

STRATEGY 6

Ensure the application of universal design and accessibility codes

Monitor programs, policies, plans, and activities to assure the identification, prevention, and elimination of physical and/or programmatic barriers that interfere with physical access to facilities, programs, and resources in the City. Require all developments receiving City subsidy to implement universal design guidelines.

Cross Benefits:

Timeframe: *Long-term*

Potential Partners: *Business Associations, Nonprofits, Legal Community*

Strategy Type: *Legislative, Policy, Education*

Health, Well-Being & Safety

Health, Well-Being & Safety

Health, well-being and safety are the foundation for a happy, prosperous, and functional society. It is the City's objective to safeguard the welfare of all City residents, employees and visitors, and efforts focus on information for increased awareness and education on everything from healthy food systems, nutrition, physical activity and fitness, to proactive community engagement around crime prevention in neighborhoods. Our society has come a long way since 1900 when life expectancy was 47 years. According to the U.S. Center for Disease Control, the estimated life expectancy today is 78 years. This is a testament to improved healthcare systems and the City's Public Health Department, which continues to help make the City healthier by identifying and solving community health problems, developing policies and plans that support individual and community health efforts, enforcing laws and regulations that protect health and ensure safety, evaluating the effectiveness, accessibility, and quality of personal and community health services, and researching innovative solutions to health problems. Continuing to advance health, health equity, and safe and healthy neighborhoods by linking people to personal health services, assuring a competent public health work force, informing, educating and empowering people about health issues, and mobilizing community partnerships, will greatly enhance health outcomes for the City.

EXISTING ASSETS

The City of St. Louis has numerous programs and initiatives that facilitate and support health, safety and well-bring in the community. The City publishes 'Understanding Our Needs,' a ZIP Code by ZIP Code look at the health of City citizens. Numerous indicators are detailed, including socio-economic, environmental health, mortality, access to healthcare, and birth indicators. The City recognizes that active lifestyles contribute to long-term health and well being, and supports many programs to this end. The Health Institute STL and 'Let's Move' programs endorse community actions that educate and encourage healthy lifestyles for all ages and ability levels. The Bee Fit Program is a partnership between the City and BJC HealthCare that encourages City employees to learn about and improve their health by reducing lifestyle-related risk factors. Also, the City created a Downtown Bicycle Station in 2011 to support commuter and recreational cycling in the City.

Healthy eating plays a significant role in public health. To improve access to healthy foods, the St. Louis Healthy Corner Store Pilot Project works to add healthy options to food available at corner stores, primarily in neighborhoods without adequate supermarkets or other sources of affordable healthy food. Programs such as Meals on Wheels and the Summer Food Service Program (SFSP) ensure that food is provided to those in need, and the St. Louis Area Agency on Aging (SLAAA) provides home delivered meals to seniors and persons with disabilities.

In order to improve indoor environmental conditions of public places and to protect public health, the City became smoke-free on January 2, 2011, in accordance with the Smoke Free Air Act (Ordinance #68481). The City also provides lead-based paint inspectors to perform inspections and identify lead-based paint hazards. The 2012 Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) were ordered by the City's Health Department to generate understanding and insights relating to community needs and health disparities. This endeavor was funded, in part, by the Missouri Foundation for Health, and was a dynamic and informative process led by REESSI. Clear goals were established through the CHA and the CHIP development process pertaining to mortality, violence, education, self-destructive behavior, and poverty. This was a data-driven process utilizing the Understanding Our Needs City Health Assessment data, which is compiled from State data sources, such as birth and death certificates and hospital discharge data. Ninety residents attended seven focus

groups to help identify community priorities. Twenty-four representatives actively participated in analysis and planning from a diverse set of organizations including educational institutions, regional coalitions, service providers, government agencies, and businesses. Two City Aldermen were part of the group, and twenty-two individuals participated in a residents group, representing a diverse set of neighborhoods and communities from the City.

To advance community safety, the Neighborhood Stabilization Team (NST) serves as a catalyst for bringing together the Police, elected officials, governmental agencies, social service organizations, community groups, and individuals, to identify permanent solutions to on-going problems. The Neighborhood Ownership Model for safety is an innovative collaboration between individuals and community groups, law enforcement, and the Circuit Attorney's Office to develop ways to keep neighborhoods safer. In addition, Downtown Guides work with the St. Louis Metropolitan Police Department to improve the safety of those who live, work and visit downtown. The guides patrol downtown St. Louis seven days a week on bikes and on foot, serving both a public safety and hospitality role.

To warn citizens of weather related dangers, the City Emergency Management Agency (CEMA) operates sixty warning sirens located throughout the City, many at local fire houses. CEMA is also partnering towards building a Citizen Corps and training City residents as Community Emergency Response Team (CERT) members.

GOAL

The City of St. Louis aspires to foster a balanced and thriving environment and high quality of life that satisfies physical, spiritual, and mental needs of its constituents, prevents disease through nutritional, lifestyle, and fitness opportunities, promotes safety and peace through the empathetic awareness of self and others, and a place where timely responses to natural disasters are delivered by a coordinated and prepared resource network.

OBJECTIVES

A Advance Positive Behavior, Nonviolent Conflict Resolution, and Crime Prevention

B Reduce Toxins in the Environment

C Increase Access to Healthy, Local Food, and Nutritional Information

D Encourage Physical Activity, Fitness, and Recreation

E Ensure Access to Local Health Systems, Services, and Information

F Minimize Vulnerability to Hazards and Disasters

Objective A: Advance Positive Behavior, Nonviolent Conflict Resolution, and Crime Prevention

Actual crime and the perception of safety in the City varies greatly by geographic area. Community engagement will help elevate positive behavior and reduce conflicts, and reducing the number of crimes and nuisance events in the City is likely to increase quality of life and property values.

OBJECTIVE A

Advance Positive Behavior, Nonviolent Conflict Resolution, and Crime Prevention

STRATEGY 1

Establish a community security structure

Achieve high levels of security and safety through the relevant use of security patrols, uniformed officers and neighborhood watch persons. Expand the Neighborhood Ownership Model and Downtown Community Guides programs. Maintain a constant authority presence in necessary neighborhoods. Increase neighborhood cameras for police at high use areas. Provide neighborhood gathering spaces for community members where services are distributed. Support and train local citizens and community neighborhood watch groups. Ensure that all neighborhoods have block captains, facilitate collaboration among block captains and distribute information via a block captain network.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Local Businesses, Downtown Business Organizations*

Strategy Type: *Policy, Planning, Operations, Education, Partnerships*

STRATEGY 2

Create opportunities for positive dialog between Police officers and the local community

Improve communication between the Police Department, Citizens' Service Bureau, City Counselor's Problem Properties Unit, and others, to ensure problem properties are shut down in a timely manner and that repeat offenders do not terrorize neighborhoods. Encourage more police officers to live in the City.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Legal Community*

Strategy Type: *Policy, Operations, Education, Partnerships*

STRATEGY 3

Develop more school (and afterschool) programs

Develop school (and after school) programs that focus on conflict resolution for children. Time should be designated to keep kids mentally and physically active and engaged.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *K-12 Schools*

Strategy Type: *Education, Partnerships*

STRATEGY 4

Provide services to reduce mental and physical pain and suffering from criminal and emotionally disruptive events

Help people feel safe after emotional and physical tragedies. Provide a safe place for confidential counselling with trained professionals to aid suffering individuals.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Counselling Agencies, Shelters*

Strategy Type: *Policy, Education, Partnerships*

STRATEGY 5

Plan and design buildings, spaces, and environments for safety

Grow the Design Out Crime program, a collaboration among the Mayor's office, Police Department, and Washington University, which pairs architectural design students with officers to determine ways to make properties safer. Consider increasing the number of studied properties and create a best practices guide. Determine the optimal density for sustainable neighborhoods, then consolidate vacant and open space for infill housing. Identify marketable vacant buildings and strategically address vacant foreclosed homes. Tear down and/or redevelop hazardous vacant buildings.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Higher Education, Developers, Urban Planners, Architects*

Strategy Type: *Legislative, Planning, Partnerships*

"Always design a thing by considering it in its next larger context -- a chair in a room, a room in a house, a house in an environment, an environment in a city plan."
- Eliel Saarinen

Objective B: Reduce Toxins in the Environment

Air, water and soil quality are linked to everything from childhood asthma to climate change. There is a nationwide increase in immune system disorders, neurological problems, chemical sensitivities and allergies that point to environmental pollution as a contributing cause. The City has undertaken numerous initiatives to keep air clean, water safe, and soils productive. While water quality is addressed in the Infrastructure section, and soil quality is addressed in the Urban and Infrastructure sections, important opportunities to improve air quality and reduce household toxin exposure exist at large and smaller scales within the City.

STRATEGY 1

Promote awareness, education, and program development around air quality issues

Provide benchmarking data for air quality. Educate children and make them more aware of chemical hazards and pollution. Conduct awareness raising campaigns with slogans such as "Give a Hoot, Don't Pollute". Promote 'Spare the Air' days - voluntary curtailment of high emission activities. Facilitate opportunities for community-organized clean-ups and initiatives.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *State/Federal Environmental Agencies, Air Quality Nonprofits*

Strategy Type: *Legislative, Policy, Planning, Education, Partnerships*

"Our most basic common link is that we all inhabit this small planet. We all breathe the same air. We all cherish our children's future. And we are all mortal."
- John Fitzgerald Kennedy

STRATEGY 2

Enforce regulatory standards and ordinances around air quality

Encourage reduction of airborn toxins in compliance with local and state regulations. Use fines collected for failure to observe air quality requirements to fund air quality improvement programs. Work with the State to coordinate air quality mandates with State and local funding expectations.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *State/Federal Agencies, Legal Community*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 3

Reduce air pollution and other harmful emissions from vehicles and engine-driven equipment

Consider establishing "no car" zones in appropriate places in the City. Reduce bus idling through citizen based enforcement and education. Outfit cars with a Vehicular Greenhouse Gas (GHG) Tracking Systems which relay information over the Internet and shows drivers what their GHG emissions were. Introduce a "Gas Cap Exchange" project for private vehicles with leaking or missing gas caps. Minimize the use of small-engine lawn care equipment.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Public Transit, Landscape Companies*

Strategy Type: *Legislative, Policy, Operations, Education, Partnerships*

STRATEGY 4

Educate residents about alternatives to use of toxic materials and hazardous chemicals

Educate residents about proper use and disposal of hazardous products, and make information about more sustainable household products available. Host green cleaning workshops and awareness programs. Identify resources to provide disposal options for toxic materials, such as household hazardous waste.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Recycling and Waste Management Organizations, Home Improvement Organizations*

Strategy Type: *Legislative, Policy, Operations, Education, Partnerships*

STRATEGY 5

Reduce exposure of lead-based paint poisoning and remediate lead-based paint hazards

Continue to remediate lead-based paint in City residences. Offer lead hazard clean-up kits to families with small children and educate parents on the risks of lead toxin exposure to children.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Home Improvement Organizations*

Strategy Type: *Legislative, Education, Partnerships*

STRATEGY 6

Remediate and redevelop contaminated land

Continue to encourage remediation and redevelopment of brownfield sites. Consider phytoremediation where applicable for projects that might benefit from long-term, low-impact remediation.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Federal/State Agencies*

Strategy Type: *Legislative, Planning, Partnerships*

Objective C: Increase Access to Healthy, Local Food, and Nutritional Information

The City of St. Louis prioritizes its citizens' health, and public health initiatives play a key role in enriching the quality of life throughout the community. Public health efforts are credited with adding 25 years to the life expectancy of people in the United States during the 20th century. By providing increased food and nutritional information, the City continues to help make our community healthier, leading to longer, happier and productive lives.

STRATEGY 1

Eliminate food deserts and improve access to fresh produce

Encourage grocery stores in food desert areas to carry fresh and healthy food options. Advance programs like the Healthy Corner Stores Pilot with comprehensive approaches that combine nutrition education, small business management, neighborhood leadership and greater availability of affordable, healthy food, primarily in neighborhoods without adequate supermarkets or other sources of affordable healthy food. Make produce from local markets and community gardens readily available.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Grocery and Convenience Stores, Farmers Markets*

Strategy Type: *Policy, Planning, Education, Partnerships*

STRATEGY 2

Connect food growers with consumers

Encourage community supported agriculture (CSA) programs, where community members purchase shares of healthy food directly from local farmers.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *CSA Farmers*

Strategy Type: *Education, Partnerships*

STRATEGY 3

Support urban agriculture opportunities in the City

Update zoning and health regulations to reduce the barriers associated with urban agriculture. Provide amenities to community gardens, such as access to water and property tax waivers. Develop an ordinance allowing community gardens to sell food they harvest on their land or at market. Recruit and train residents to conduct soil testing, and assist them in soil remediation where necessary. Provide soil tests for community gardens.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Urban/Local Agriculture Advocacy Groups, Legal Community*

Strategy Type: *Legislative, Planning, Education, Partnerships*

STRATEGY 4

Begin healthy food choice education at the elementary level

Integrate school gardens into pre K-12 curriculum and use as a learning platform to educate students on growing food locally. Demonstrate to parents how food choices can contribute to long-term health. Offer local, healthy food options in school cafeterias. Encourage school caterers to create menus based on what is grown in the school garden and encourage the purchase of locally grown food for schools.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *K-12 Schools, Urban/Local Agriculture Advocacy Groups*

Strategy Type: *Legislative, Policy, Operations, Education, Partnerships*

STRATEGY 5

Make farmers markets and other local food access systems readily available to everyone

Facilitate the use of WIC/EBT payment at farmers markets. Encourage more local farmers as vendors at Soulard Market. Develop full-service grocery stores and co-ops near places of work and residence that offer locally grown food. Establish community gardens next to schools and senior living facilities. Organize food festivals and events that cater locally grown food to connect the community to farmers. Facilitate cultural events around local food and recipes. Offer opportunities to promote fresh and local produce.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Farmers Markets, Grocery and Convenience Stores, Neighborhood Associations*

Strategy Type: *Planning, Education, Partnerships*

STRATEGY 6

Make healthy food options the most convenient choice

Decrease reliance on unhealthy, fast food convenience. Limit the number of unhealthy food establishments per capita. Encourage a diversity of food choice options.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Grocery and Convenience Stores*

Strategy Type: *Legislative, Policy, Planning,*

The number of farmers markets in the country increased 17% in the last year. The 2011 USDA Farmer's Market Directory lists 7,175 farmers markets.

OBJECTIVE C

Increase Access to Healthy, Local Food, and Nutritional Information

STRATEGY 7

Provide education on nutrition

Educate people to make healthier food choices and re-skill people in food preparation. Create an "app" that teaches about healthy eating, and an online local food directory so people know where to purchase fresh, locally grown produce.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Communications Agencies, Local Healthcare Providers*

Strategy Type: *Policy, Education, Partnerships*

STRATEGY 8

Deliver healthy food to those in need

Provide home delivered meals and congregate meals to seniors and to persons with disabilities.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Social Service Organizations, Religious Organizations, Grocery and Convenience Stores*

Strategy Type: *Operations, Partnerships*

Objective D: Encourage Physical Activity, Fitness, and Recreation

Physical fitness and an active lifestyle contribute to overall health and well-being. Obesity has reached epidemic proportions in this country, and the City is no exception. According to the most recent data from the 2003-2006 National Health and Nutrition Examination Survey, one out of five, or 17 percent, of U.S. children, ages 6 to 19, are overweight or obese. In addition, more than two-thirds of the U.S. population is overweight or obese -- more than 64 percent of women and 72 percent of men. A 2012 report identifies that 34 percent of the residents in the City have a body mass index greater than 30 (the recognized definition of obesity). Physical activity and healthy eating can reduce these statistics substantially. The City's abundant open space and its extensive park system offer wonderful opportunities for fitness.

"Although preserving vistas and watersheds and protecting wildlife habitat in an urban environment are worthy goals, human health provides another reason for preservation, one that doesn't get enough attention. For example, preserving open space could be essential to solving the crisis of childhood obesity."
- Richard Louv

STRATEGY 1

Include activity options, program opportunities, and cultural attributes in greenways and public spaces

Improve infrastructure for increased physical activity and design routes that are integrated into the regional park system. Design parks to maximize space for physical activity. Hold events designed to make children and families more interested in open space. Manage parks, open spaces, and recreational facilities to complement the cultural preferences of the local population, and to accommodate a range of age groups. Empower organizations to be stewards of green spaces to sponsor and maintain green spaces and gardens on building sites. Provide safety controls, lights and call boxes along trails, and in parks. In the design of parks and playgrounds, create a variety of climate environments to facilitate activity in different seasons and weather conditions. Build pocket parks and playgrounds for families.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Open Space Advocacy Groups, Fitness Advocacy Groups, Neighborhood Associations, Park Advocacy Groups*

Strategy Type: *Legislative, Policy, Planning, Operations, Partnerships*

STRATEGY 2

Promote public events that feature fitness and physical activity

Organize pedestrian-oriented programs, such as charity walks, and temporary street closures that make avenues available for walking and bicycling. Encourage the formation of teams and organizations which engage in athletic and fitness related competitions and events. Create an interactive web map of recreation and activity based locations in the City. Provide physical activity facilities for children and youth in schools.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Event Planners, Local Healthcare Providers, Healthcare Insurance Providers, Active Living Nonprofits*

Strategy Type: *Planning, Education, Partnerships*

STRATEGY 3

Encourage physical activity and healthy modes of commuting

Create appealing environments which encourage healthy activities and transit, such as walking, running, biking, rollerblading, and skateboarding. Design spaces and streets that encourage walking, bicycling, and other forms of active mobility and reference the principles of Complete Streets planning that integrate multiple transportation modes simultaneously. Design accessible, pedestrian-friendly streets with traffic calming features, inviting landscaping, and adequate lighting. Create attractive spaces for people to engage in physical activity. Install trees on sidewalks to provide shade and public art installations to provide a more attractive and engaging environment. Encourage outdoor seating at cafes and restaurants along the sidewalk to enhance street activity. Address issues that affect safety, such as ADA compliance, ramps, and lights. Maintain and improve safety of sidewalks for people using wheelchairs/walkers. Utilize motion detection lights.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Open Space Advocacy Groups, Fitness Advocacy Groups, State and Public Transit*

Strategy Type: *Legislative, Policy, Planning, Education, Partnerships*

STRATEGY 4

Design buildings to encourage physical activity

Provide facilities that support activity and exercise, such as recreation complexes, fitness centers and amenities that provide, showers, locker rooms, secure bicycle storage, and drinking fountains. Use signage to draw attention to stairs. Post motivational signage to encourage stair use.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Design Community, Developers, Architects, Built Environment Advocacy Organizations*

Strategy Type: *Policy, Planning, Education, Partnerships*

Walking up stairs burns almost five times as many calories as taking the elevator.
- Centers for Disease Control and Prevention

Objective E: Ensure Access to Local Health Systems, Services, and Information

Though average life expectancies are higher than ever, our population is aging and experiencing health-related challenges in ways and at rates never before seen. The City of St. Louis is working to provide and facilitate equal and positive access to healthcare, quality of care, and health outcomes for all its citizens. By leveraging its nationally recognized health care institutions and social services organizations, the City can continue to enhance the quality of, and accessibility to, local health opportunties.

He who has health has hope;
and he who has hope has everything.
- Arabic Proverb

OBJECTIVE E

Ensure Access to Local Health Systems, Services, and Information

STRATEGY 1

Offer a health information resource database system

Educate residents in methods of receiving adequate care though the healthcare system by developing a resource database system which lists services, prices and locations of care providers. Publish statistics related to physical fitness, preventative care, long-term health and quality of life. Monitor and publish City health metrics and compare to national statistics. Use social media to broaden reach. Provide the community with timely information for decision-making during public health emergencies. Issue Health Alerts that utilize private/public partnerships during emergencies. Develop tele-health systems to access online health care services and reduce physical mobility burdens and costs.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Healthcare Providers, Communication Agencies*

Strategy Type: *Policy, Education, Partnerships*

STRATEGY 2

Identify sectors which are at risk of not receiving quality health care, and create strategies to provide services to them

Coordinate mental healthcare with provision of other social service programs. Provide affordable physical access to health care, such as with public transportation passes and taxi service. Identify and leverage funds from multiple sources to improve healthcare access in the City. Amend legislation so that all children are automatically insured. Provide school-based medical services for continuity of care for families with children. Increase awareness of MO HealthNet for Kids. Research and pilot a City public healthcare system in which companies can participate.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Healthcare Providers*

Strategy Type: *Legislative, Policy, Planning, Education, Partnerships*

STRATEGY 3

Conduct community-based wellness programs

Educate the community on well-care versus the traditional focus on sick-care. Conduct community outreach efforts that offer basic information on healthy lifestyles and access to preventive care. Ensure that programs and services are easy for neighborhood associations, schools, and faith-based institutions to access.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Fitness Organizations, Health Insurance Providers*

Strategy Type: *Planning, Education, Partnerships*

STRATEGY 4

Encourage preventative care

Provide information and cost benefit analysis regarding primary vs. secondary prevention. Measure, report, and use City constituent health care costs, compare to national statistics, and facilitate cost-effective options. Make people feel comfortable about seeking medical help by increasing the availability of public immunizations and routine screenings, provide affordable health testing (STDs, cholesterol, etc.), and flu shots to the community. Analyze and anticipate local health trends and make strategic plans to mitigate negative directions and build on positive evidence. Preventative care helps reduce obesity rates, diabetes, and asthma cases, along with other prevalent health conditions in the City.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Healthcare Providers, Health Insurance Providers*

Strategy Type: *Legislative, Policy, Planning, Education Partnerships*

OBJECTIVE E

Ensure Access to Local Health Systems, Services, and Information

STRATEGY 5

Offer safe and convenient ways of disposing of medicines

Develop informational resources on how to properly dispose of unused medicine. Post this information on City and public school websites. Offer collection sites or services for unused medicines.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Pharmaceutical Companies, Nonprofits*

Strategy Type: *Legislative, Policy, Operations, Education, Partnerships*

STRATEGY 6

Streamline incompatibilities across different healthcare systems

Address incompatibilities between state and local healthcare systems. Integrate these systems for ease and access to health services. Facilitate the comparability and alignment of healthcare systems.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Health Insurance Providers*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 7

Perform capital improvements to disadvantaged healthcare facilities

The physical structures, technology and human service component of the healthcare network in disadvantaged parts of the City can be improved through a strategic needs assessment, improved resources for physical recruitment and retention, and new streams of funding from varied sources.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Healthcare Providers*

Strategy Type: *Legislative, Planning, Partnerships*

Objective F: Minimize Vulnerability to Hazards and Disasters

The City of St. Louis takes great pride in safeguarding against, and timely responding to, hazards and disasters. Human society has become increasingly vulnerable to natural hazards and disasters, such as extreme heat, droughts, flooding, earthquakes, and tornados. With proper planning, much of the risk can be abated. The City and its partners can help minimize vulnerability to disasters through proper preparation and planning, and by sharing information so that citizens can prepare for such occurrences.

STRATEGY 1

Facilitate awareness, access, and training around emergency preparedness resources

Distribute emergency preparedness kits. Offer resources online. Create a "What to do if..." guide for likely natural disasters. Broadcast breaking news, information, and events on the radio, TV, and social media.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Communications Agencies, Media, Neighborhood Associations, K-12 Schools, Places of Work, Public Venues*

Strategy Type: *Policy, Planning, Operations, Education, Partnerships*

STRATEGY 2

Promote discussion of emergency prevention and response at the neighborhood and family level

Promote discussion of emergency prevention and response at the neighborhood level as part of neighborhood meetings. Engage citizens to collaboratively develop a neighborhood response plan to provide help after a disaster occurs.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, K-12 Schools*

Strategy Type: *Policy, Education, Partnerships*

Infrastructure, Facilities & Transportation

Infrastructure, Facilities & Transportation

Infrastructure is comprised of the basic physical components and organizational structures of interrelated systems which provide commodities and services essential for a city to enable, sustain, and enhance commerce and its community's living conditions. In the City of St. Louis, these include roads and other transportation networks, water supply, storm and waste water management, solid waste management facilities, energy creation and distribution, and telecommunications systems.

A City's infrastructure is often tied closely to its natural resources and local environment, with impacts flowing both ways on the positive-negative spectrum. Holistically conceived and naturally integrated infrastructure can provide regenerative solutions to urban challenges and protection from natural and man-made hazards. Biomimetic solutions - those inspired by the functions of organisms which have evolved highly unique and optimized responses to need and context - are valuable models, as much of infrastructure is closely integrated with natural systems. A City's resilience to changing conditions is largely dependent on the capacity of its infrastructure to adapt, evolve, and improve along with, or even ahead of it's society's needs.

EXISTING ASSETS

As a City that is nearly 250 years old, St. Louis has a well-developed infrastructure. Its system of highways, streets, and alleys are in generally good repair and allow for efficient movement with minimal congestion, and the MetroLink corridors provide efficient public transit access at reasonable cost. Cycling as both a recreational activity and commuting mode has grown strongly for more than a decade, and the WeCar program is supporting a greater range of basic and need-based transportation options. The City is also beginning to see evidence of a nascent electric vehicle infrastructure, as well as installed renewable energy technologies, such as photovoltaics, solar hot water, and wind turbines. The City's single stream residential recycling program has been both popular and financially sustainable. While storm and wastewater management present challenges, a long-term control plan is being guided by the Metropolitan St. Louis Sewer District, and green infrastructure is becoming more prevalent, especially as a stormwater best management practice (BMP). The City and its partners are conducting pilot green alley, rain garden and tree trench projects. The City's potable water supply comes from two highly sustainable river sources, and current treatment processes have yielded award-winning water taste and the highest levels of quality.

Transportation is a key aspect of any municipality's land use, economy, and quality of life. The City of St. Louis is well positioned to leverage its relatively diverse population and compact size, along with its central geographic location. Positioned at the confluence of the Missouri and Mississippi Rivers is the Port of St. Louis, the northernmost year-round ice-free port in the nation. The Municipal River Terminal is undergoing a $17 million modernization and expansion to handle container cargo shipped through the Port of New Orleans from points all over the world. The development of Lambert Airport as an international cargo hub brings significant economic potential to the region, as well as the six class 1 railroads that serve the City and its interstate highways, which are connected to the regional and national roadway systems. The Department of Streets maintains over 1,000 miles of City streets and 600 miles of City alleys. Passenger and local commuting is accommodated by automobile, bus, and light rail, with the greatest percentage of vehicle miles traveled being one-person car trips. The City has an impressive 73 miles of on-street bike routes and was deemed a Bicycle Friendly Community by the League

of American Bicyclists. Through the efforts of both city government and nonprofit organizations, a number of initiatives now promote alternative transportation in the City, including the Downtown Bicycle Station, and a new Bike Parking Ordinance.

Exemplary access to and availability of fiber optics in the City, as well as a broad selection of robust concrete framed buildings, make the area highly suitable for data center and communications applications. St. Louis is home to one of the largest and most active chapters of the United States Green Building Council (USGBC), and has a host of LEED certified green buildings, as well as the largest number of platinum-level LEED certified homes in the country, thanks to efforts by Habitat for Humanity. As the City continues to look ahead towards optimization and efficiencies, the development of its recent greenhouse gas emissions inventory and climate action plan will help guide future critical infrastructure-based activities.

GOAL

The City of St. Louis aspires to integrate the basic systems, services, installations, and policies required for the functioning of its community by leveraging interrelationships and positioning the investment of capital spending to provide superior levels of service which anticipate and adapt to future needs, and add value to the economy, the community, and the environment.

OBJECTIVES

A Facilitate Affordable, Efficient, Convenient, Accessible, Safe, and Healthy Transport of People and Goods

B Promote Energy Efficiency and Utilize Cleaner Forms of Energy

C Reduce Greenhouse Gas Emissions City-wide

D Minimize Landfill-Bound Waste

E Manage Stormwater and Wastewater to Protect and Enhance Property and Natural Systems

F Provide the Best Quality Water from Sustainable Sources

G Advance Health and Resource Efficiency in Buildings

H Facilitate Access to Leading Edge Information Exchange Systems

Objective A: Facilitate Affordable, Efficient, Convenient, Accessible, Safe, and Healthy Transport of People and Goods

Continuing to develop access to multiple modes of transportation, along with the coordination of land use plans, economic development goals, environmental quality, and community aesthetics around transit oriented development and lower energy-using modes and practices, will facilitate the affordable, efficient, convenient, accessible, safe, and healthy transport of people and goods.

Measured in time of transport and communication,
the whole round globe is now smaller
than a small European country was a hundred years ago.
- John Boyd Orr

OBJECTIVE A

Facilitate Affordable, Efficient, Convenient, Accessible, Safe, and Healthy Transport of People and Goods

STRATEGY 1

Advance the City of St. Louis as a transportation hub

Leverage the City's central geographic location, its capacity at Lambert Airport, its position as the northernmost ice-free Mississippi River port, and its connection to all points north, east, south, and west through heavy rail and interstate truck to make it the location of choice for goods distribution, transfer, and logistics industries. Develop communications material including "time to destination" calculations and freight capacity to be leveraged in pursuit of potential businesses. Encourage development of high-speed rail.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Businesses, Business Organizations, Rail Freight and Passenger Companies, Barge Transport Companies, Union, State and Public Transit*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 2

Encourage transit oriented development

Promote programs that support development around Metro corridors, TOD nodes, and walkable mixed-use areas. Provide pedestrian conveniences at transit stops. Connect cycling infrastructure with transit station areas.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Public Transit, Fitness Advocacy Groups, Developers, Planning Organizations*

Strategy Type: *Legislative, Policy, Planning, Operations, Partnerships*

STRATEGY 3

Pilot transportation improvement districts

As a pilot, identify one or more districts or corridors to introduce non-car transportation modes, such as bus service, highly developed cycling networks, pedestrian use, and streetcars/trolleys. Increase rates for car parking and encourage shared parking facilities for adjacent locations. Reduce parking requirements in the zoning code.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Public Transit, Fitness Advocacy Groups, Developers, Planning Organizations*

Strategy Type: *Legislative, Policy, Planning, Partnerships*

STRATEGY 4

Promote cycling amenities and infrastructure

Implement the Gateway Bike Plan in the City. Connect cycling facilities to transit and offer bicycle parking at train, bus, park-and-ride stations, and other appropriate locations. Locate cycling route maps and signage along bikeways. Establish bike stations and/or share facilities in key business areas of the City. Require bike parking. Initiate a bicycle share program to increase access to bicycles. Create awareness around the City's velodrome bicycle race track. Conduct education, outreach, and advocacy events to promote cycling safety and interest. Pilot state of the art bicycle facilities.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Public Transit, Fitness and Bicycle Advocacy Groups, Developers, Planning Organizations, Bike Shops*

Strategy Type: *Legislative, Policy, Planning, Education, Partnerships*

STRATEGY 5

Develop funds for public transit based on revenues

Make bus and light rail fares affordable by supporting public transit through sales, gas, or parking taxes. Consider City-specific gas and parking taxes, or interstate tolls. Allocate portions of traffic fines to generate revenue. Provide transit passes to residents through an optional household or business tax add-on. Consider developing an urban transit hub tax credit program.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Public Transit, State*

Strategy Type: *Legislative, Policy, Partnerships*

STRATEGY 6

Conduct outreach and advocacy programs which advance multi-modal commuting options

Conduct outreach and develop educational material that encourages walking, biking, and public transit use. Encourage businesses to offer employee cash-out parking programs and to offer public transit tickets in lieu of parking vouchers. Raise awareness through events and activities. Provide incentives for employers that reduce parking for employees. Promote existing multi-modal outreach entities, such as Metro and Ride Finders.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Public Transit, Fitness Advocacy Groups, Developers, Planning Organizations, Business Organizations, Nonprofits*

Strategy Type: *Policy, Education, Partnerships*

STRATEGY 7

Offer balanced traffic flow

Balance infrastructure for pedestrians and cyclists with vehicular transport, while optimizing the movement of vehicles to reduce idling and energy usage. Use signal interconnection for timed traffic management and install Intelligent Transportation Spines (ITS) for remote control of critical intersections and throughways. Use Complete Streets for planning and design and introduce traffic calming measures like rumble strips, road diets, roundabouts, narrower streets, and smaller radius street corners to slow cars down. Emphasize pedestrian rights of way with accentuated cross walks. Avoid creating induced traffic.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *State Transportation Agencies, Planners*

Strategy Type: *Legislative, Policy, Planning, Partnerships*

STRATEGY 8

Increase shared-vehicle programs and opportunities

Promote the use of commercial and neighborhood-based, shared-vehicle programs to allow people to rely primarily on non-car transportation for commuting and still have access to cars when necessary. Identify locational and subsidization opportunities for City employees (near City Hall /1520 Market), and identify suitable communities near TOD sites that could pilot neighborhood-based programs. Create an anonymous City employee address database that can be used to network interested carpoolers and rideshares. Promote monthly events designed to encourage carpooling.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Public Transit, Vehicle Sharing Advocacy Groups*

Strategy Type: *Legislative, Policy, Planning, Education, Partnerships*

STRATEGY 9

Use highly efficient, low-emitting vehicles

Consolidate City vehicles into one fleet to facilitate flexibility in vehicle assignment, and offer economies of scale for future fleet purchases. Upgrade the City's vehicle fleet with highly efficient, low-emitting, hybrid and electric vehicles. Continue the installation of telematics in City vehicles. Stay poised to take advantage of plant-based fuel technology as it becomes economically viable. Use projected fuel cost savings to cover the difference in purchase price between typical vehicles and highly efficient/hybrids. Require a percentage of all developed parking spaces be in preferred locations and reserved for low-emitting vehicles. Develop realistic options for swing lanes for High Occupancy Vehicles (HOV), hybrids, and non-gas vehicles that would be employed at peak congestion areas and times. Advance compressed natural gas (CNG) mass transit vehicle retrofits through partnership with Metro and Lambert Airport, which has a highly developed CNG program. Offer a small local tax credit to resident private parties to incentivize the purchase of fuel efficient (and GHG-reducing) vehicles.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Hotels, Academic Institutions, Business Organizations, Telecommunications System Providers*

Strategy Type: *Planning, Operations, Education, Partnerships*

Objective B: Promote Energy Efficiency and Utilize Cleaner Forms of Energy

Energy for non-mobile, stationary sources (buildings, facilities, lighting, etc.) in the City of St. Louis is provided by three primary utilities; Ameren provides electricity, Laclede Gas provides natural gas distribution, and Trigen/Veolia provides steam to downtown buildings. City-wide in 2010, 63,802,000 MMBTUs of energy were consumed, resulting in about 7,549,000 mtCO2e of greenhouse gases – a roughly 5.6% reduction from 2005. Electric (generation and delivery) and natural gas delivery operations are regulated by the Missouri Public Service Commission. Ameren and Laclede Gas both encourage energy efficiency. The City set up Energy Saving St. Louis in 2011, where AmeriCorps volunteers distributed more than 100,000 compact fluorescent light bulbs provided by Ameren to City residents. Additionally, both Ameren and Laclede Gas have energy assistance programs for those in need. Private renewable energy systems are incentivized by Ameren with net-metering options encouraged. Even with utility rates typically at the low end of those in the nation, energy generation and transmission costs are a significant part of residential, commercial and governmental budgets. Many cost-effective energy efficiency measures are available to reduce these costs. Energy emissions and practices resulting from energy generation impact our environment. By conserving the use of energy and using cleaner forms of energy, energy users in the City can help reduce greenhouse gas emissions and save on energy costs.

OBJECTIVE B

Promote Energy Efficiency and Utilize Cleaner Forms of Energy

STRATEGY 1

Encourage home and business energy efficiency through energy efficiency and conservation programs

Increase conservation-related demand-side initiatives for major sectors and market types. Offer energy efficiency programs for constituents of all income levels, businesses, and industry, and help to establish and align loan programs, grants, and cost savings opportunities. Encourage energy conservation programs and services, such as the use of cool roofs, CFL/LED distributions, energy audits, and weatherization activities. Use tax holidays to permit purchase of new energy efficient appliances. Ensure that City constituents have access to current energy efficiency and clean energy programs, technical assistance, and advocacy. Provide property buyers with information about energy characteristics of facilities. Educate about the financial paybacks of energy efficiency, and the energy savings benefits of conserving water.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Electrical Utilities, Energy Advocacy Groups, Energy Efficiency Advocacy Groups, Home Builders, State Government, Unions*

Strategy Type: *Policy, Partnerships*

STRATEGY 2

Increase the installed base of renewable energy

Encourage the installation of cleaner and renewable energy resources. Establish a system of permitting requirements and incentives, such as providing information to every zoning or building permit applicant about renewable energy opportunities and the City's requirements and incentives. Offer incentives for projects utilizing renewable energy. Offer reduced permitting fees for projects designed utilizing renewable energy. Provide a tax incentive to businesses that utilize 50% of their energy need from clean energy sources. Consider developing models or pilots for solar energy, parking lot solar canopies, plug-in charging stations, and other renewable energy applications. Take advantage of federal tax credits for renewable energy applications.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Electrical Utilities, Energy Advocacy Groups, Renewable Energy System Suppliers*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 3

Conduct ongoing energy performance measurement and tracking

Monitor public and private building energy performance, and consider establishing associated benchmarking and disclosure policies for certain buildings. Challenge institutions and businesses to sign on to achieving greater energy efficiency, and publicly report their energy usage and performance improvements. Align efforts with the City's Climate Action Plan.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Chamber of Commerce, Green Building Organizations, Local Utilities*

Strategy Type: *Legislative, Policy, Planning, Operations, Partnerships*

STRATEGY 4

Conduct investment-grade energy audits at large buildings and complexes

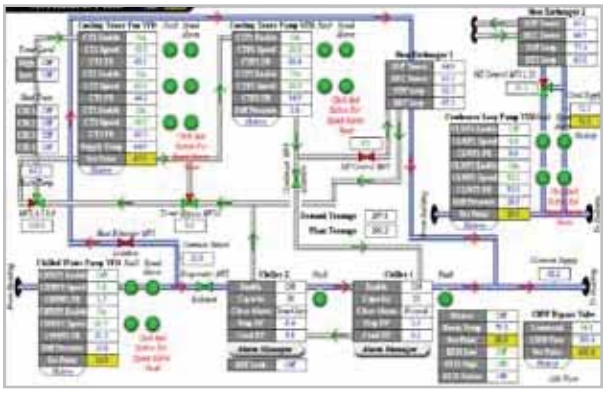
Starting with the anticipated largest energy-using sectors, audit and prioritize installation of recommended improvements by analyzing capital cost and payback to determine the most favorable projects. Phase in high performance equipment (such as lighting, electrical appliance, etc.); during regular maintenance and upgrade schedules. Analyze benefits to cloud computing to reduce server electrical and maintenance costs. Ensure equipment optimization software is operating effectively on computers. Align analysis with rebate and finance opportunities.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Energy Auditing Firms, Business Organizations, Real Estate Organizations*

Strategy Type: *Legislative, Policy, Operations*



STRATEGY 5

Purchase Energy Star certified equipment

Currently, Energy Star equipment is "recommended" for use by City departments, but departments are allowed to choose what to purchase. For equipment with an Energy Star rating, encourage/require that it be used in all appropriate circumstances. Equipment that has higher ratings should be given preference. Negotiate discounted prices by purchasing in bulk.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Office Equipment Supply Companies*

Strategy Type: *Legislative, Policy, Operations, Partnerships*

STRATEGY 6

Establish a renewable energy standard for City government operations

The City can show commitment and leadership in renewable energy development by establishing a Government Operations Renewable Energy Standard of 20% by 2021. Most of this would be met by the Missouri Renewable Energy Standard (MRES), but at least 5% would need to be met via new City-owned renewable energy installations.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Electrical Utilities, Energy Advocacy Groups, Renewable Energy System Suppliers, Electrical Unions*

Strategy Type: *Legislative, Policy, Planning, Operations, Partnerships*

The State of Missouri has enacted the Missouri Renewable Energy Standard (MRES), which requires that by 2021, 15% of the electricity supplied by utilities be generated from renewable energy sources.

STRATEGY 7

Upgrade streetlights with energy efficient bulbs

Replace City owned parking lights and streetlights with LED or induction lighting, based on life cycle analysis. Work with local utility to upgrade utility-owned streetlights to LED or induction lighting based on partnership to achieve the lowest energy usage. Consider motion-sensing lighitng or glow-in-the-dark illumination. Pilot photovoltaic-powered lights. Consider a "streetlight curfew" in appropriate areas.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Electrical Utilities*

Strategy Type: *Legislative, Policy, Operations, Partnerships*

STRATEGY 8

Make water pumps and related infrastructure more energy efficient

Evaluate the energy efficiency of the pumps and the engineering of the supply systems through which water (both potable and in fountains) is delivered, and when appropriate, upgrade to more efficient and next-generation solutions. Evaluate fountain and pump operating schedules, identify opportunities for efficiencies, and modify the operating cycle.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Energy Efficiency Advocacy Groups*

Strategy Type: *Policy, Operations, Partnerships*

STRATEGY 9

Study the potential for development of hydroelectric resources

Research development of the Missouri and/or Mississippi Rivers as hydroelectric resources, especially building energy-generating capacity from existing dams in the region.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *State and Federal River Agencies and Organizations, Electrical Utilities, Energy Advocacy Groups*

Strategy Type: *Legislative, Policy, Planning, Partnerships*

OBJECTIVE B

Promote Energy Efficiency and Utilize Cleaner Forms of Energy

STRATEGY 10

Utilize utility scale options to reduce overall community energy consumption

Utilize, as appropriate, small scaled, localized, and/or decentralized energy provision systems, such as district heating and cooling, cogeneration, and geo-exchange systems that provide resiliency through diversifying energy supply. Ensure consumer return on net metering. Identify appropriate applications of tiered rates for electricity consumption and time-of-use or peak demand energy pricing. Pilot smart grid technology.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Energy Utilities, Energy Advocacy Groups, Engineering Firms*

Strategy Type: *Legislative, Policy, Planning, Partnerships*

STRATEGY 11

Advance developing and innovative energy solutions and infrastructure

Analyze the feasibility of utilizing leading edge energy solutions, such as waste to energy methane capture and incineration, bio-digesters, electric vehicle infrastructure, CNG for public transportation, hydrogen energy dispensing, fuel cells, biodiesel, and appropriately located wind turbines and photovoltaics on buildings and parking lots.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Energy Utilities, Business Organizations, Public Transit, Energy Advocacy Groups, Technology Innovators and Providers*

Strategy Type: *Legislative, Policy, Planning, Operations, Partnerships*

STRATEGY 12

Offer innovative financing for energy efficiency and clean energy improvements

Ensure access to information regarding energy efficiency financing opportunities, and specifically advance locally operated energy financing districts, like the City's Property Assessed Clean Energy program, "Set the PACE St. Louis." Ensure that fair lending practices are engaged.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Energy Utilities, Energy Advocacy Groups, Lending Institutions*

Strategy Type: *Legislative, Policy, Planning, Partnerships*

Objective C: Reduce Greenhouse Gas Emissions

Climate is always changing due to natural causes; however, overwhelming evidence says that human activity can and does affect the Earth's climate. Overall, we are seeing an increase in average global temperature, plus a cascading series of changes in climate patterns attributable to that warming. We refer to the aggregate of these human-caused phenomena as climate change. Greenhouse gas (GHG) emissions, and the release of carbon dioxide (CO2) from burning fossil fuel to create energy, are the principal causes of climate change. Left unchecked, climate change is predicted to have a number of serious impacts on the City of St. Louis, including gradually increasing temperatures, increased storm severity, and exaggeration of drought and flood conditions due to storm cycles.

Mitigating GHG emissions involves social and economic costs which must be balanced against the costs of potential damage caused by climate change. The City has conducted a Greenhouse Gas Emissions Inventory, and will be establishing a reduction target as part of a climate action plan (CAP). The City is already addressing many climate action objectives.

"Every time we design a building, we set up its energy consumption pattern and its greenhouse gas emissions pattern for the next 50 to 100 years." - Ed Mazria

STRATEGY 1

Measure and report greenhouse gas emissions

Collect and synthesize data relevant to greenhouse gas emissions for all sectors, including municipal, corporate, organizational, and individual. Provide transparent and regular reporting of this information. Encourage employers of more than 25 employees to report GHG emissions and/or implement a transportation demand management plan.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Higher Education, Community and Organizational GHG Data Providers*

Strategy Type: *Policy, Operations, Partnerships*

STRATEGY 2

Engage in climate action planning

Build on the foundational data of greenhouse gas inventories and create strategic action plans which address emissions reduction targets with strategies to meet them. Collaborate with higher education institutions and advocacy groups to advance learning and capabilities around management of these issues.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Higher Education, Community and Organizational GHG Data Providers, Climate Advocacy Groups*

Strategy Type: *Policy, Planning, Operations, Partnerships*

STRATEGY 3

Support regional cooperation on abating climate change

Coordinate with Sustainable Communities Planning Grant consortium partners to include a viable strategy to carbon footprint the entire metro area; ensure that the regional plan contains a GHG emissions reduction goal, a viable set of strategies to achieve the regional reduction goal, as well as a mechanism for determining progress, and maintaining accountability.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Metropolitan Planning Organization, Higher Education, Public Transit*

Strategy Type: *Legislative, Policy, Planning, Operations, Partnerships*

STRATEGY 4

Reduce greenhouse gas emissions

Work at all levels and all sectors to reduce GHG emissions through the reduction of fossil fuel energy consumption, landfill emissions, and refrigerant emissions. Offset emissions by increasing the urban tree canopy. Research and develop opportunities for naturally compatible sequestration technologies that capture GHG emissions. Position strategies to promote economic development, and build knowledge and capacity around GHG management. Consider incorporating bird-safe/bird-friendly design principles, such as reduced use of interior lighting.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Higher Education, Community GHG Data Providers, Public Transit*

Strategy Type: *Legislative, Policy, Planning, Operations, Partnerships*

STRATEGY 5

Develop resiliency and adaptation capacity in response to climate change

Monitor climate-specific trends and impacts to prepare appropriate responses. Consider specifically rising average temperatures, more frequent and more severe storms, potential increase in drought cycles, and response to long-term and flash flood events.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Higher Education, Community GHG Data Providers, Climate Action Advocacy Groups*

Strategy Type: *Legislative, Policy, Planning, Operations, Partnerships*

"One thing we do know about the threat of climate change is that the cost of adjustment only grows the longer it's left unaddressed."
- Jay Weatherill

Objective D: Minimize Landfill-Bound Waste

The City of St. Louis Refuse Division is responsible for the collection and disposal of residential waste for citizens of the City, and coordinates efforts to reduce the amount of waste going to landfills by promoting material use reduction, reuse, and recycling. The City collects approximately 200,000 tons of waste each year from City residents, City government facilities, public spaces and special events. To dispose of this waste at a landfill, the City pays almost $7 million in landfill tipping fees each year. Collected waste is delivered to transfer stations – there are no active landfills within the City limits. Commercial and industrial waste removal, and some recycling services are contracted through private vendors. Composting is managed by a private contractor in partnership with the City. By reducing the amount of waste that is generated, reusing materials as many times as possible, and recycling those resources that are used, landfill tipping fees, area of land used for landfills, and the emissions resulting from landfilled waste can be reduced.

In the City of St. Louis, a fee of $11.00 per household/unit per month is charged to those using Refuse Division services. These services include collection of solid waste, monthly pickup of bulky items, collection of yard waste, and single stream recyclable solid waste.

OBJECTIVE D
Minimize Landfill-Bound Waste

STRATEGY 1

Offer recycling throughout the City

Continue to offer residential recycling and consider expanding to municipal and multi-family buildings, and appropriate public spaces. Encourage public events to recycle and/or compost waste. Track specific local waste stream flow rates as opposed to using statewide estimates to determine where to focus future efforts.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Business Organization-Visitors Bureaus, Solid Waste Management Organizations*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 2

Support materials and equipment repurposing programs

Facilitate the development of a broader material and equipment repurposing infrastructure to keep unwanted material from landfills. Work internally through the City's Supply Division and externally through the Refuse Division, along with partners, to engage the community in the repurposing of still usable goods. Share information through a website. Use collected car oil, scrap metal, used appliances, and used electronics as sources of revenue for small business start-ups. Offer an appliance exchange program/incentive to help residents replace inefficient equipment.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Special Events Planners, Recycling and Repurposing Advocacy Organizations and Businesses, Waste Collection Vendors, Solid Waste Management Organizations*

Strategy Type: *Policy, Operations, Education, Partnerships*

STRATEGY 3

Provide residential and business hazardous waste collection opportunities

Sponsor electronics and hazardous waste collection events. Recover CFCs from discarded air conditioners, freezers and refrigerators in municipal properties and public housing. Verify that collected materials are recycled or disposed of properly. Enforce existing illegal dumping ordinances by assessing fines.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Hazardous Waste Haulers and Recyclers, Legal Community*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 4

Collect and compost organics and yard debris

Yard and food waste make up 30% of the waste stream. Collect organics/compost in residential areas. Pilot composting initiatives in homes and businesses. Facilitate yard debris collection as well as holiday tree recycling. Make leaf mulch & screened compost available to parks, community gardens, and residents.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Composting Businesses and Advocacy Groups, Waste Collection Vendors, Solid Waste Management Organizations and Agencies*

Strategy Type: *Legislative, Policy, Operations, Education, Partnerships*

STRATEGY 5

Use waste diversion as a source of revenue

Employ a "pay as you throw" program to incentivize recycling over landfilling so the City can save on tipping fees. Implement penalties for non-compliance with recycling programs. Offer a deposit/buy-back program for bottles and cans. Tax product manufacturers or retail distributors for the amount of waste packaging their products generate.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Solid Waste Management District Organizations, Waste Collection Vendors, Business Organizations*

Strategy Type: *Legislative, Policy, Operations, Education, Partnerships*

STRATEGY 6

Advance waste diversion education and outreach programs

Provide education and outreach programs in City schools. Organize community clean sweep sessions of illegal dumping sites and street litter. Create a locally-focused video on waste diversion and recycled content opportunities that can be used with multiple audiences. Perform waste audits of every City government facility and publish results. Discourage cross-contamination of alley dumpsters.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Solid Waste Management District Organizations, Community Service Organizations*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 7

Reduce the manufacture and waste of retail packaging and plastics

Remove bottled water from vending machines in all City properties. Add a local tax to plastic water bottles and make more public hydration (fountain and bottle fill) systems available. Tax product manufacturers for the amount of waste packaging their products generate. Ban plastic bags in the City. Encourage reusable bags at stores by charging for plastic or paper bags. Discourage or ban the use of single-use #6 styrofoam containers.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Recycling Advocacy Organizations*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 8

Reduce virgin paper use and increase use of paper with recycled content

Evaluate paper trails and digital pathways of both required and less necessary documents. Propose digital evolutions to systems and processes that require printed paper. Track printing usages and publish results. Create competition among departments on who can print the least. Set all printers to default double-sided. Promote use of materials and supplies with recycled content.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Office Supply Companies*

Strategy Type: *Legislative, Policy, Operations, Education*

In nature, waste equals food...
- William McDonough and Michael Braungart

Objective E: Manage Stormwater and Wastewater to Protect and Enhance Property and Natural Systems

The City of St. Louis averages about 41 inches of rainfall per year, with long range climate change forecasts indicating upward trends in rainfall amounts, as well as increased frequency of severe weather. Development in the City has created a significant percentage of impervious area, which typically creates conditions for stormwater runoff that must be channelled to area waterways by the storm sewer system, most of which is combined with the sanitary sewer. Storms which produce a lot of rain in short periods of time can cause flash flooding and overcharging of the sewer system. This can cause property damage and contamination of waterways. The Metropolitan St. Louis Sewer District (MSD) is the agency that manages the 9,600 miles of pipe in the St. Louis region, much of which is outdated and in need of upgrade. While MSD is currently implementing a significant regional sewer system upgrade through its Strategic Business and Operating Plan, there are many opportunities for property owners and developers to implement localized strategies that would relieve pressure on the existing sewer system.

Nearly the entirety of the City's sanitary sewer system is combined with its storm sewer system, and is designed to remove waterborne waste from the City's residential, commercial and industrial properties. City wastewater is treated by MSD at Bissell Point and Lemay, two of MSD's five regional treatment plants. While overcharging of the combined sewer system during storm events can cause contamination of area waterways, the reduction or diversion of waterborne waste has the potential to relieve stress on the City's sewer conduit and treatment systems. Additionally, alternative options for the management or reuse of the "sludge" treatment by-product and the gases generated in the treatment process would reduce the amount of this landfill-bound material.

OBJECTIVE E

Manage Stormwater and Wastewater to Protect and Enhance Property and Natural Systems

STRATEGY 1

Develop a natural stormwater management masterplan

Define both crisis and opportunity areas that could be leveraged to develop green infrastructure solutions, integrating open spaces as part of the City stormwater infrastructure. Advance development of smaller scale watershed districts to manage localized costs, benefits, and strategies (like the Deer Creek and River des Peres watershed alliances). Identify tracts of land appropriate for stormwater detention/retention and regional detention structures. Recognize large-scale flood management systems to protect local communities. Communicate the strategic plan for evolution of the stormwater and sanitary sewer systems intended to resolve EPA mandates and continue the development of a regionally-specific design manual.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *State and Federal Water Agencies, Watershed Alliances, Neighborhood Associations, Sewer District*

Strategy Type: *Legislative, Policy, Planning, Education, Partnerships*

STRATEGY 2

Incorporate green infrastructure practices

Encourage the installation of green infrastructure to intercept stormwater and manage its quantity and quality without sending it to the piped storm/wastewater system. Best management strategies include rain barrels, planters, tree wells, rain gardens, bioswales, green roofs, green alleys, permeable pavement, developed wetlands, riparian zone plant buffers, living retaining walls, rainfall harvesting, rainwater re-use, and natural ecosystem controls. Leverage tree planting to intercept rainfall, increase infiltration, and soil's ability to hold water. Encourage the use of native and water-wise planting.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Watershed Alliances, Neighborhood Associations, Green Building Advocacy Groups,Sewer District*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 3

Use pilot projects to explore ways to achieve net zero stormwater discharge

Encourage stormwater management installations at new and existing properties. Provide rewards, efficiencies, or credits to encourage property owners to install natural stormwater management systems. Incorporate green infrastructure and greywater systems in municipal buildings and public housing for toilet flushing and irrigation. Partner with higher education institutions to conduct research or encourage competitions to generate innovative systems and solutions.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Unions, Plumbing and Civil Engineering Organizations, Sewer District, Higher Education*

Strategy Type: *Policy, Planning, Education, Partnerships*

STRATEGY 4

Reduce wastewater treatment loads and divert wastewater treatment sludge from landfills

In nature, waste = food. Currently, wastewater treatment sludge goes to a landfill or is incinerated. Sludge could be dehydrated and burned to produce energy or potentially processed in bio-digesters where the gas could be captured and burned for energy. Sludge can also be dehydrated and turned into fertilizer. The type of waste must be monitored (the Bissel plant processes some industrial waste from downtown while the Lemay plant is more residential) as certain contaminants may prevent its re-use. Small scale strategies, such as composting toilets and piloting on-site bio-digesters and living machines, could be appropriate in certain applications.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Electrical Utilities, Plumbers Unions, Plumbing and Civil Engineering Organizations, Sewer District*

Strategy Type: *Policy, Operations, Partnerships*

STRATEGY 5

Evaluate innovations in water pollution prevention

Access new practices in system design, operations, and technologies that preserve clean water and resources. Explore leading edge clean water technologies, such as limiting the use of road salt on streets by using sugar beet juice to reduce contamination of roadside plant material and soil.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Unions, Plumbing and Civil Engineering Organizations, Sewer District*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 6

Raise awareness of storm/wastewater impacts through education and outreach programs

Stormwater and wastewater management are challenges that can be individually impacted in positive ways. Make easily available information that explains the "whole value" of water issues from the water cycle to pervious/impervious development, to impacts from fertilizers and toxic runoff, to private lateral line insurance and flood management systems. Include education on low-cost residential stormwater strategies and opportunities for residents to disconnect their downspouts and manage stormwater on-site. Develop pilot strategy installations in high-traffic areas to inspire interest.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Plumbers Unions, Plumbing and Civil Engineering Organizations, Green Building Advocacy Organizations, Sewer District*

Strategy Type: *Policy, Planning, Education, Partnerships*

Objective F: Provide the Best Quality Water from Sustainable Sources

Water is a resource and commodity, and though the City is fortunate to have an abundance, it would be imprudent to contaminate what we have or to be wasteful with treated water. The City of St. Louis lies just downstream of the confluence of the Missouri and the Mississippi Rivers, the two largest rivers in the nation, an advantageous location considering water challenges that exist in other parts of the country. These waterways provide a consistent high-volume source of freshwater to the City's two water treatment plants, one on each river. Combined, these plants have the capacity to serve 900,000 residential constituents. In 2007, the City of St. Louis won the "Best Tasting City Water in America" from a blind taste test at the U.S. Conference of Mayors. Because the City is currently producing water at just over 1/3 of its capacity (using the 2010 census population count of 319,294), potential exists for providing water to other municipalities or commercial interests above and beyond that in which the City is currently engaged. Water production and sale may have additional revenue producing potential for the City.

STRATEGY 1

Ensure clean water is available for City use

Ensure local watersheds and agriculture entities release the cleanest possible water into river sources and aquifers. Integrate with regional flood plain management activities and stormwater best management practices. Continue to manage river waters so their flow volumes and quality are maintained.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *State & Federal Water Agencies, Water Advocacy Organizations, Water Utilities*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 2

Advance responsible water use

Increase awareness of, and access to, information on responsible water use through educational materials on water source and water cycle awareness, the global value of water, responsible use best practices, the "full price" of bottled water, and disposal of toxins into the water stream. Develop outreach programs and campaigns around responsible water use. Conduct outreach and education about the benefits of reducing the use of chemical pesticides and herbcides. Provide information regarding non-chemical alternatives.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *State & Federal Water Agencies, Water Advocacy Organizations, Water Utilities*

Strategy Type: *Policy, Operations, Education, Partnerships*

STRATEGY 3

Make data on water usage available by property

Water meters currently exist in most commercial properties in the City, but not at City residences. Install City water meters to more directly monitor usage and provide incentives for constituents to save money through water conservation. Verify all commercial properties are metered. Make water meters mandatory for all new construction. Pilot a meter program at City Hall and track usage. Provide water audits for interested residents and businesses. Require water usage data be incorporated into MLS real estate listings.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Water Advocacy Organizations, Water Utilities, Plumbing Infrastructure Contractors, Plumbing Unions, Real Estate Agencies and Advocacy Groups*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 4

Encourage limits on outdoor potable water consumption

Encourage the use of low-maintenance and native landscaping that is acclimated to the local climate, requiring less irrigation. Promote weather-controlled irrigation systems to reduce redundant water use.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Landscape and Gardening Advocacy Organizations, Landscape Contractors*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 5

Develop a water delivery and treatment system which accommodates multiple levels of water quality

The tasks for which we use water do not all require the highest level of treatment and associated treatment costs. The City's current system is designed to deliver one level of water quality to its constituents, but offering access to greywater systems would reduce the need for higher levels of treatment. Uses that might be appropriate for greywater include toilet flushing, irrigation and fire fighting, as well as reducing potable water use at City parks. Where possible, take advantage of multiple uses of the same water as it moves from highly-treated use requirements to lower treatment requirements.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Local Plumbing Infrastructure Contractors, Plumbing Unions, Green Building Advocacy Organizations, Sewer District*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 6

Reduce consumption of bottled water

Build public confidence in the high quality of City tap water. Create a campaign in schools to increase the consumption of tap water and reduce the plastic waste that bottled water generates. Make public hydration (drinking and pet fountain) systems available. Install efficient drinking fountains in schools with bottle-filling units.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *K-12 Schools*

Strategy Type: *Legislative, Policy, Operations, Education*

OBJECTIVE F

Provide the Best Quality Water from Sustainable Sources

STRATEGY 7

Continue to supply potable water that exceeds drinking water standards

Maintain internal processes which periodically evaluate the chemicals, filters, treatment agents, and treatment processes to ensure the highest quality water is being delivered to City Water Division customers in a cost-effective and responsible manner.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *State and Federal Water Agencies, Water Advocacy Organizations, Water Utilities*

Strategy Type: *Legislative, Policy, Operations, Partnerships*

STRATEGY 8

Attract water-driven businesses to St. Louis

Market water resource opportunities to manufacturing concerns, such as pharmaceutical and brewery companies, that require abundant quality water resources.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Business Organizations*

Strategy Type: *Policy, Planning, Partnerships*

Objective G: Advance Health and Resource Efficiency in Buildings

According to the National United States Green Building Council website, buildings are currently responsible for approximately:

- 48% of total energy use (and 76% of electricity use)
- 39% of total CO2 emissions
- 50% of CFC production
- 14% of potable water consumption
- 25% of wood harvested
- 40% of landfill material

Additionally, as many as 30% of buildings suffer from "Sick Building Syndrome". The EPA indicates that, on average, people spend over 90% of their time inside buildings. Moreover, nearly 80% of the greenhouse gas emissions in the City come from its buildings. Percentages like these indicate a significant opportunity for the City to advance the efficient use of resources and increase constituents' health, productivity, and quality of life through sustainable building practices. St. Louis City Ordinance 67414 dictates that all newly constructed municipal facilities greater than 5,000 square feet in size must achieve the LEED (Leadership in Energy & Environmental Design) Silver level of certification. To date, there are 30 commercial LEED certified projects in the City limits and nearly 60 LEED certified homes as well – most of which have been constructed by Habitat for Humanity. St. Louis City Ordinance 67803 also directs the implementation of energy efficiency and greenhouse gas reduction measures for new municipal buildings and major remodels of municipal buildings. Resource efficient buildings cost less to operate, have smaller impacts on their natural environments and are healthier to occupy. The City and its constituents could reap significant benefits by advancing the planning, design, construction, and operation of resource-efficient buildings.

STRATEGY 1

Collect and share data on local climate conditions and place drivers

Analyze St. Louis environmental conditions, such as rainfall, temperature and humidity, to ensure that buildings respond appropriately to and take advantage of passive building solutions. Share resources and guidelines that enable designers and builders to integrate low energy and low resource usage solutions into building projects.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Green Building Advocacy Groups, Local Planners, Developers, Architects, Engineers and Contractors*

Strategy Type: *Planning, Education, Partnerships*

STRATEGY 2

Strive for the highest levels of energy efficiency and maximize the deployment of clean energy solutions in buildings

Establish higher required thresholds of energy performance than national norms and standards. Set bold targets and timelines (like the AIA 2030 challenge) for both public and private facilities. Encourage the integration of site-specific clean/renewable energy sources and leverage the Set the PACE St. Louis program.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Green Building Advocacy Groups, Local Planners, Developers, Architects, Engineers and Contractors*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 3

Ensure building and site development integrates with natural site ecology

Encourage and/or require new building and substantial retrofit projects to incorporate stormwater management plans that result in a net zero increase in the pre-to-post development discharge rate and quantity for properties with less than 50% total impervious area, and a 25% decrease in the rate and quantity for properties with a pre-to-post development impervious area greater than 50%. Encourage the use of vegetated roofs and white/cool roofs. Facilitate access to resources on no-irrigation landscapes and the development of robustly diverse and locally specific bio-habitats.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Green Building Advocacy Groups, Local Planners, Developers, Architects, Engineers and Contractors, Sewer District*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 4

Advance the use of high-efficiency building related water systems and technologies

Use high-efficiency water fixtures and building water systems. Require projects installing new fixtures to exceed current plumbing code performance requirements by 30%, and set longer term performance thresholds that show leadership in this area. Require the installation of water meters on all new or major renovation industrial, commercial, and residential projects. Encourage the integration of greywater systems for appropriate uses.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Green Building Advocacy Groups, Local Planners, Developers, Architects, Engineers and Contractors, Plumbing Unions, Sewer District*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 5

Encourage re-use of materials and divert waste from landfills

Require a minimum of 50% construction waste recycling for new projects, major renovations, and demolition (include street projects), and increase diversion levels over time as local infrastructure and experience develops. Use building materials with low-toxicity, high recycled content and that are locally manufactured.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Green Building Advocacy Groups, Local Planners, Developers, Architects, Engineers and Contractors, Local Material Vendors, Recycling Organizations*

Strategy Type: *Legislative, Policy, Operations, Education, Partnerships*

STRATEGY 6

Provide healthy interior environments in commercial and public buildings

Use natural light for visual acuity and energy reduction, passive temperature and ventilation control, and low-emitting materials and equipment. Use workplace optimization studies to identify major opportunities for improvement in indoor work areas. Encourage awareness in the use of green cleaning products.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Green Building Advocacy Groups, Local Planners, Developers, Architects, Engineers and Contractors, Local Material Vendors*

Strategy Type: *Legislative, Policy, Education, Partnerships*

Bricks salvaged from buildings demolished in the St. Louis area are highly sought after and sent to other parts of the country for use in building projects.
- Preservation Research Office

STRATEGY 7

Evolve local codes and ordinances to meet or exceed national and international standards

When updating and adopting local building codes and standards, consider placing the City in a leadership position by setting local performance thresholds even higher than basic code mandates. Revise permit fee schedules so that building projects which employ low-energy and low-water strategies pay lower fees while those that do not must pay at the maximum rates. Build on the City's LEED-Silver and energy efficiency requirements to encourage higher efficiency in the private sector. Promote the National Association of Home Builders National Green Building Standard.

Cross-Benefits:

Timeframe: *Long-Term*

Potential Partners: *Green Building Advocacy Groups, Local Planners, Developers, Architects, Engineers and Contractors, Unions*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 8

Compile data on high efficiency building performance

Use a publicly accessible and interactive building performance tracking tool which leverages GIS to reveal where and how energy is being used. Celebrate high-performance projects based on design model/intent and actual performance in categories such as energy, site optimization, water, materials/waste reduction, and certification programs like LEED, Energy Star Portfolio Manager, and the St. Louis High Performance Building Initiative. Research synergistic effects of multiple sustainable practices (e.g., benefits of using both solar panels and vegetative matter on roofs).

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Green Building Advocacy Groups, Local Planners, Developers, Architects, Engineers and Contractors, Business Organizations, Utilities, Sewer District*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 9

Offer integrated green building education

Conduct education and outreach on integrated green building strategies, procedures, programs, and financing. Publish case studies of the City's highest performing buildings.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Green Building Advocacy Groups, Local Planners, Developers, Architects, Engineers and Contractors*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

Objective H: Facilitate Access to Leading Edge Information Exchange Systems

Communications and information technologies are evolving at the greatest rates of all time, advancing our capacity to share, partner, archive and retrieve information, and generally increase our intelligence and knowledge base. The use of virtual communications and information technology (IT) systems also reduces the need for and the resulting cost, time, energy, and emissions of physical travel, and the shipment of physical objects like mail and books, while communicating information at the same or higher levels. The City of St. Louis has robust IT infrastructure capacity with typically easy commercial access to high-speed fiber, cable and concrete framed building structures, which are well suited for data center development. The City government has migrated to cloud-based computing systems which will reduce energy usage and resultant emissions, cooling loads, and the required area for computer servers. Additionally, the City is home to commercial and academic institutions which are creating innovative systems and applications, along with leading edge research endeavors. Continuing to encourage the development and leveraging of communications and IT infrastructure will allow the City to fully engage its constituents, create economic opportunities for innovative partnerships, and ensure fertile ground for residents and businesses with a wide range of aspirations.

STRATEGY 1

Develop a virtual meeting network

Develop telepresence hubs in airports and hotels, possibly in government buildings and/or libraries in partnership with hardware/software vendors. Consider a national challenge to connect all cities. Telepresence rooms could be part of business/research incubators to advance the missions of the tenants with a reduced / shared cost.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Hotels, Academic Institutions, Business Organizations, Telecommunications System Providers*

Strategy Type: *Planning, Operations, Education, Partnerships*

STRATEGY 2

Provide Wi-Fi and high speed internet access across the entire City

The City's density can be leveraged to increase the speed of business and information exchange, and for attracting businesses and residents. Develop City-wide hotspots with high speed internet access. Make Wi-Fi available on all public transportation. Facilitate low cost Wi-Fi options to residents who have limited or fixed incomes.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Hotels, Academic Institutions, Local Businesses, Business Organizations, Public Transit, Telecommunications System Providers*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 3

Encourage innovative and useful app and website development

Application software for mobile devices is being created at an incredible pace. The more apps made available for specific use in the City by its constituents and visitors, the more accessible all of the City's dimensions and attributes will be. Host sustainability app development competitions to encourage innovation and optimization of City resources, institutions and infrastructure. Create an open environment for the development of applications based on City GIS information, mobility and transportation, events and amenities, local neighborhood and social networks, demographic data, services, orientation, and data sharing.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Academic Institutions, Local Businesses, Business Organizations, Public Transit, Telecommunications System Providers*

Strategy Type: *Policy, Planning, Operations, Education, Partnerships Education, Partnerships*

STRATEGY 4

Brand the City as a communications hub

The City has a high amount of telecommunications fiber per capita/area. Leverage the City's good internet structure, capacity for data centers, and private sector expertise.

Cross-Benefits:

Timeframe: *Short-Term*

Potential Partners: *Business Organizations, Chamber of Commerce*

Strategy Type: *Legislative, Policy, Planning, Operations, Education, Partnerships*

STRATEGY 5

Make computers and internet access broadly available

Use libraries, recreation centers, community centers, and schools to provide access to information technology devices within the facilities. Acquire new, repurposed, or lightly used equipment. Distribute used but still-useful devices when facility capacity or device near-obsolescence is reached.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Computer Equipment Vendors and Servicers, Local Businesses and Residents*

Strategy Type: *Policy, Operations, Education, Partnerships*

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Education, Training & Leadership

Education, Training & Leadership

The City recognizes that the quality of its business, institutional, and civic leadership is dependent on solid educational experiences. While education starts out at very early ages in life, and is critically important at both the elementary and secondary levels, education today also means lifelong professional development through post-secondary training and beyond.

Education can be the key to higher earnings, and it is typically linked to the accumulation of wealth, which improves quality of life and expands lifestyle and career opportunities. Households headed by high school graduates accumulate ten times more wealth than households headed by high school dropouts. Increased earnings and wealth are further correlated to greater awareness of, and participation in, civic responsibilities, including environmental and social justice issues.

Beyond high school, continuing education describes the opportunity and process of learning new skills and acquiring knowledge that is more directly applicable to career growth than what is taught during formal schooling years. Many people opt for continued education to further their employability, especially with the rapid changes and advancements in technology that demand a more sophisticated and educated workforce. Community colleges and other secondary institutions are adept at offering continuing education and associates degrees that are aimed at careers in economic or occupational sectors that are growing, along with valuable training in management and leadership.

EXISTING ASSETS

The City of St. Louis is home to an extensive network of higher education institutions, as well as the most diverse options for elementary and secondary schools in the metropolitan area. Saint Louis University has both its main and medical campuses in the City's Midtown. Washington University, ranked among the top ten universities in the U.S., has its medical center in the City's Central West End, while its main campus straddles the City's western boundary. Metro High School, of the St. Louis Public Schools, is consistently ranked among the top high schools in Missouri, public or private. The diversity of parochial, private, magnet, and charter primary schools in the City is not only robust, but offers families multiple choices for their children. St. Louis Community College has one of its four campuses in the City, and is among the largest two-year systems in the nation. Webster University has a very popular downtown campus in the revitalized Old Post Office, and Harris-Stowe State University continues to grow in the area between downtown and Saint Louis University. Ranken Technical College on the City's north side maintains more than a 90% placement rate for graduates in a full range of technical careers, supporting such businesses as Boeing, Emerson Electric, and the construction industry.

GOAL

The City of St. Louis aspires to be the premier place for highly educated and talented individuals to live and work, and an innovator in advanced and forward-thinking training for business, government, civic, and individual leadership.

OBJECTIVES

A Increase the High School Graduation Rate and the Quality of the K-12 Educational Experience

B Provide Continuing Education Opportunities

C Link National Economic Growth Sectors to Local Training

D Nurture Leadership and Management Capabilities in Business, Government, and Neighborhoods

E Increase Environmental Literacy

"The great aim of education is not knowledge, but action."
- Herbert Spencer

Objective A: Increase the High School Graduation Rate and the Quality of the K-12 Educational Experience

In the United States, 86% of working adults have obtained a high school diploma, putting those who have not at a real disadvantage. Statistics persistently demonstrate that a high school diploma greatly increases an individual's employment opportunities and earnings potential – and the outlook improves with each higher level of education achieved.

STRATEGY 1

Build a strong connection between individual schools and the neighborhoods and families they serve

Students perform best when the entire community demonstrates that it values education. Provide training and support to families to ensure that the educational experience is reinforced at home through programs like Parents-As-Teachers and Home-Works. Use school facilities on a regular basis for adult continuing education classes and general community meetings. Raise visibility of things going well with St. Louis Public Schools. Tell the "story" to set the expectations and brand of SLPS for the entire region.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *K-12 Schools, Libraries*

Strategy Type: *Partnerships*

STRATEGY 2

Assure that every child achieves entry-level, first grade reading and math skills upon completion of kindergarten

Falling behind early in life both decreases one's lifetime career opportunities and increases one's likelihood of dropping out of school. Offer pre-kindergarten programs to assure that children have a strong foundation and excitement for formal education. Provide increased experiential learning in lower grades to reinforce the applicability of formal education to real-world conditions.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *K-12 Schools, Libraries*

Strategy Type: *Partnerships*

"Proponents of the arts revival in schools have successfully argued that the arts stimulate learning in math and science. Based on early research, a similar argument could now be made that nature education stimulates cognitive learning and reduces attention deficits."
- Richard Louv

STRATEGY 3

Build capacity of teachers and administrative staff within the schools using professional development and cross-training opportunities

Create teams that include principals, office staff, teachers, nutritionists, janitors, etc., to work together for improved learning and demolish silos in operations. Create collaborative opportunities with other regional education districts to foster better environments for student learning and professional development.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *K-12 Schools*

Strategy Type: *Partnerships*

STRATEGY 4

Make post-secondary education financially viable for any graduate of City Schools

Finance, subsidize, or provide scholarship dollars for post-secondary formal education upon high school graduation from St. Louis Public Schools. Progressively increased dollar amounts can be provided for increasing numbers of years spent in the public school system.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Philanthropic Organizations, Universities*

Strategy Type: *Partnerships*

STRATEGY 5

Incentivize high quality graduates of education programs to teach in the St. Louis Public School system

St. Louis schools can benefit from employing the best graduates that teacher education programs have to offer. Urban public schools, however, are often shunned or ignored by top teachers. Provide financial and non-financial incentives to such teachers in order to attract more of them into the City schools. Make increased investments in teachers to help them become more effective and achieve higher quality. One example is the Confluence Academy mini-grant program.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Philanthropic and Education Organizations*

Strategy Type: *Partnerships*

STRATEGY 6

Prepare K-12 students for post-secondary life or careers through college counseling and career mapping exercises

Prepare students for career, or college readiness, with mentoring programs that link high school students to successful individuals and organizations in growing economic sectors. Strengthen students' career readiness with paid internship programs in stable and emerging industries.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *K-12 Schools, Private and Parochial Schools, Post-Secondary Training, Vocational, Associate's Degree Programs*

Strategy Type: *Partnerships, Education*

STRATEGY 7

Provide healthy food options in St. Louis Public Schools

Insufficient and unhealthy meals can contribute to poor performance and behavior in school. Provide healthy food choices at schools. Offer nutrition and meals for those who cannot otherwise afford them. Design math, science, and environmental curricula to involve students in the growth and consumption of fresh foods at school.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *K-12 Schools, Urban/Local Agriculture Advocacy Groups*

Strategy Type: *Partnerships*

"Our bodies are our gardens – our wills are our gardeners."
~William Shakespeare

Objective B: Provide Continuing Education Opportunities

Career success and adaptability require lifelong learning, both formal and informal. Over the last few years, the number of American adults continuing with their education increased tremendously. People who participate in continuing education are generally working professionals seeking to further advance and promote their intellectual capabilities while still working. Since their time is divided between studies and full-time work, they have to be highly motivated in order to succeed. One of the most significant characteristics that distinguish students who are participating in continuing education is their tendency to relate the lessons that they learn in class to their work experience.

STRATEGY 1

Increase the amount and quality of child day care facilities to make it easier for parents to participate in continuing education programs

Integrate adult learning with child care options, offer daycare centers at local community colleges, or other training programs, and allow participants to include the child care cost in their tuition as a tax deductible cost of attending school.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Day Care and Education Advocacy Groups*

Strategy Type: *Partnerships*

STRATEGY 2

Make books, reading opportunities, and literacy initiatives widely available

Provide books (or their equivalent in electronic form), reading lists and book clubs-- especially during the summer months-- to keep kids and parents reading. Enlist businesses to support with contributions. Encourage and teach adults to read with their children on a daily basis. Offer books in common spaces such as food pantries, daycare centers, doctors' offices, and after school programs.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *K-12 Schools, Libraries, Charitable Organizations*

Strategy Type: *Partnerships, Education*

STRATEGY 3

Provide transportation to and scholarships for early childhood programs

Families needing child care and transportation in order to pursue careers or continuing education tend also to be families with relatively few financial resources to afford child care and reliable forms of transportation. Scholarships, subsidies, or loans for child care programs and for low/no cost transportation options would ease these pressures that are otherwise thwarting career advancement training.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Day Care Advocacy Groups, Public Transit, K-12 Schools*

Strategy Type: *Partnerships*

STRATEGY 4

Boost workers' abilities to pass standard employment training entry tests

A high school diploma is not always a sure sign that the recipient is sufficiently educated for many training programs. Remedial reading and test training classes can be expensive to the poorly educated. Offering inexpensive or free remedial classes for adults who have realized the crucial importance of reading skills can greatly increase the employability of St. Louisans.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *K-12 Schools, Higher Education*

Strategy Type: *Partnerships*

STRATEGY 5

Leverage the strength of local labor unions for job creation through pre-apprenticeship programs

It's not just businesses that need workers. Labor unions, too, need highly qualified and trained members who can represent the unions well when on the job, while also contributing to higher productivity for both the individuals and the companies for whom they work. Involving unions with high school students and other adults in pre-apprenticeship programs can broaden career opportunities and union membership.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Unions, K-12 Schools, Vocational Programs*

Strategy Type: *Partnerships*

Objective C: Link National Economic Growth Sectors to Local Training

While formal educational systems tend to offer a wide range of fundamental skills, vocational programs, community colleges, and even four-year colleges need to stay current on innovations, needs, and changes in economic opportunity in order to adjust curricula and experiential training toward skills that are most necessary in the workforce of the next several years. They must also instill in their students the necessity of continuing education to assure that skills are adaptable to ever-changing occupational needs.

STRATEGY 1

Link employees to information and the variety of education and training programs to assure that fundamental and specialized skills are taught and kept current

Update and share information on available continuing education programs aligned with needs for certain kinds of skills and occupations. Provide regular updates to workers on interesting, challenging, and professional growth opportunities to build employee loyalty as well as skills.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Higher Education*

Strategy Type: *Partnerships, Education*

STRATEGY 2

Increase communications to employees about training and grant opportunities

Encourage employees to take advantage of skill training opportunities both regionally and nationally. Make participation in professional conferences affordable so that workers are exposed to the experiences of others in similar fields and to innovative ideas to bring back to St. Louis.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *State and Federal Agencies*

Strategy Type: *Operations*

STRATEGY 3

Rebrand vocational education programs as valuable and lucrative options for growing technical or craft-based industries that could lead to entrepreneurship

Not everyone is suited for four-year college educations. Alternative forms of post-secondary education and training need to be cast in more positive terms to remove negative stereotypes about vocational training when, in fact, jobs available in such fields are crucial to the economy and are relatively well-compensated.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *K-12 Schools, Higher Education*

Strategy Type: *Partnerships, Education*

STRATEGY 4

Provide more on-the-job training programs within stable and emerging industries

Pay people to use the skills they are learning. While necessarily requiring tight management oversight, people often learn more quickly when trained on specific jobs, particularly when being compensated for such work. Coordination of on-the-job training opportunities with and through colleges and vocational programs can motivate more workers to do well as they experience instant gratification for learned skills.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Businesses and Business Organizations, K-12 Schools, Higher Education*

Strategy Type: *Partnerships, Education*

*"The difference between school and life?
In school, you're taught a lesson and then given a test.
In life, you're given a test that teaches you a lesson."
- Tom Bodett*

Objective D: Nurture Leadership and Manage Capabilities in Business, Government, and Neighborhoods

Both the private sector and government are compelled to provide goods and services using limited resources in order to meet challenges and satisfy ongoing demands. Managers in business and government should have the skills and experience to be able to make sound judgment calls, balance budgetary goals and constraints, and make informed decisions to create quality outcomes. These skills are also necessary at the volunteer level, such as among neighborhood leaders. Good leadership and management begets the most desirable outcomes, whether in the form of profits, superior services, or responsive community leaders. Skills and leadership training supports effective and efficient management outcomes.

STRATEGY 1

Promote professional development continuing education credits

Encourage private and public workers to test for and achieve relevant certifications in their professional fields, if any. Encourage cross-training within organizations (and sometimes between organizations) for up-and-coming leaders so that stronger relationships are sustained between areas of responsibility in corporations or government or civic duties.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Higher Education*

Strategy Type: *Partnerships, Education*

STRATEGY 2

Encourage and celebrate new ideas and programs developed by City employees or departments

Launch a City Green Team. Develop cross-training and collaboration between City departments to reduce silos and improve idea generation. Provide a platform for employees to voice their ideas or concerns without negative repercussions. Create annual recognition programs for outstanding employees, departments, and ideas.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Communications Specialists*

Strategy Type: *Partnerships*

STRATEGY 3

Collaborate to offer cross-discipline and cross-sector professional development training

Cross train between private, public, and nonprofit sectors. Share ideas, techniques, management styles, and leadership experience. Government employees will get a closer look at business concerns while corporate workers will learn more about government operations.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Local Outreach and Advocacy Groups*

Strategy Type: *Operations, Education*

STRATEGY 4

Encourage professional development at regular time intervals

Link professional development completion and job performance evaluations to pay raises. Require job standards that are consistent with professional and labor development criteria in all occupational categories.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Business Organizations*

Strategy Type: *Operations, Education*

OBJECTIVE D

Nurture Leadership and Management Capabilities in Business, Government, and Neighborhoods

STRATEGY 5

Develop strategic plans for each neighborhood

Neighborhood strategic plans can be prepared in ways that involve substantial neighborhood involvement with the planning process and the planning objectives. With such buy-in at the neighborhood level, leaders will emerge to assure that resources are deployed to achieve the stated goals. Stronger neighborhoods help to retain and attract prosperous residents who, in turn, contribute investments and leadership.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Planning and Green Building Advocacy Groups*

Strategy Type: *Partnerships*

STRATEGY 6

Offer a neighborhood/community leadership program to train people in the skills needed for neighborhood planning and advocacy

Adaptation of time-honored leadership and management techniques to the neighborhood and volunteer level will improve the ability of neighborhoods to advocate for their own interests, while incorporating the viewpoints of neighbors and the competing and complementary interests of other neighborhoods. Offer youth education, training, and leadership programs relating to technology and entrepreneurial skills.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Local Outreach and Advocacy Groups, Planning and Green Building Advocacy Groups, Higher Education*

Strategy Type: *Partnerships*

Objective E: Increase Environmental Literacy

According to the Environmental Literacy Council, environmental literacy requires a fundamental understanding of the systems of the natural world, the relationships and interactions between the living and the non-living environment, and the ability to deal sensibly with problems that involve scientific evidence, uncertainty, and economic, aesthetic, and ethical considerations. Exploring the natural environment allows us to engage vital human capacities — our curiosity, our ability to care for other creatures, our creativity and imagination, and often the solutions to many of our greatest challenges when we are most aware of the many inspirational, interdependent, and optimized natural systems around us.

Knowledge of environmental science can also be viewed as integral to each citizen's civic duty. One's natural surroundings, and feelings of connectedness to it, can foster knowledge about human integration with the natural world and the opportunities and challenges that lie within. Policy makers generally agree that at least some knowledge of the subject is important as a civic duty, because an informed voting population makes for better policy.

STRATEGY 1

Educate and empower citizens in methods and benefits of being environmentally sustainable

Offer conferences and forums covering sustainability topics. Continue to develop the St. Louis Regional Higher Education Sustainability Consortium (STL-HESC) to expand environmental and climate change curricula. Develop resources designed for diverse neighborhood residents, such as online resources and programs at local schools and community centers, including children and continuing educational classes, presentations, and activities on sustainability topics.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Environmental Advocacy Groups, Green Building Advocacy Groups, Higher Education, Business Organizations*

Strategy Type: *Partnerships, Education*

"The [State Education and Environmental] Roundtable worked with 150 schools in 16 states for 10 years, identifying model environment-based programs and examining how the students fared on standardized tests. The findings are stunning: environment-based education provides student gains in social studies, science, language arts, and math; improves standardized test scores and grade-point averages; and develops skills in problem-solving, critical thinking, and decision-making." - Richard Louv

STRATEGY 2

Incorporate environmental literacy tenets in curricula in elementary and high schools

Today's students will one day have to participate as citizens in making decisions regarding the environment that will be of lasting importance to themselves, their children, grandchildren, the nation, and, of course, the planet. Offer multi-disciplinary courses that tie in environmental and sustainability messages.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Environmental Literacy Organizations, K-12 Schools*

Strategy Type: *Partnerships, Education*

STRATEGY 3

Celebrate local sustainable practices by professionals and citizens

Continue to hold an annual Earth Day or "Go Green Month" celebrations. Give public recognition awards at annual events to businesses, nonprofits, and households who have made significant strides toward sustainable facilities and/or teaching others about sustainable practices.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, CDOs, Developers, Local Businesses*

Strategy Type: *Partnerships*

STRATEGY 4

Facilitate spaces and programs which strive to nourish children's curiosity, growth, and creativity through unstructured play time outside in nature and other outdoor activities

Promote a culture in which children enjoy and are encouraged to be outside in nature, and as a result are healthier, have a sense of connection to their place, and become supporters and stewards of local nature.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Environmental Advocacy Groups, K-12 and Higher Education, Business Organizations*

Strategy Type: *Partnerships, Education*

"It is a wholesome and necessary thing for us to turn again to the earth and in the contemplation of her beauties to know of wonder and humility."
- Rachel Carson

Prosperity, Opportunity & Employment

Prosperity, Opportunity & Employment

Personal prosperity is a major factor in creating a sustainable community. People with productive jobs generate economic vitality and fiscal stability. A sustainable economy enables citizens to qualify for many choices of living wage jobs, while also providing a wide variety of goods and services. Residents with livable incomes nurture the economy by purchasing products and services that contribute towards additional jobs and tax generation. Prosperous citizens are better able to participate in civic life to assure that shared community resources are distributed and managed equitably and sustainably. Good jobs and good incomes also increase charitable contributions that tend to have meaningful impacts on social justice and human health.

EXISTING ASSETS

The City of St. Louis is the geographic and cultural center of the 19th largest metropolitan economy in the United States (of more than 300). As such, Downtown St. Louis is the largest concentration of employment diverse job opportunities in the region, and boasts the most sustainable density of land use and building mixes. Downtown is the gateway to St. Louis, where the highest concentration of hotel rooms are located, and where one of the nation's largest convention centers attracts hundreds of thousands of visitors each year. The City had the highest growth rate in America for college educated 25-to-34 year olds in the decade between 2000 and 2010, a clear sign that the City's urban experience is appealing to young adults who, in turn, will become leaders of sustainable changes in the City's socio-economic fabric. This trend is reinforced by the presence of two major university medical centers in the City, both associated with private universities of international renown. The City has become the region's leader in cutting edge science, technology, and business growth with examples like CORTEX, the Center for Emerging Technologies, and the TRex incubator. As a City built for much larger populations and jobs than are present today, it consequently has an immense infrastructure capacity for substantial growth without contributing to suburban sprawl and agricultural land decreases. The City's centrally located international airport has great capacity for passenger and cargo growth, without adding more land. The City of St. Louis is also the second largest inland water port at the northern-most lock-free point on the nation's mightiest river.

The Regional Chamber and Growth Association (RCGA) recently participated in the Climate Prosperity Project, and has developed a Greenprint strategic guide, along with green talent and job resources. The St. Louis Agency on Training and Employment (SLATE) offers job seekers and businesses a variety of no-cost services related to employment, job training, and career advancement.

GOAL

The City of St. Louis aspires to be a place that attracts progressive and sound private enterprises, by offering affordable living, a high quality work force, and business resources to help nurture and support a thriving and sustainable economy.

OBJECTIVES

A Assure the Employability of the Entire Labor Force

B Market the City's Assets and Special Competencies

C Nurture Innovation in Business, Government, and Philanthropy

D Maximize Economic Productivity by Enhancing Neighborhood Quality of Life

E Redevelop Real Estate Using Sustainability Practices

F Maintain a Diverse and Valuable Tax Base

G Strategically Invest in Forward-Thinking Ideas

H Create Economic Prosperity Through Investments in Human Capital

Objective A: Assure the Employability of the Entire Labor Force

Unemployment in the City of St. Louis is persistently higher than the regional and national averages. Decreasing that rate, or increasing the employment rate, implies that the labor force of St. Louis becomes more adaptable to changing opportunities through more education, better and ongoing training, and equal rights based on merit, skills, and experience. Fuller employment for the resident labor force, however, does not necessarily mean more jobs inside the City of St. Louis. Some residents can and will hold jobs outside the City. The objective here is to achieve higher rates of employment among residents, while retaining those workers as residents of the City.

STRATEGY 1

Increase the post-high school education and training rate

Organize existing mentoring, internship, and role model services into a cohesive and coordinated strategy to increase the willingness and ability of high school graduates to continue their career-building capacities. Eliminate the stigma and stereotyping of vocational and related training.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *K-12 Schools, Chamber of Commerce*

Strategy Type: *Partnerships, Education*

STRATEGY 2

Offer job training programs at accessible community-based locations

Greater access to job training at locations that are readily accessible and near public transportation stops, such as community centers, schools, and libraries, will increase the chances of workers finding living-wage jobs. Facilitate the efforts of SLATE. Seek additional resources for future expansions of operations to reach out to the City's most disadvantaged, through new career center locations, or remote services out of existing community centers and schools.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Higher Education, Business Organizations, Chamber of Commerce*

Strategy Type: *Partnerships, Education*

STRATEGY 3

Make information available about jobs both in and outside the City

Increased access to job availability information helps to sustain a robust economy. Maintain a central repository of information on available jobs and share this broadly through various means.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners:: *State and Federal Labor Agencies, Chamber of Commerce*

Strategy Type: *Partnerships, Education*

STRATEGY 4

Adapt "green" jobs training to both new and existing occupations

Work collaboratively with the full range of education and training providers in the metropolitan area to assure that training, re-training, and higher education programs are relevant to occupational needs of the green economy. This requires training and education toward greater sensitivity, to climatic and environmental impacts of any occupation, and adapting skills to increase positive impacts.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Higher Education, Chamber of Commerce*

Strategy Type: *Partnerships, Education*

STRATEGY 5

Link schools and education with the professional workforce

Address employability and adaptability at all stages of formal education, pre-kindergarten through high school and beyond. Sponsor take-your-child to work days, internships, school visits by successful adults, and related programs to emphasize fundamental occupational requirements, such as on-time performance, critical thinking, problem solving, social interaction, and teamwork.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *K-12 Schools, Chamber of Commerce*

Strategy Type: *Partnerships, Education*

STRATEGY 6

Provide rewards or incentives for firms hiring/training City residents

Encourage the hiring and training of City residents by providing incentives, rewards, or public recognition to employers.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Business Organizations, Economic Development Councils*

Strategy Type: *Partnerships, Education*

STRATEGY 7

Make public transit more widely accessible, frequent, and affordable

To enable workers to get to their jobs less expensively while decreasing traffic congestion, develop transportation plans that minimize commuting time and expense using public transit.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Public Transit, Planning Agencies, Business Organizations*

Strategy Type: *Planning*

STRATEGY 8

Construct sustainable infrastructure improvements

Create jobs, train future workers, attract private investment, and enhance quality of life by incorporating sustainability infrastructure improvements. Pilot short-term, and engage in long-term, projects that exemplify the best practices in sustainability technology while providing career-advancing jobs for St. Louisans.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Public Transit, Planning Agencies, Business Organizations*

Strategy Type: *Policy*

"You and I come by road or rail, but economists travel on infrastructure."
- Margaret Thatcher

Objective B: Market the City's Assets and Special Competencies

To better attract and retain residents, businesses, and visitors, the City of St. Louis can market itself both within and beyond its geographic boundaries. A marketing program may include advertising in printed publications, use of social media, public relations, promotions, and an Internet presence. Marketing requires "having something to sell." St. Louis has much to offer in that regard, but a marketing campaign requires an organized, disciplined, and hierarchical approach to selling and promoting components of business, residential, and tourism opportunities. Consistent and persistent marketing, which adapts to changing socioeconomic circumstances, helps to assure a sustainable and adaptable economic base. The City embraces families, and is routinely recognized as a great and affordable place to raise children.

STRATEGY 1

Increase the inventory and availability of business and industrial real estate through environmental clean-up and land assembly

Publicize the availability of former brownfield properties. Seek grants and related programs, including "natural systems" cleanup, to increase the amount of readily marketable commercial property in St. Louis.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Business Organizations, Environmental Firms and Developers*

Strategy Type: *Operations*

STRATEGY 2

Encourage small scale redevelopment with economic incentives

The City is dotted with relatively small, underdeveloped parcels which may not allow for normal economies of scale for redevelopment. Provide special incentives to "level the playing field" for smaller-scale redevelopers.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Home Builders and Developers, Home Builder Associations, State and Federal Economic Agencies*

Strategy Type: *Legislative, Partnerships*

STRATEGY 3

Collaborate on economic issues to integrate City interests with regional efforts

Participate in the region's Greenprint plan implementation and in the Regional Sustainable Communities planning efforts. As an active participant in the regional sustainability movement, St. Louis is a front and center leader in climate control and sustainability. This improves the marketability of the City while also exposing the City to fresh and innovative ideas.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Chamber of Commerce, Planing Agencies*

Strategy Type: *Partnerships, Planning*

STRATEGY 4

Leverage the Mississippi River as an inexpensive transportation, drinking water, and recreation resource

Market the Mississippi River as an aesthetic and commercially valuable asset, as well as a source of drinking water. Where appropriate, promote the safe use of the Mississippi River for recreational water activities.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *St. Louis Port Authority Partners, Convention & Visitors Commissions*

Strategy Type: *Operations*

STRATEGY 5

Assure that the City's economic development policies, strategies, and practices enhance the City's competitive positioning in the global economy

Plans, laws, regulations, and practices are necessary to assure efficient operation of the economy and the provision of City services. Failure to update policies and practices can hinder business adaptability in rapidly changing economic climates. Conduct an in-depth study of the business climate in the operations of City government to identify process changes, costing little or no money, to increase business development.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Business Organizations, Higher Education Business and Public Administration Programs*

Strategy Type: *Operations*

STRATEGY 6

Build on and market a megalopolitan economic strategy that leverages existing networks with other Midwestern cities

In an age of megalopolitan areas, it is becoming more and more crucial to work with other metropolitan areas like Chicago, Minneapolis, Kansas City, Indianapolis, Little Rock, and Memphis to raise awareness of the Midwest and attract economic development synergies among regions.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Business Organizations, Trade Organizations, Chamber of Commerce, Convention & Visitors Commission*

Strategy Type: *Partnerships*

STRATEGY 7

Market assets and accomplishments of the City to attract new and retain existing residents

Inventory and showcase the many assets of the City, determining their value for attracting and retaining the City's residential population, and identifying improvements that may be needed to upgrade those assets. Conduct multi-year campaigns to increase the awareness of the positive features of the City.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Local Advocacy Organizations, Neighborhood Organizations, Higher Education*

Strategy Type: *Operations*

STRATEGY 8

Include sustainability as an area of award and recognition at the Mayor's Annual Business Luncheon

Use the Mayor's Annual Business Luncheon and/or an annual Mayor's Sustainability Summit to recognize and honor leaders, innovators, and achievers in sustainability. Identify sponsorships, awards funding, and publicity funding to maintain awareness of business and labor force growth in St. Louis.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Economic Development Entities, Local Businesses, Business Organizations*

Strategy Type: *Operations*

Objective C: Nurture Innovation in Business, Government, and Philanthropy

If one attribute has characterized the resilience and unprecedented success of the American people over the centuries, it is the ability to innovate. That means the ability to see new opportunities and the courage to pursue them, the ability to harness the ingenuity and industriousness of the workforce, and the drive and commitment to bring a vision to life. Ideas from the private sector, nurtured by public policies and supported by philanthropic interests, have the ability to significantly and positively shape the City's future.

STRATEGY 1

Emphasize growth in a diverse array of the most promising economic sectors

Study demographic and economic trends and forces influencing the City. Match future changes to assets and strengths of the City to develop economic and marketing programs.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Higher Education, Planning Agencies*

Strategy Type: *Operations*

STRATEGY 2

Align and streamline business development services offered by government, academia, and the private sector

Conduct collaborative forums that evaluate future demographic and economic changes in terms of current government practices, and identify changes needed in such practices to assure prosperity and growth.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Business Organizations, Higher Education, Planning Agencies*

Strategy Type: *Operations*

STRATEGY 3

Focus on small and local businesses as a key part of the City economy

Continue to offer a City government office, such as the Business Assistance Center, whose primary responsibility is to retain, expand, and attract small businesses (under 50 employees) using existing and to-be-developed financial, management, and marketing tools.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Banking industry, Employment Training Organizations, IT Entrepreneurs and Funders*

Strategy Type: *Partnerships*

STRATEGY 4

Re-use existing buildings for inexpensive incubation of entrepreneurial ideas

Use vacant and under-utilized building spaces in the City to incubate businesses and to offer opportunities for innovation and entrepreneurship. Study growth prospects in the national economy that can be nurtured in the City and market these opportunities in an effort to nurture new businesses while putting good use to City buildings.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Economic Development Organizations, Property Owners*

Strategy Type: *Operations*

Objective D: Maximize Economic Productivity by Enhancing Neighborhood Quality of Life

Productivity is defined as the market value of goods creation and services delivery within a given amount of time. Higher productivity often leads to higher incomes. While worker productivity is usually influenced by levels of education, training, skills, experience, and working conditions, productivity is also a function of the quality of housing, neighborhoods, and child care available to the worker. Better living conditions tend to provide an overall state of well-being that includes a nurturing and supportive environment that is a strong foundation for job productivity.

STRATEGY 1

Pursue transit oriented development at MetroLink stations and major bus nodes to encourage more walking and fewer carbon emissions

More transit usage contributes to higher employee productivity by increasing physical health attributable to more walking and by decreasing stresses of automobile ownership, driving, and expenses. Transit usage also decreases carbon emissions per commuter. Create more, and diverse, centers of urban life within walking distance of transit nodes. Modify land use regulations to maximize alternative transportation usage.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, CDCs, Developers*

Strategy Type: *Partnerships*

STRATEGY 2

Encourage continuing education for individual career advancement

Increase job training programs, employment referral services, and career fairs, particularly in low-income communities. Provide scholarships for unemployed and under-employed City residents needing to upgrade their skills in order to become more employable. Scholarship recipients would agree to remain City residents for some period of time after use of the funds.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations, CDCs, Developers, Public Transit*

Strategy Type: *Partnerships*

STRATEGY 3

Encourage volunteerism to utilize skills and experience of those not directly in the labor force

Community volunteerism creates vested interest in one's community, while utilizing acquired skills to help others, all leading to greater health and economic productivity. Encourage and recognize volunteerism in order to maximize community development. Honor and recognize volunteers with awards and tokens of appreciation.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Neighborhood Associations, Outreach Advocacy Groups, Mentorship Advocacy Groups*

Strategy Type: *Partnerships*

STRATEGY 4

Routinely involve younger adults in the labor force in efforts to understand and take advantage of opportunities to attract and retain highly talented residents

Offer internships and related "entry points" to the adult labor force for high school and post-secondary education graduates. Promote internships and apprenticeships among regional corporations with offers of assistance when hiring City residents.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *K-12 Schools, Higher Education, State and Federal Labor Agencies*

Strategy Type: *Partnerships*

STRATEGY 5

Market and encourage living within the City of St. Louis for recent college graduates

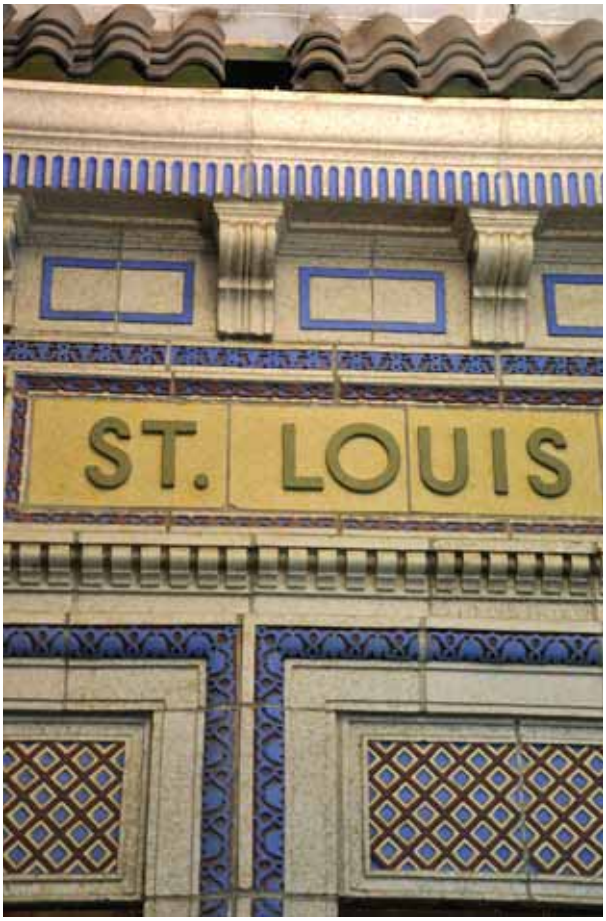
Provide loans, financing, and rent subsidies to attract and temporarily offset rent and mortgage payments for college and graduate school graduates within five years of graduation, regardless of where in the region they are employed.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Higher Education, Banking Industry, Housing Providers*

Strategy Type: *Policy*



"The first time I ever saw St. Louis,
I could have bought it for six million dollars,
and it was the mistake of my life that I did not do it."
- Samuel Clemens

Objective E: Redevelop Real Estate Using Sustainability Practices

Sustainable development aims to retain or restore the natural hydrology and vegetation of a site, to maintain natural slopes and depressions in the landscape, and to encourage infiltration and on-site storage of rainwater. Sustainable development can increase transportation options, increase density to maximize utility and infrastructure economics, and reduce impacts of development in greenfield conditions. Redevelopment of infill and greyfield sites is a form of sustainable development, as is addressing environmental concerns and brownfields in a productive manner.

STRATEGY 1

Monitor land use regulations to assure that development and redevelopment are encouraged, while improving social and environmental conditions

The City is strong because of its diversity of incomes, ethnic backgrounds, occupational skills, educational levels, and ages of residents, among many other social assets. Review City policies and regulations to identify means to maximize reinvestment and social integration while minimizing social disruption.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations, CDCs, Developers, Legal Community*

Strategy Type: *Legislative*

STRATEGY 2

Host a biannual "Developers' Forum" to present crucial information on changing development opportunities in the City

Real estate developers go where there are demonstrated profit-making opportunities. They also like to know the expectations of communities before they invest. A periodic and very highly publicized event to inform the real estate industry about sustainability development plans and opportunities in the City can help to spur long-term revitalization.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Higher Education, Developers, Neighborhood Organizations*

Strategy Type: *Planning, Partnerships, Education*

STRATEGY 3

Promote flexible development approaches by developers, land owners, and business firms

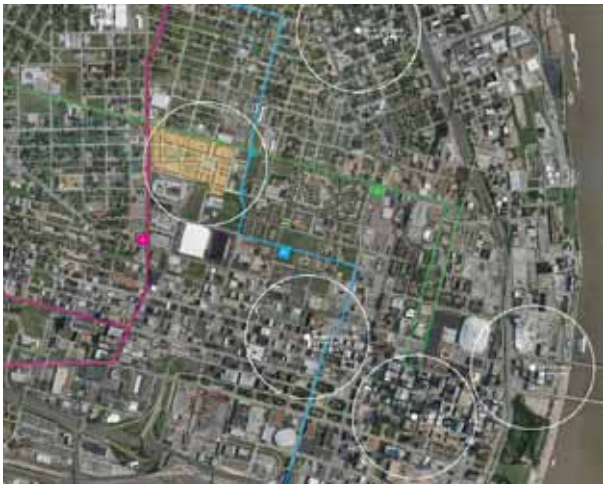
Creativity of planners, architects, builders, and property owners should not be thwarted when such innovations can be enhanced. Review appropriate policies and regulations to determine what changes could be made to adopt smarter and more sustainable land development.

Synergies:

Timeframe: *Short-term*

Partners: *Neighborhood Associations, CDCs, Developers*

Strategy Type: *Policy, Partnerships*



STRATEGY 4

Direct new commercial and mixed use development to designated corridors and districts that demonstrate appropriate market support and localized leadership

Create a plan to prioritize reinvestment policies toward areas and corridors of growing market strength in order to maximize economic efficiencies. Assist neighborhood, minority, and female owned businesses with physical improvements such as facade renovations and accessibility improvements, and efforts to modernize, expand, or relocate. Provide additional business incentives for locating in re-emerging but under-served locations, such as "Green Empowerment Zones" where unemployment rates are at least 50% higher than the state average.

Synergies:

Timeframe: *Short-term*

Partners: *Neighborhood Associations, CDCs, Developers*

Strategy Type: *Policy*

Objective F: Maintain a Diverse and Valuable Tax Base

A sustainable economy is one that provides the monetary resources necessary to support the community. This includes providing a tax base sufficient to run community services, providing members of the community with sufficient wages, and providing capital for community development. A sustainable economy generates the capital necessary for growth, as well as that necessary to support the current needs of the community. Without a sufficient tax base, a community cannot provide its citizens with police, parks and recreation, safe drinking water, or any number of other public services.

STRATEGY 1

Demonstrate regional and national leadership with modernized taxing policies implemented through local elections and/or fresh state enabling legislation

Improved taxing policies and methods can help sustainable economic development by assigning appropriate levels of tax burden consistent with economic activity and growth. Involve the citizens and the City's General Assembly delegation in public discussion about alternative taxation methods that directly relate to prosperity and job opportunities. Thoroughly study the City's tax base, policies, and fundamental economic forces to evaluate options for tax base diversification that would be representative of the global economy.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Higher Education, Business Organizations Planning Agencies, Legal Community*

Strategy Type: *Policy*

STRATEGY 2

Document relative competitiveness ("cost of conducting business") of the tax base in relation to other cities/ counties in metro St. Louis and the Midwest

Taxes are often cited as a reason for lack of economic development. While typically they are not an issue, a complex cost benefit study could be conducted in order to better understand and represent the City's competitive position.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Higher Education, Business Organizations Planning Agencies*

Strategy Type: *Policy*

Objective G: Strategically Invest in Forward-Thinking Ideas

A key to sustainability success is learning how to anticipate and adapt to change. Innovative processes in government, private industry, and nonprofits will position the City to be both progressive and resilient. True insight into St. Louis' economic and residential life, coupled with the creative application of project management and facilitation, will result in innovative solutions to challenges.

STRATEGY 1

Study quality of life factors in highly successful cities, determine how those might be improved or introduced in St. Louis, and identify the human and financial resources necessary to implement

Evaluate best practices of other cities for possible inclusion in appropriate corridors in order to maximize economic efficiencies. Re-evaluate such priorities periodically to measure changes in growth opportunities. Review City policies and regulations to identify means to incentivize redevelopment around multi-modal transportation nodes in favor over locations with lesser transportation options.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations, CDCs, Developers*

Strategy Type: *Policy*

STRATEGY 2

Identify the "critical technologies" that will lead the national and world economies in the next decade and determine which of those can be developed or marketed in the City of St. Louis

America has long been a leader in developing technological advances that contribute to increased world prosperity. Convene a conference of the region's best scientists, engineers, technology researchers, and entrepreneurs to prepare a listing of sustainable, cutting-edge technologies and their application in metropolitan St. Louis. Identify strengths of the City and region to lead such technological innovation and determine optional methods for collaborative growth. Address and include initiatives that promote local manufacturing of sustainable goods.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations, CDCs, Developers, Public Transit*

Strategy Type: *Partnership*

STRATEGY 3

Foster innovation

Provide mechanisms and opportunities to explore and experiment with new ideas that could lead to breakthrough products and services. Encourage innovation by holding contests and offering small grants for innovative ideas, start-ups, and pilot programs. Establish more incubators to reduce start-up costs and to provide common space and services for innovation and entrepreneurial support.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Higher Education, Economic Developers, Business Incubators*

Strategy Type: *Policy, Partnerships, Organizations*

STRATEGY 4

Market City assets to draw visitors to City neighborhoods

Make it easy and affordable for visitors in the central business district and common tourist areas to expand their visits by experiencing residential neighborhoods and transit oriented development areas. Offer coupons or free meals at specific locations. Improve way-finding systems, both with signage and with electronic media.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Restaurateurs, Developers, Neighborhoods, Visitors Commissions, Chamber of Commerce*

Strategy Type: *Policy, Partnerships*

STRATEGY 5

Create partnerships with adjacent cities and counties in metro St. Louis to share fiscal resources and responsibilities to implement common plans

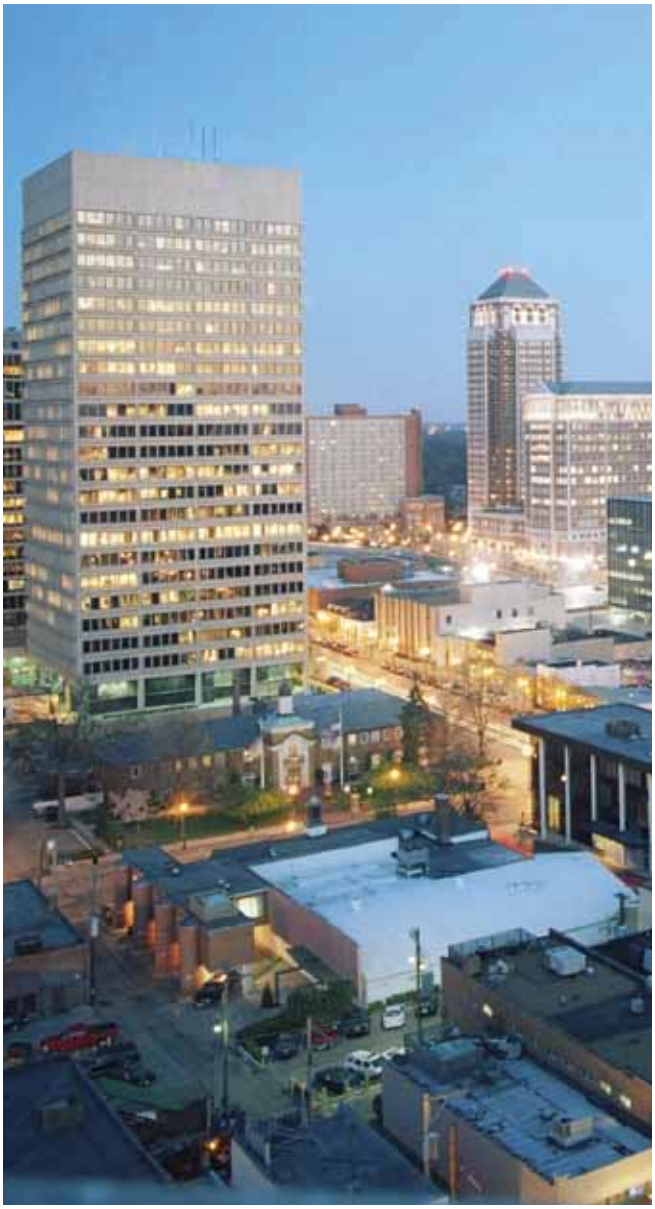
Team up and brainstorm ideas with neighboring communities to add value to cross-boundary services provided, both public and private. Leverage the resources of the City by working with adjacent cities and counties to achieve social and economic goals that benefit multiple jurisdictions. Align localized development regulations and policies with those of the City's neighbors to assure consistency for property owners, developers, and business operators.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Higher Education, Developers, Neighborhoods*

Strategy Type: *Policy, Partnerships, Operations*



"If we are together nothing is impossible.
If we are divided all will fail."
- Winston Churchill

Objective H: Create Economic Prosperity Through Investments in Human Capital

By building a highly trained workforce in the City, St. Louis can be a more attractive location for businesses offering high-quality positions. Jobs in the public and private sectors can be sustainable or "green" jobs, not only in the environmental sense, but also in terms of their equity. Increasing the number of jobs that are long-term contracts, paying living wages with benefits, and employing the local population will help create prosperity for all. Contractors, developers and existing businesses can be encouraged or required to employ sustainable business practices. Groups that are dedicated to helping citizens learn the skills and reach the educational attainment level necessary to be qualified for these high quality jobs can exist when resources are available.

STRATEGY 1

Cultivate family-friendly workplaces and target training programs to disadvantaged populations

Encourage, or require, through City contracts flexible scheduling, job sharing, easily accessible childcare, on-site daycare, and maternity/paternity leave by employers in the City. Create targeted and specialized programs that teach skills and provide employment resources to women and single parents, immigrants, and those for whom English is a second language.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Day Care Advocacy Groups, Higher Education*

Strategy Type: *Legislative, Policy, Partnerships*

STRATEGY 2

Fund more programs that teach individuals tangible job skills and generate usable products/benefits for the community

Create programs that focus on engaging young, unemployed African-American males in skilled work, such as rehabbing houses in their communities. Develop prisoner re-entry programs that teach construction skills.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Economic Development Organizations, K-12 Schools, Nonprofits*

Strategy Type: *Partnerships*

STRATEGY 3

Expand programs that teach crucial business skills in entrepreneurship, banking, accounting, budgeting, loan payments and credit building, and marketing

Expand and facilitate the St. Louis Housing Authority life skills programs. Engage the corporate community and financial institutions in providing additional ongoing financial literacy training programs. Organize drop-in credit check sites at local agencies. Incubators can be used to reduce start-up costs and to provide common space and services for innovation and entrepreneurial support.

Cross-Benefits:

Timeframe: *Short-term*

Potential Partners: *Mentorship Organizations, Banking Industry, Accounting Industry*

Strategy Type: *Policy, Partnerships*

STRATEGY 4

Remove obstacles that residents face in accessing formal banking services

Promote community education on the long-term costs of alternative, and often expensive, financial venues (such as payday lenders, check-cashing outlets, and pawnshops). Work with local banks to increase public knowledge of private finance practices.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Neighborhood Associations, Community Colleges, K-12 Schools, Banking Industry*

Strategy Type: *Legislative, Policy, Partnerships*

STRATEGY 5

Help social programs attract sustainable funding sources

Develop programs that train individuals and nonprofit groups to write grants. Raise awareness of available and appropriate funding sources for area groups to pursue. Foster partnerships that help groups pursue larger contracts through collaboration.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Charitable Institutions, Business Incubators, Higher Education*

Strategy Type: *Partnerships*

STRATEGY 6

Distribute the City of St. Louis Sustainability Plan widely, but especially to recognized civic and business leaders

Ensure that all St. Louis nonprofits, institutions, and major businesses have been provided a copy of the St. Louis City Sustainability Plan, and have been invited to partner with the City, other area groups and institutions, to develop the initiatives detailed in the plan that most suit their organization's missions and goals.

Cross-Benefits:

Timeframe: *Long-term*

Potential Partners: *Business Organizations, Nonprofits, K-12 Schools*

Strategy Type: *Policy, Planning, Partnerships*

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Index of Timing and Cross-Benefits

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
	Urban Character, Vitality & Ecology								
A.	**Support Designated Districts that Focus on Job Creation and Economic Prosperity**								
1	Reinforce the City's Central Corridor as the dynamic "heart" of the region	S	•				•	•	•
2	Provide and market a smart grid, Wi-Fi Hot spots and technological infrastructure	S	•				•	•	•
3	Develop designated areas via incentives for "green" and technical industries	L	•					•	•
4	Increase riverfront development and provide safe public access and associated recreational activities	L	•			•		•	•
5	Provide development incentives to encourage transit-oriented-development	S	•					•	•
B.	**Develop Healthy, Compact, Transit-Served Smart Neighborhoods**								
1	Prioritize infill development to develop thriving compact communities and vibrant mixed-use main streets	S	•				•	•	•
2	Update local street design standards and implement the Complete Streets Ordinance	S	•	•		•	•		
3	Create Citywide, and multiple neighborhood scale mobility plans	S	•	•		•	•		
4	Discourage development that reduces transit, bike, and pedestrian use	S	•	•		•	•		
5	Create Form-Based Code Overlay Districts	S	•						
6	Expand on the safe routes to school program for neighborhood children	L	•	•		•		•	
7	Encourage communities to improve their own neighborhood	S	•	•		•			
C.	**Strengthen Use, Access, and Programming of Civic Amenities, Public Spaces and Streets**								
1	Design public spaces and neighborhood streets as gathering spaces for people	L	•	•		•	•		
2	Increase support and funding to bring programs and activities to public spaces	L	•					•	
3	Expand neighborhood access to school grounds and other public facilities during off-times	S	•	•		•		•	
4	Improve school yards, playgrounds, fields, and gyms for physical activity	S	•	•				•	
5	Maintain public spaces and neighborhood streets	L	•						

Index of Timing and Cross-Benefits (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
D.	**Support and Increase the City's Greenscape, Including its Existing Park System and Urban Tree Canopy**								
1	Ensure all residents have access to parks, recreation facilities, and open spaces	L	•	•		•	•		
2	Develop a healthy active living program that utilizes City parks	L	•			•			
3	Development a regional greenway and trail system	L	•	•		•			
4	Develop funding, operations, and management partnerships for public parks	L	•			•			
5	Update City park and open space plans	L	•		•				
6	Increase visual identity and branding of City parks	L	•						
7	Expand the City's urban tree canopy	L	•			•			•
8	Develop a City-wide public and private reforestation campaign	S	•	•		•	•	•	•
9	Utilize existing park and green space improvements to drive economic and community development	L	•			•	•	•	•
10	Use volunteers as park stewards for all City parks	S	•	•					
E.	**Promote Urban Conservation and Revitalization of the City's Unique Biodiversity and Natural Resources**								
1	Celebrate and increase activity along the Mississippi Riverfront	L	•					•	•
2	Remove/change infrastructure to improve riverfront access	S	•				•		
3	Restore, clean and activate the City's waterways	L	•			•	•		
4	Conduct a regional natural resources inventory and implement protections	S	•			•	•		
5	Promote inclusion of native plants and habitats on public and private land	S	•				•		
6	Provide public education on the City's natural heritage and resources	L	•				•	•	
7	Create a long range City wildlife plan to connect key wildlife areas	L	•						
F.	**Preserve the City's Historically & Architecturally Significant Districts, Buildings, Landmarks and Landscapes**								
1	Preserve and reuse buildings as a means of achieving sustainability	S	•						
2	Continue to integrate preservation into the planning and building approval process	S	•						
3	Create additional events, resources and publications that document and celebrate the City's heritage	L	•					•	
4	Protect historic residential and commercial properties vulnerable to foreclosure, tax forfeiture, or demolition	S	•						
5	Promote the redevelopment of historic homes and commercial properties	S	•						•
6	Prevent scavenging of bricks, metals, and other building materials from vacant buildings	S	•						
7	Encourage the re-use of historic building materials	S	•						•
8	Promote public engagement in the historic preservation movement	S	•						•

Index of Timing and Cross-Benefits (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
G.	**Increase Access to Affordable Housing in Neighborhoods with Access to Transit and Amenities**								
1	Develop affordable housing in concert with long range transit and economic development planning	L	•						•
2	Encourage mixed income/use affordable housing in high amenity neighborhoods	L	•	•					•
3	Expand inclusionary policies in order to create economically-integrated communities	L	•	•					
4	Integrate low income housing into market-rate and mixed use developments	L	•	•					•
5	Promote neighborhood stabilization efforts	L	•	•					
6	Experiment with new ways to raise funds and build partnerships to build sustainable and affordable housing	L	•	•		•	•		•
7	Support the development of housing with embedded supportive services	L	•	•		•		•	
8	Offer housing that is energy efficient and environmentally sustainable	S	•			•			
H.	**Encourage Creative, Smart and Sustainable Uses for Under-Utilized Land and Buildings**								
1	Develop a City-wide strategic plan for maintaining and developing vacant land and property	L	•			•		•	
2	Actively market and publicize the available properties and buildings that LRA owns	S	•						
3	Provide special lot-purchasing programs and encourage creative temporary or permanent land uses	S	•	•				•	
4	Continue to remove site contamination and promote brownfield redevelopment	L	•			•			
5	Assess the viability of employing natural systems for remediation of contaminated land	L	•			•	•		•
6	Maintain appearance of vacant land and abandoned properties	L	•			•			•
7	Take action to eliminate illegal dumping and other environmental crimes	S	•	•		•	•		
8	Enhance community cleaning and beautification efforts	S	•	•		•	•	•	
I.	**Build a Vibrant, Community-Based Urban Agriculture Industry**								
1	Facilitate urban agriculture practices with zoning code updates	S	•	•		•	•		•
2	Broaden the definition of acceptable forms of urban farming	S	•	•					•
3	Develop policies and programs that permit leasing of vacant lots for community gardens	S	•	•		•	•		•
4	Ensure urban agriculture is a profitable, viable enterprise	S	•	•		•		•	•
5	Partner with neighborhoods and developers to provide a community development aspect to urban agriculture	L	•	•		•		•	•
6	Incubate innovative new urban agriculture ventures	L	•	•		•		•	•

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
J.	**Facilitate Place-Based, Integrated Sustainability Planning**								
1	Engage in place-based planning and improvements around community anchors	S	•	•			•	•	•
2	Use zoning and land-use planning to foster sustainable development	L	•					•	•
3	Employ form-based zoning to promote healthy, compact and active communities	L	•				•	•	•
4	Preserve neighborhood residential areas, and commercial and mixed uses on corners and major urban corridors	L	•				•	•	•
5	Increase the effectiveness of major commercial corridors	L	•					•	•
6	Develop codes for transit oriented development districts	L	•				•		
7	Integrate sustainable parking practices into neighborhood and district plans	S	•				•		
8	Incorporate sustainability in economic development programs	L	•						•

Arts, Culture & Innovation									
A.	**Utilize the Arts, Culture, Design, Creative, and Innovation Industries for Economic and Community Development**								
1	Continue to attract and sponsor major arts, design, and cultural events	S	•		•				•
2	Market the City's arts, cultural, and innovative industries in order to attract and retain "young professionals" and the "creative class"	S		•	•			•	•
3	Include youth development and education within art and culture projects and programs	L		•	•			•	
4	Encourage the development of affordable artist housing, studios, and venues	S	•	•	•				•
5	Diversify the City's range of arts, creative, and innovation industries	S	•	•	•	•			•
6	Develop a long-range "arts, culture and innovation" policy and master plan	L	•	•	•	•		•	•
7	Encourage sustainable practices and community-wide leadership	L	•	•	•	•		•	•
B.	**Increase Affordable and Equitable Access to a Diversity of Arts & Culture**								
1	Provide affordable after-school, summer sports and arts camps	S		•	•	•		•	
2	Ensure existing arts and cultural events and venues are easily accessible	S		•	•		•		
3	Provide all residents with access to basic arts and cultural amenities, experiences, events, instruction, and resources	L	•	•	•		•	•	
4	Support the expansion of the Zoo Museum District (ZMD) to additional venues	S	•		•				•
5	Ensure all residents have access to information about arts and cultural events	S		•	•				

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
C.	**Develop Multi-Use, Transit Accessible Arts and Cultural Districts**								
1	Ensure arts & cultural districts are multi-use, walkable, and well served by transit	L	•	•	•	•	•		
2	Facilitate development of arts, culture, and innovation TOD's	L	•	•	•		•		•
3	Encourage synergies within arts and cultural development	L	•		•		•		•
4	Ensure arts and cultural districts remain affordable and diverse	L	•	•	•				•
5	Target developing arts & cultural districts for streetscape and public space improvements	S	•		•		•		
D.	**Encourage Innovation through Smart Learning Hubs and Venture Capital**								
1	Develop smart learning hubs as centers of research and innovation	L	•	•	•		•	•	•
2	Improve access to smart technology in all innovation districts and corridors	L	•	•	•		•		•
3	Facilitate venture capital and human capital support for smart learning hubs	L	•		•			•	•
4	Develop a systematic commitment to creating a culture of innovation	L		•	•			•	•
5	Create a social and environmental innovation research lab for sustainability	L		•	•			•	•
E.	**Encourage Public Art and Design that Builds Vibrancy and Identity**								
1	Use distinctive public art, architecture, landscape, and streetscape to build City and neighborhood identity	L	•		•				•
2	Implement the 1% for public art program	S	•	•	•				
3	Expand arts and cultural events and out-door programs	L	•	•	•	•			
4	Use temporary public art projects and programs to revitalize underutilized City areas	S	•	•	•	•			
5	Develop a long-range public art and design plan	L	•	•	•				
6	Foster art and design that beautifies public transit	L	•		•		•		
7	Encourage collaborations that build places and destinations through art	L	•		•		•	•	

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
F.	**Promote and Develop Arts, Cultural and Innovation Facilities, Resources, and Events**								
1	Revitalize existing, and develop new arts and cultural facilities	L	•		•			•	•
2	Encourage the expansion of arts and cultural events and showcases	S	•	•	•	•			
3	Create a City-wide "art and design week"	L		•	•				•
4	Develop a cohesive City-wide national marketing strategy	L	•	•	•	•	•	•	•
5	Expand existing online resources for information on arts and culture	S	•	•	•				
6	Develop a "homesteading" live/work program	S	•	•	•	•	•	•	•
7	Assist artists, cultural groups and venues in the promotion of their work	L		•	•				
G.	**Build Arts, Design and Cultural Leadership, Volunteerism, Stewardship and Funding**								
1	Provide leadership training in community oriented arts	L			•			•	•
2	Foster collaboration between arts and cultural organizations to share knowledge and build capacity	S		•	•			•	
3	Harness community energy and interest in the arts through volunteer programs	S		•	•			•	
4	Involve artists and the "creative class" in the community	S		•	•			•	
5	Support small / mid-sized community arts and culture organizations and individual artists	S		•	•				•
6	Develop partnerships to find new venues for artists and creative industries	S	•	•	•	•	•	•	•

Empowerment, Diversity & Equity									
A.	**Embrace the Value of Diversity, Aspire Towards Equity, and Attract and Retain a Diverse Population and Culture**								
1	Support and strengthen programs to retain the City's diverse population	L	•	•	•			•	•
2	Conduct an open dialogue within the community, educational institutions, and businesses about race, gender, class, and lifestyle differences	S		•				•	•
3	Enhance opportunities available for minorities, women, and the disadvantaged	L		•				•	•
4	Establish St. Louis as a community of opportunity for all lifestyles	L	•	•	•	•			
5	Offer a variety of cultural events and awareness programs that celebrate diversity in the City of St. Louis	L		•	•			•	
6	Assist those who immigrate to the City of St. Louis and seek to attract new, diverse residents	L		•				•	•
7	Enforce civil and equal rights for all	S		•					•

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
B.	**Encourage Civic Engagement, Transparency and Leadership**								
1	Involve the public in decisions that are relevant to their communities	S		•				•	
2	Expand accessibility of public meetings to increase public input on community issues	S	•	•				•	
3	Increase turnout for voting opportunities	S	•	•			•		
4	Promote the diversity of City boards and commissions to reflect the City's cultural, economic, social, and geographic mix	L		•				•	
5	Empower community development corporations, neighborhood advisory committees, and sustainability advocacy groups	S	•	•	•			•	
C.	**Promote Youth Development, Education, Engagement and Empowerment**								
1	Provide early-education and supplemental youth education programs	S		•				•	
2	Provide affordable after-school, summer enrichment, and volunteer programs	S		•	•	•		•	•
3	Develop supervised entertainment, recreation, and commercial areas for youth	S	•	•	•	•			
4	Provide prevention / intervention programs, and mental/emotional health counseling	L		•		•		•	
5	Direct youth towards college and technical school from an early age	L		•				•	•
6	Create opportunities for youth as they enter young adulthood and the workforce	S		•				•	•
7	Develop a green jobs program for youth	L		•	•	•		•	
8	Encourage youth civic engagement at all levels	S		•				•	
9	Improve the availability of transportation for youth	S	•	•	•	•	•	•	
10	Ensure youth and families have access to healthy food	L		•	•	•	•		
D.	**Promote Senior Civic Involvement, Empowerment, and Intergenerational Engagement**								
1	Encourage and facilitate "Aging-In-Place"	L	•	•	•	•			•
2	Offer safe, affordable and convenient transportation for seniors	S	•	•		•	•		
3	Encourage intergenerational programs that bring together seniors and youth	S		•				•	
4	Expand efforts to engage seniors in civic and volunteer programs	S		•	•	•	•		
5	Promote healthy senior living programs at community facilities	S	•	•		•			
E.	**Reduce Homelessness and Support Low Income Families & the Unemployed**								
1	Develop and enhance the homeless services continuum of care	L	•	•		•		•	•
2	Develop measures to prevent people from falling into poverty or homelessness	L	•	•				•	•
3	Provide a safety net of social services in case of emergencies or personal crisis	S	•	•		•	•	•	•
4	Expand the capacity to create additional affordable housing units	L	•	•					
5	Create pathways for qualified low-income families to become homeowners	S	•	•					•
6	Support efforts to reduce foreclosures and evictions	S	•	•					•
7	Provide job placement services for the unemployed and underemployed	S		•					•
8	Develop an online public resource of available human, medical, and social services in the City	L		•		•			

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
F.	**Ensure Equal Access to Amenities, Business Opportunities, Transportation, and Safety and Healthy Neighborhoods**								
1	Address blighting and environmental health hazards	S	•	•		•			
2	Ensure residents have access to public transit and alternate modes of transportation	L	•	•		•	•		
3	Ensure all neighborhoods are safe and are perceived to be safe	L	•	•		•			
4	Ensure equal distribution of healthy food options	S	•	•	•	•	•	•	•
5	Conduct a City-wide equity assessment	L		•				•	•
6	Ensure the application of universal design and accessibility codes	L	•	•					•

Health, Well-Being & Safety									
A.	**Advance Positive Behavior, Nonviolent Conflict Resolution, and Crime Prevention**								
1	Establish a community security structure	S	•	•		•		•	
2	Create opportunities for positive dialog between Police officers and the local community	S		•		•		•	
3	Develop more school (and afterschool) programs	S		•	•	•		•	
4	Provide services to reduce mental and physical pain and suffering from criminal and emotionally disruptive events	S		•		•		•	
5	Plan and design buildings, spaces, and environments for safety	S	•			•	•		
B.	**Reduce Toxins in the Environment**								
1	Promote awareness, education and program development around air quality issues	S	•			•	•	•	
2	Enforce regulatory standards and ordinances around air quality	S	•			•	•		
3	Reduce air pollution and other harmful emissions from vehicles and engine-driven equipment	S	•			•	•		
4	Educate residents about alternatives to use of toxic materials and hazardous chemicals	S				•	•	•	
5	Reduce exposure of lead-based paint poisoning and remediate lead-based paint hazards	S	•			•	•	•	
6	Remediate and redevelop contaminated land	S	•			•	•		•

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
C.	**Increase Access to Healthy, Local Food, and Nutritional Information**								
1	Eliminate food deserts and improve access to fresh produce	S	•	•		•		•	•
2	Connect food growers with food consumers	S		•		•		•	•
3	Support urban agriculture opportunities in the City	S	•	•		•	•	•	•
4	Begin healthy food choice education at the elementary level	S		•		•		•	
5	Make farmers markets and other local food access systems readily available to everyone	S	•	•		•		•	•
6	Make healthy food options the most convenient choice	L	•			•		•	
7	Provide education on nutrition	S		•		•		•	
8	Deliver healthy food to those in need	S	•	•		•			•
D.	**Encourage Physical Activity, Fitness, and Recreation**								
1	Include activity options, program opportunities and cultural attributes in greenways and public spaces	S		•		•			•
2	Promote public events that feature fitness and physical activity	S		•		•		•	•
3	Encourage physical activity and healthy modes of commuting	S	•	•		•	•	•	
4	Design buildings to encourage physical activity	S				•	•	•	
E.	**Ensure Access to Local Health Systems, Services, and Information**								
1	Offer a health information resource database system	S		•		•	•	•	
2	Identify sectors which are at risk of not receiving quality health care, and create strategies to provide services to them	S	•	•		•	•	•	
3	Conduct community-based wellness programs	S	•	•		•		•	
4	Encourage preventative care	S	•	•		•	•	•	
5	Offer safe and convenient ways of disposing of medicines	S	•			•		•	
6	Streamline incompatabilities across different healthcare systems	L				•		•	
7	Perform capital improvements to disadvantaged healthcare facilities	L	•			•	•		•
F.	**Minimize Vulnerability to Hazards and Disasters**								
1	Facilitate awareness, access, and training around emergency preparedness resources	S	•	•		•	•	•	
2	Promote discussion of emergency prevention and response at the neighborhood and family level	S	•	•		•		•	

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
Infrastructure, Facilities & Transportation									
A.	**Facilitate Affordable, Efficient, Convenient, Accessible, Safe, and Healthy Transport of People and Goods**								
1	Advance the City of St. Louis as a transportation hub	S	•	•	•	•	•		•
2	Encourage transit oriented development	S	•	•		•	•		•
3	Pilot transportation improvement districts	L	•	•		•	•	•	•
4	Promote cycling amenities and infrastructure	S	•	•		•	•	•	•
5	Develop funds for public transit based on revenues	L	•	•			•		•
6	Conduct outreach and advocacy programs which advance multi-modal commuting options	S	•	•			•	•	•
7	Offer balanced traffic flow	S	•	•			•		•
8	Increase shared-vehicle programs and opportunities	S	•	•			•	•	•
9	Use highly efficient, low-emitting vehicles	L	•	•		•	•	•	•
B.	**Promote Energy Efficiency and Utilize Cleaner Forms of Energy**								
1	Encourage home and business energy efficiency through energy efficiency and conservation programs	S	•	•			•	•	•
2	Increase the installed base of renewable energy	L	•				•	•	•
3	Conduct ongoing energy performance measurement and tracking	S		•			•	•	•
4	Conduct investment-grade energy audits at large buildings and complexes	S					•	•	•
5	Purchase Energy Star certified equipment	S					•		•
6	Establish a renewable energy standard for City government operations	S		•			•	•	•
7	Upgrade streetlights with energy efficient bulbs	L	•				•		•
8	Make water pumps and related infrastructure more energy efficient	L	•				•		•
9	Study the potential for development of hydroelectric resources	L					•		•
10	Utilize utility scale options to reduce overall community energy consumption	L	•				•	•	•
11	Advance developing and innovative energy solutions and infrastructure	L	•				•	•	•
12	Offer innovative financing for energy efficiency and clean energy improvements	S		•			•	•	•

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
C.	**Reduce Greenhouse Gas Emissions**								
1	Measure and report greenhouse gas emissions	S		•			•	•	•
2	Engage in climate action planning	S	•	•			•	•	•
3	Support regional cooperation on abating climate change	S	•	•			•	•	•
4	Reduce greenhouse gas emissions	S	•	•			•	•	•
5	Develop resiliency and adaptation capacity in response to climate change	L	•	•		•	•	•	•
D.	**Minimize Landfill-Bound Waste**								
1	Offer recycling throughout the City	S	•	•		•	•	•	•
2	Support materials and equipment repurposing programs	S	•	•	•	•	•	•	•
3	Provide residential and business hazardous waste collection opportunities	S	•			•	•	•	
4	Collect and compost organics and yard debris	S	•			•	•	•	•
5	Use waste diversion as a source of revenue	L		•		•	•	•	•
6	Advance waste diversion education and outreach programs	S		•	•	•	•	•	
7	Reduce the manufacture and waste of retail packaging and plastics	L	•			•	•	•	•
8	Reduce virgin paper use and increase use of paper with recycled content	S		•			•	•	•
E.	**Manage Stormwater and Wastewater to Protect and Enhance Property and Natural Systems**								
1	Develop a natural stormwater management masterplan	L	•			•	•		
2	Incorporate green infrastructure practices	S	•			•	•	•	•
3	Use pilot projects to explore ways to achieve net zero stormwater discharge	S	•			•	•	•	•
4	Reduce wastewater treatment loads and divert wastewater treatment sludge from landfills	S				•	•		•
5	Evaluate innovations in water pollution prevention	S	•			•	•	•	•
6	Raise awareness of storm/wastewater impacts through education and outreach programs	S	•	•	•	•	•	•	•

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
F.	**Provide the Best Quality Water from Sustainable Sources**								
1	Ensure clean water is available for City use	L				•	•		
2	Advance responsible water use	S	•			•	•	•	
3	Make data on water usage available by property	S		•			•	•	•
4	Encourage limits on outdoor potable water consumption	L	•				•	•	•
5	Develop a water delivery and treatment system which accommodates multiple levels of water quality	S	•			•	•	•	•
6	Reduce consumption of bottled water	S	•			•	•		•
7	Continue to supply potable water that exceeds drinking water standards	S				•	•		
8	Attract water-driven businesses to St. Louis	S				•	•		•
G.	**Advance Health and Resource Efficiency in Buildings**								
1	Collect and share data on local climate conditions and place drivers	S	•	•			•	•	•
2	Strive for the highest levels of energy efficiency and maximize the deployment of clean energy solutions in buildings	S					•	•	•
3	Ensure building and site development integrates with natural site ecology	S	•				•	•	•
4	Advance the use of high-efficiency building related water systems and technologies	S	•			•	•	•	•
5	Encourage re-use of materials and divert waste from landfills	S	•			•	•	•	•
6	Provide healthy interior environments in commercial and public buildings	S				•	•	•	•
7	Evolve local codes and ordinances to meet or exceed national and international standards	L	•				•	•	•
8	Compile data on high efficiency building performance	S		•		•	•	•	•
9	Offer integrated green building education	S		•		•	•	•	•
H.	**Facilitate Access to Leading Edge Information Exchange Systems**								
1	Develop a virtual meeting network	S		•			•	•	•
2	Provide Wi-Fi and high speed internet access across the entire City	S	•	•	•	•	•	•	•
3	Encourage innovative and useful app and website development	S	•	•	•	•	•	•	•
4	Brand the City as a communications hub	S	•				•	•	•
5	Make computers and internet access broadly available	S	•	•			•	•	•

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
Education, Training & Leadership									
A.	**Increase the High School Graduation Rate and the Quality of the K-12 Educational Experience**								
1	Build a strong connection between individual schools and the neighborhoods and families they serve	S	•	•				•	
2	Assure that every child achieves entry-level first grade reading and math skills upon completion of kindergarten	L		•	•			•	
3	Build capacity of teachers and administrative staff within the schools using professional development and cross-training opportunities	S		•		•		•	
4	Make post-secondary education financially viable for any graduate of City Schools	L		•				•	•
5	Incentivize high quality graduates of education programs to teach in the St. Louis Public School system	L		•	•			•	•
6	Prepare K-12 students for post-secondary life or careers through college counseling and career mapping exercises	S		•				•	•
7	Provide healthy food options in St. Louis Public Schools	S				•		•	•
B.	**Provide Continuing Education Opportunities**								
1	Increase the amount and quality of child day care facilities to make it easier for parents to participate in continuing education programs	L						•	•
2	Make books, reading opportunities, and literacy initiatives widely available	S	•					•	
3	Provide transportation to and scholarships for early childhood programs	L	•					•	•
4	Boost workers' abilities to pass standard employment training entry tests	S		•				•	•
5	Leverage the strength of the local labor unions for job creation through pre-apprenticeship programs	S	•	•				•	
C	**Link National Economic Growth Sectors to Local Training**								
1	Link employees to information and the variety of education and training programs to assure that fundamental and specialized skills are taught and kept current	L		•				•	•
2	Increase communications to employees about training and grant opportunities	S		•				•	•
3	Rebrand vocational education programs as valuable and lucrative options for growing technical or craft-based industries that could lead to entrepreneurship	S						•	•
4	Provide more on-the-job training programs within stable and emerging industries	S						•	•

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
D.	**Nurture Leadership and Management Capabilities in Business, Government, and Neighborhoods**								
1	Promote professional development continuing education credits	S	•					•	•
2	Encourage and celebrate new ideas and programs developed by City employees or departments	S	•	•				•	
3	Collaborate to offer cross-discipline and cross-sector professional development training	L		•				•	•
4	Encourage professional development at regular time intervals	L		•				•	
5	Develop strategic plans for each neighborhood	L	•	•				•	
6	Offer a neighborhood/community leadership program to train people in the skills needed for neighborhood planning and advocacy	L	•	•				•	
E.	**Increase Citizens' Environmental Literacy**								
1	Educate and empower citizens in methods and benefits of being environmentally sustainable	S	•	•				•	
2	Incorporate environmental literacy tenets in curricula in elementary and high schools	S	•	•	•			•	
3	Celebrate local sustainable practices by professionals and citizens alike	S	•					•	
4	Facilitate spaces and programs which strive to nourish children's curiosity, growth, and creativity through unstructured play time outside in nature and other outdoor activities	S	•	•	•			•	

Prosperity, Opportunity & Employment									
A.	**Assure the Employability of the Entire Labor Force**								
1	Increase the post-high school education and training rate	S		•				•	•
2	Offer job training programs at accessible community-based locations	S	•					•	•
3	Make information available about jobs both in and outside the City	S	•					•	•
4	Adapt "green" jobs training both new and existing occupations	S		•			•	•	•
5	Link schools and education with the professional workforce	S		•				•	•
6	Provide rewards or incentives for firms hiring/training City residents	L		•				•	•
7	Make public transit more widely accessible, frequent, and affordable	L	•				•		•
8	Construct sustainable infrastructure improvements	L	•				•		•

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
B.	**Market the City's Assets and Special Competencies**								
1	Increase the inventory and availability of business and industrial real estate through environmental clean-up and land assembly	L				•	•		•
2	Encourage small scale redevelopment with economic incentives	L	•						•
3	Collaborate on economic issues to integrate City interests with regional efforts	S		•			•		•
4	Leverage the Mississippi River as an inexpensive transportation, drinking water, and recreation resource	S		•			•		•
5	Assure that the City's economic development policies, strategies, and practices enhance the City's competitive positioning in the global economy	S	•	•					•
6	Build on and market a megalopolitan economic strategy that leverages existing net-works with other Midwestern cities	L	•				•		•
7	Market assets and accomplishments of the City to attract new and retain existing residents	S	•		•		•	•	•
8	Include sustainability as an area of award and recognition at the Mayor's Annual Business Luncheon	S	•						•
C.	**Nurture Innovation in Business, Government, Philanthropy**								
1	Emphasize growth in a diverse array of the most promising economic sectors	S	•	•		•	•	•	•
2	Align and streamline business development services offered by government, academia, and the private sector	S	•	•		•		•	•
3	Focus on small and local businesses as a key part of the City economy	S	•				•		•
4	Re-use existing buildings for inexpensive incubation of entrepreneurial ideas	S	•						•
D.	**Maximize Economic Productivity by Enhancing Neighborhood Quality of Life**								
1	Pursue transit oriented development at MetroLink stations and major bus nodes to encourage more walking and fewer carbon emissions	S	•	•		•	•		•
2	Encourage continuing education for individual career advancement	L	•	•				•	•
3	Encourage volunteerism to utilize skills and experience of those not directly in the labor force	S	•	•	•	•			•
4	Routinely involve younger adults in the labor force in efforts to understand and take advantage of opportunities to attract and retain highly talented residents	S	•			•		•	•
5	Market and encourage living within the City of St. Louis for recent college graduates	S	•	•	•				•

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
E.	**Redevelop Real Estate Using Sustainability Practices**								
1	Monitor land use regulations to assure that development and redevelopment are encouraged, while improving social and environmental conditions	L	•			•			•
2	Host a biannual "Developers' Forum" to present crucial information on changing development opportunities in the City	S	•	•				•	•
3	Promote flexible development approaches by developers, land owners, and business firms	S	•	•	•	•			•
4	Direct new commercial and mixed use development to designated corridors and districts that demonstrate appropriate market support and localized leadership	S	•				•		•
F.	**Maintain a Diverse and Valuable Tax Base**								
1	Demonstrate regional and national leader-ship with modernized taxing policies implemented through local elections and/or fresh state enabling legislation	L	•				•		•
2	Document relative competitiveness ("cost of conducting business") of the tax base in relation to other cities/counties in metro St. Louis and the Midwest	S	•				•		•
G.	**Strategically Invest in Forward-Thinking Ideas**								
1	Study quality of life factors in highly successful cities, determine how those might be improved or introduced in St. Louis, and identify the human and financial resources necessary to implement	L	•		•	•			•
2	Identify the "critical technologies" that will lead the national and world economies in the next decade and determine which of those can be developed or marketed in the City of St. Louis	L	•	•	•	•		•	•
3	Foster innovation	S	•	•	•				•
4	Market City assets to draw visitors to City neighborhoods	S	•		•				•
5	Create partnerships with adjacent cities and counties in metro St. Louis to share fiscal resources and responsibilities to implement common plans	S	•	•	•				•

Table of Objectives & Strategies (cont'd)

		Timeframe	Urban	Empowerment	Arts	Health	Infrastructure	Education	Prosperity
H.	**Create Economic Prosperity Through Investments in Human Capital**								
1	Cultivate family-friendly workplaces and target training programs to disadvantaged populations	S	•	•					•
2	Fund more programs that teach individuals tangible job skills and generate usable products/benefits for the community	L		•					•
3	Expand programs that teach crucial business skills in entrepreneurship, banking, accounting, budgeting, loan payments and credit building, and marketing	S		•	•			•	•
4	Remove obstacles that residents face in accessing formal banking	L		•				•	•
5	Help social programs attract sustainable funding sources	L		•					•
6	Distribute the City of St. Louis Sustainability Plan widely, but especially to recognized civic and business leaders	L		•					•

Acknowledgements & Credits

The Mayor's office of the City of St Louis would like to thank the following for their contributions in the development and preparation of this Sustainability Plan; it would not have been possible without their assistance:

- City of St. Louis Staff and Departments
- Technical Worksession and Community Workshop Participants

Critically important support and sponsorships were received from:
Abbott EMS, Ameren Missouri, Ameresco, AT&T, Bevo-Long Community Education Full Service School, Butler's Pantry, Catering St. Louis, Citizens for Modern Transit, Coventry, Development Strategies, East West Gateway Council of Governments, Electrical Connection, Explore Green, FOCUS St. Louis, Forest Park Forever, Friendly Temple Missionary Baptist Church, H3 Studio, HOK, Laclede Gas, Missouri Botanical Garden, Missouri Department of Conservation, Missouri History Museum, Monsanto, Peabody Energy, Saint Louis University Center for Sustainability, Sheet Metal Workers International Association, U.S. Department of Energy, U.S. Green Building Council Missouri Gateway Chapter, Vector Communications, and the many volunteers who gave their time to this effort.

The City's consultants during the sustainability planning process were:

- HOK
- H3 Studio
- Development Strategies
- Vector Communications

Images used in this document were provided by Catherine Werner, Lynn Marsden Photography, HOK, H3 Studio, Metro, Microgrid, nextSTL, Casey Communications, City Garden Montessori, Harold Karabell, Sam Fentress, Whitney Curtis, and Aaron Young.

Acknowledgements & Credits

Appreciation

The material in this document is based upon work supported by the Department of Energy under Award Number EE0000759/001.

This project was made possible with a grant from the Energy Efficiency and Conservation Block Grant (EECBG) Program, which is helping U.S. cities, counties, states, territories and Indian tribes develop, promote and implement local energy efficiency and renewable energy projects. The EECBG Program, funded for the first time by the Recovery Act, is a major investment in energy solutions that will strengthen America's economy, create jobs locally and immediately deploy the cheapest, cleanest, and most reliable energy technologies we have—energy efficiency and conservation. Learn more about the Energy Efficiency and Conservation Block Grant Program at: www.eere.energy.gov/wip/eecbg.html.

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