

ST LOUIS AVE

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

OBJECTIVE A

Assure the Employability of the Entire Labor Force

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



OBJECTIVE A

Assure the Employability of the Entire Labor Force



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*

OBJECTIVE A

Assure the Employability of the Entire Labor Force

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 brown-field 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

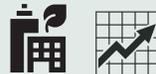
Strategy Type: Operations

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

OBJECTIVE B

Market the City's Assets and Special Competencies

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, Planning 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



OBJECTIVE B

Market the City's Assets and Special Competencies

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*

OBJECTIVE B

Market the City's Assets and Special Competencies

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

OBJECTIVE C

Nurture Innovation in Business, Government, and Philanthropy

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

OBJECTIVE D

Maximize Economic Productivity by Enhancing Neighborhood Quality of Life



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*

OBJECTIVE D

Maximize Economic Productivity by Enhancing Neighborhood Quality of Life

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

OBJECTIVE E

Redevelop Real Estate Using Sustainability Practices

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.

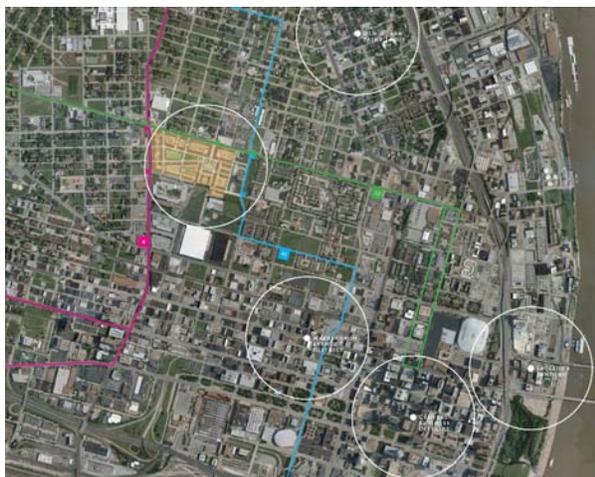
Synergies:



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

OBJECTIVE G

Strategically Invest in Forward-Thinking Ideas

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



OBJECTIVE G

Strategically Invest in Forward-Thinking Ideas

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.

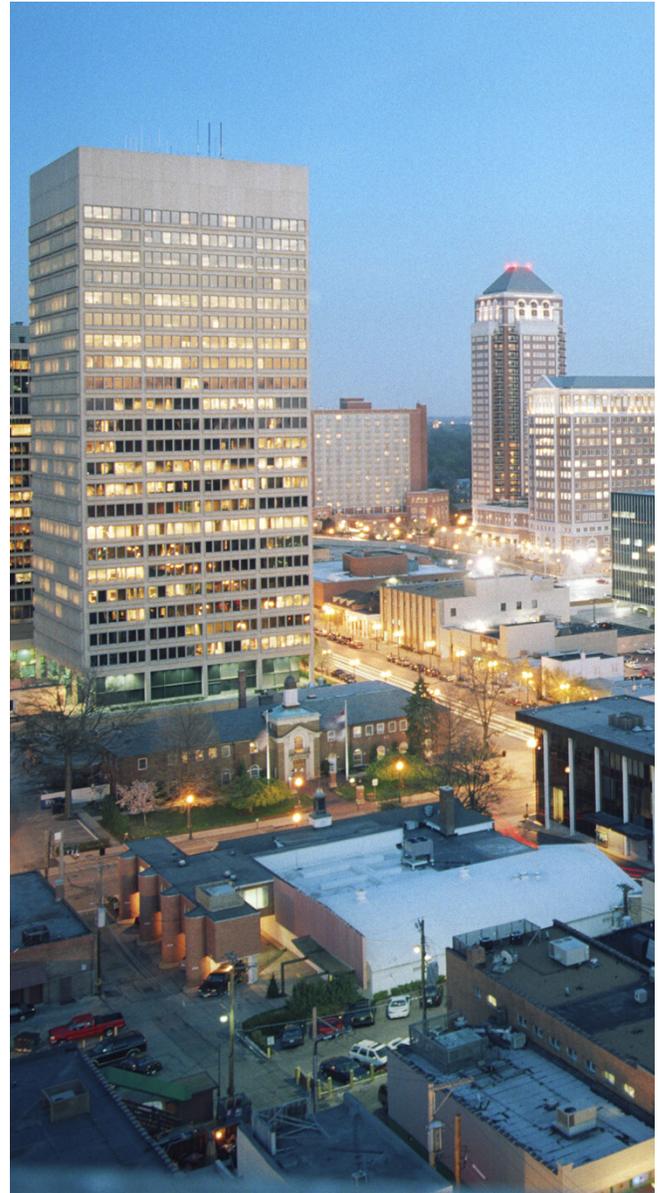
Cross-Benefits:



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 day-care, 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

OBJECTIVE H

Create Economic Prosperity Through Investments in Human Capital

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*



OBJECTIVE H

Create Economic Prosperity Through Investments in Human Capital

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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