

DRAFT for
Public Review
10/1/12

CITY OF ST. LOUIS
Sustainability Plan





Letter From The Mayor

Letter TBD...

Mayor's Letter Placeholder







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.*



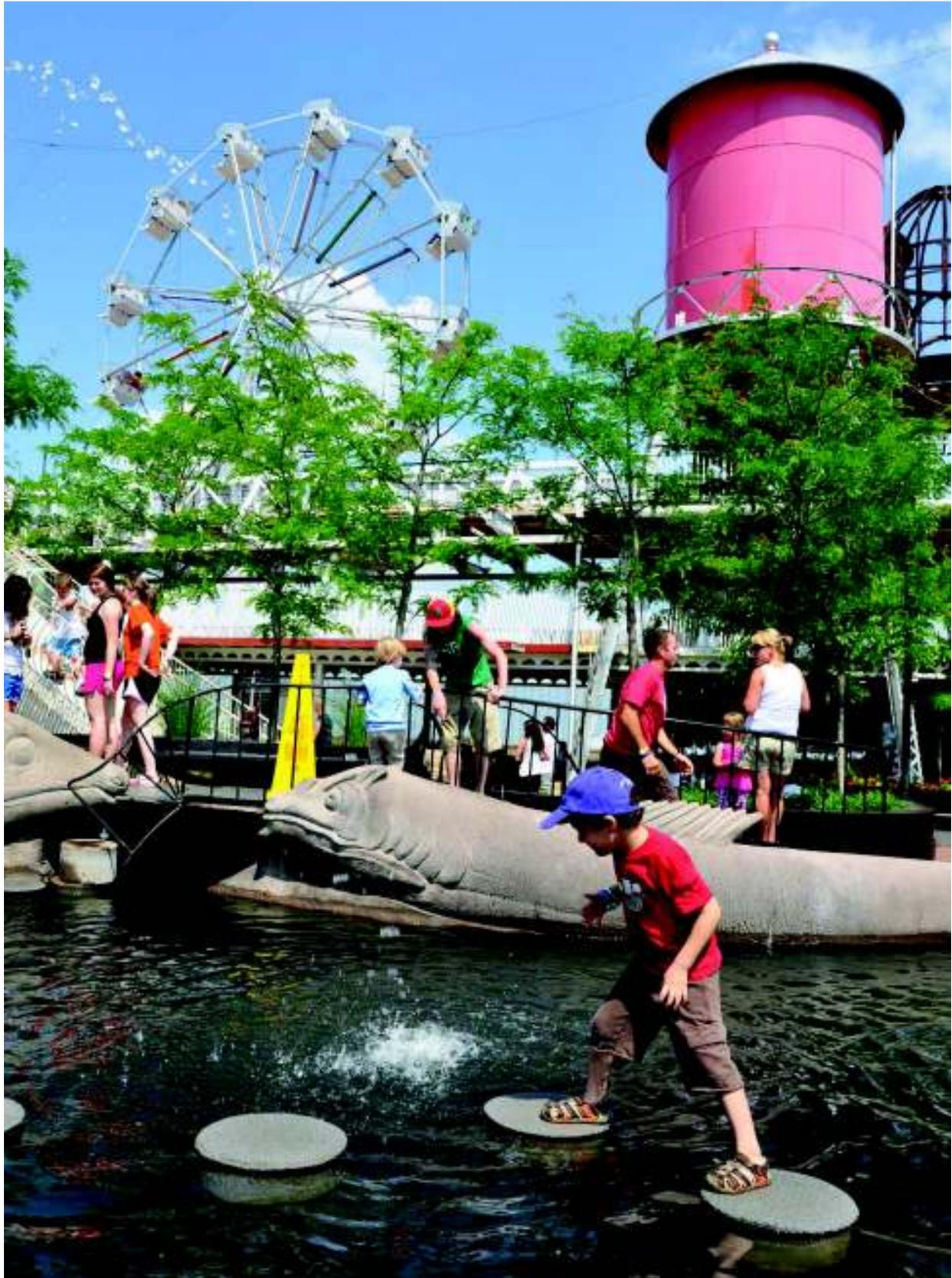


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Introduction

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

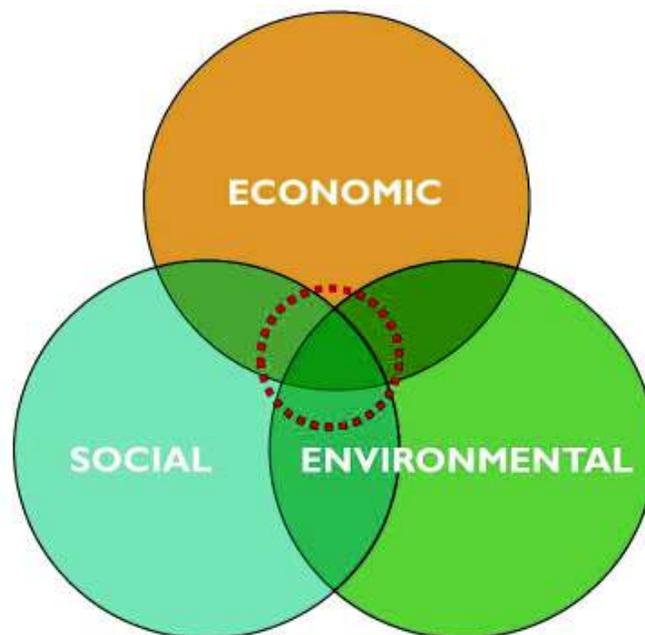
This is the Spirit of St. Louis for which Charles Lindbergh named the legendary single engine plane that defied odds to fly across the Atlantic Ocean. Historically rooted in its geography, its culture, and its accomplishments, the City continues to dynamically evolve to meet the needs of an ever-changing 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 of 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 strategic 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 granular 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 sums 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 Worksessiona 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

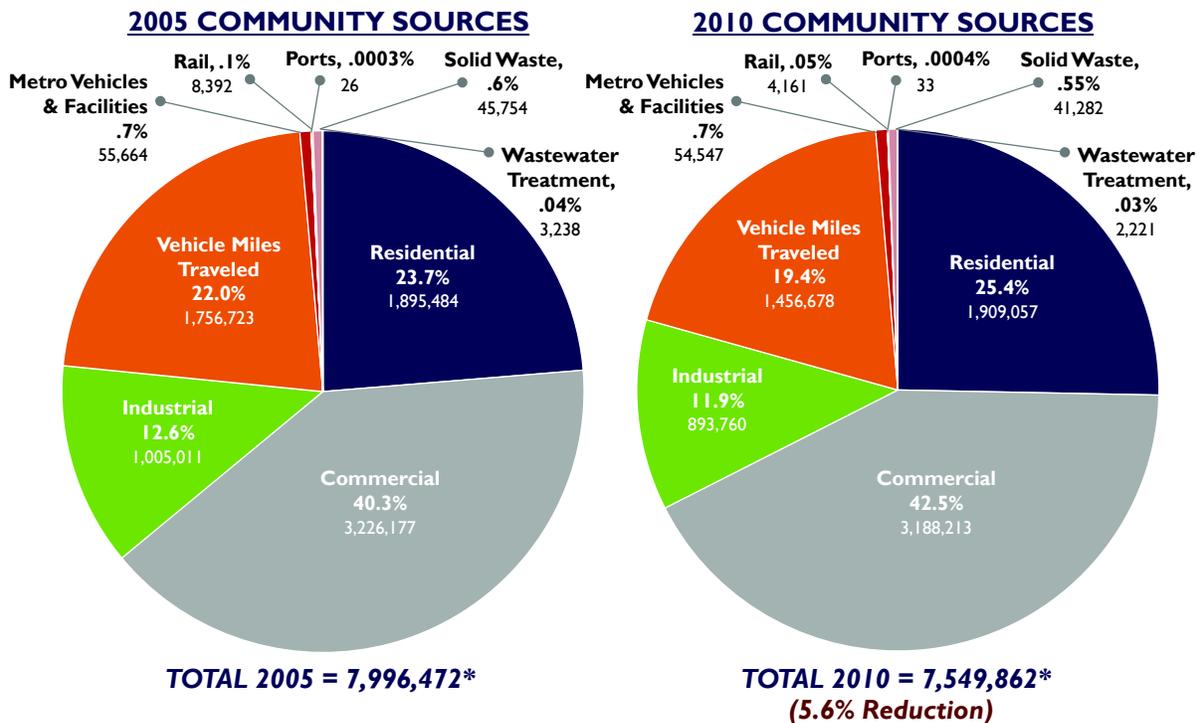


and students to develop the City's baseline Greenhouse Gas Emissions (GHG) Inventory. The City's GHG inventory was conducted in two parts: (1) GHG emissions from just Government operations, and (2) emissions by sectors within the Community at large. The City's baseline report was conducted for the year 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



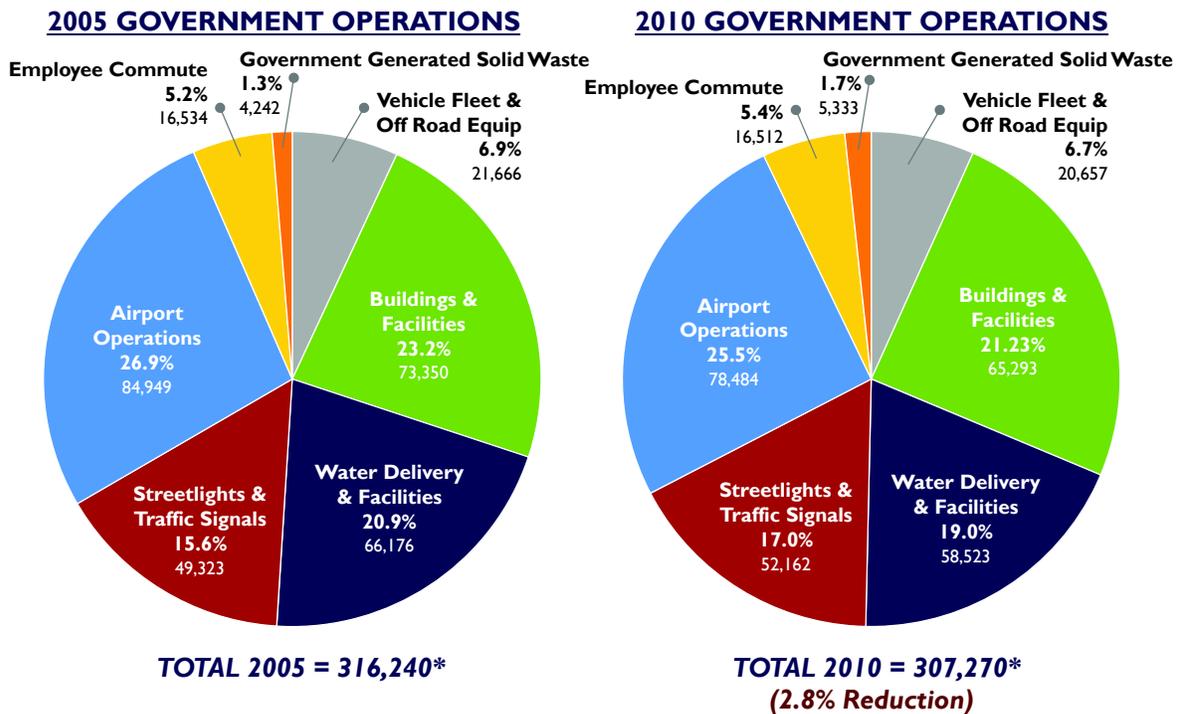
* All Quantities in mtCO₂e, Updated 12/5/11



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 (25%), 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



* 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.



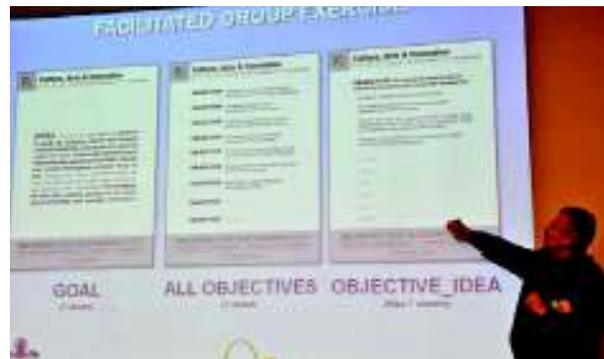
The CAP will consider important contexts in which the City will pursue its efforts to abate GHG emissions: policies of other federal, regional, state, and local jurisdictions, economic considerations, and local considerations. The CAP will outline climate mitigation strategies and principles:

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. As such, 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 and 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, which were primarily City of St. Louis residents, desire to have a 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.

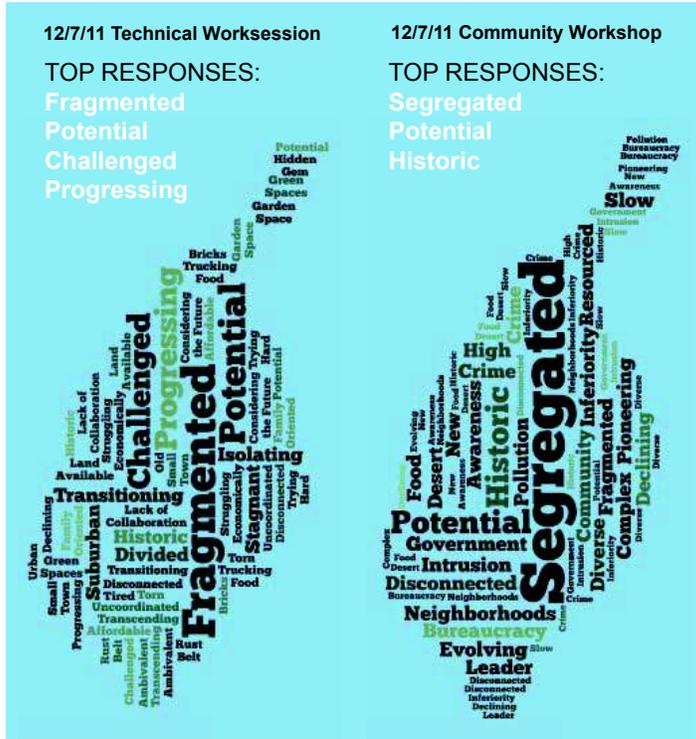
Mayor's Sustainability Summit I :: imagine (December 6-7, 2011). Four sessions were held for the public:

- 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:

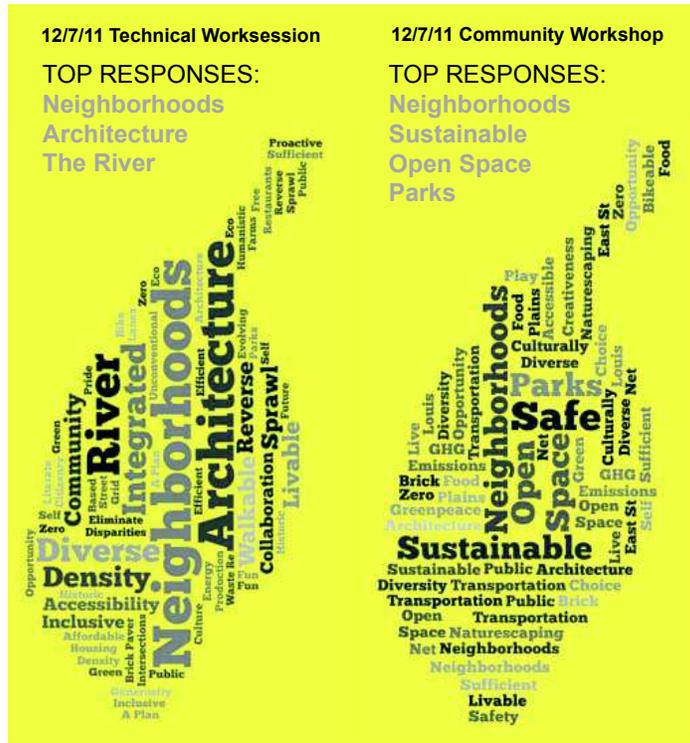
**Exercise 1a: One Word That Comes To Mind About
The City of St Louis NOW**



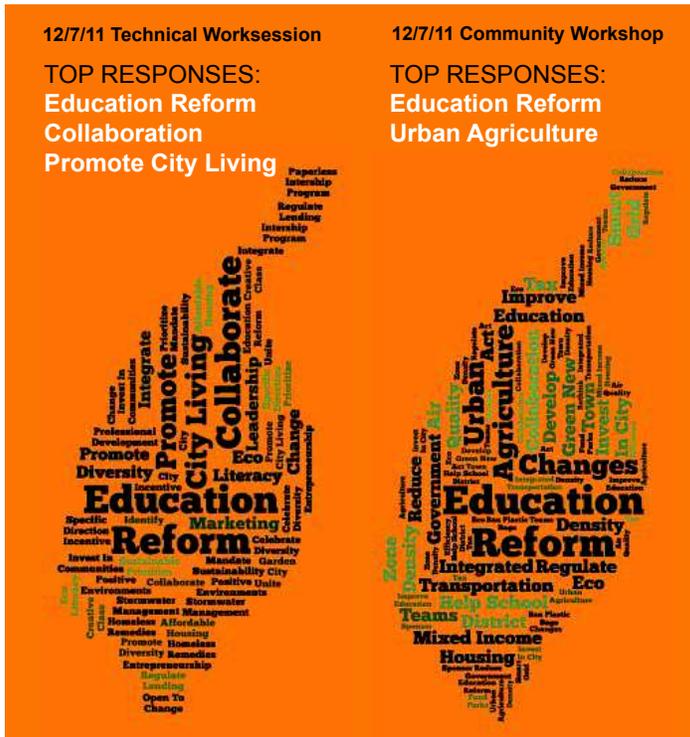
**Exercise 1b: One Word That Comes To Mind About The
City of St Louis IN THE FUTURE**



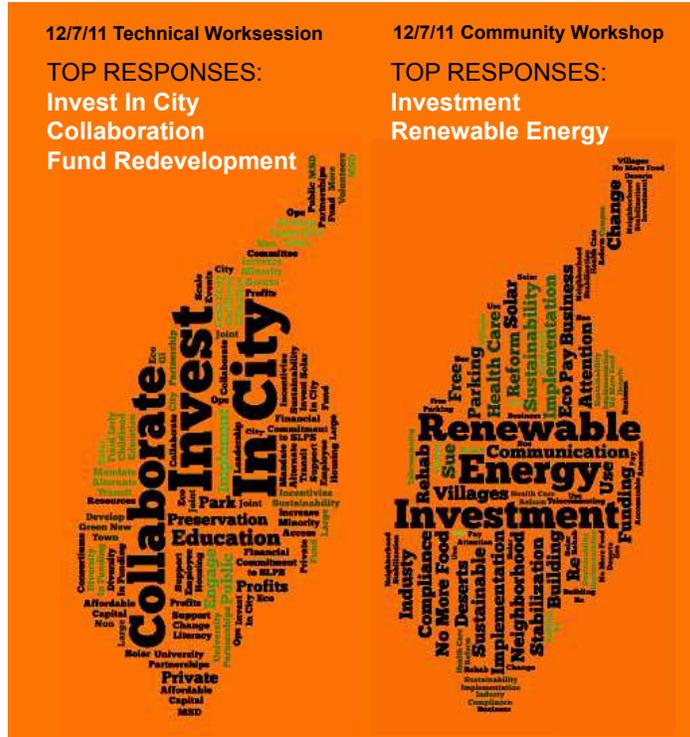
Exercise 2: One Word That You Would Use to Describe What Could be a UNIQUE CHARACTERISTIC of a Sustainable City of St Louis



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



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



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



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 Regional Plan for Sustainable Development, and were co-hosted by the East-West Gateway Council of Governments:

- Technical Worksession on May 8 at the Forest Park Lindell Pavillion (+/-100 invited stakeholders)
- Central Community Workshop on May 8 at the Forest Park Lindell Pavillion (+/-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.



Woven among these categories are some common themes and aspirations. We know we need to 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.



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.

Within each Functional Category, between six and ten Objectives have been developed to reflect the City's aspirations and a granular 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, 316 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.



Next Steps

In October 2012, the City will release the Draft Sustainability Plan and begin an outreach campaign; this effort will be called **Sustainability Plan :: Inform**. During Fall 2012, there will be an opportunity for public review and comment on the Draft Plan. Once needed revisions are made, the Final Draft Sustainability Plan will be presented to the City's Planning Commission. The Planning Commission will be asked to formally approve a final Sustainability Plan by the end of 2012.

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 propose 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 Plan, priority initiatives will be identified 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. This body of work should be viewed as a thoughtfully generated toolkit 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 is a guide, and not prescriptive in mandating any particular action or outcome; the expectation is that, once adopted, the Sustainability Plan will be a body of work to be considered and incorporated in activities throughout 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, Diveristy & 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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