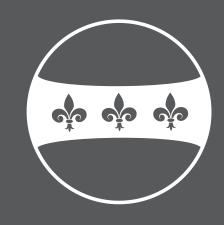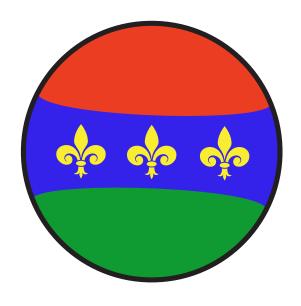# GRAVOIS-JEFFERSON HISTORIC NEIGHBORHOODS PLAN

Benton Park West
Northeast Dutchtown
Gravois Park

Gravois-Jefferson

Historic Neighborhoods Plan

Benton Park West • NE Dutchtown • Gravois Park

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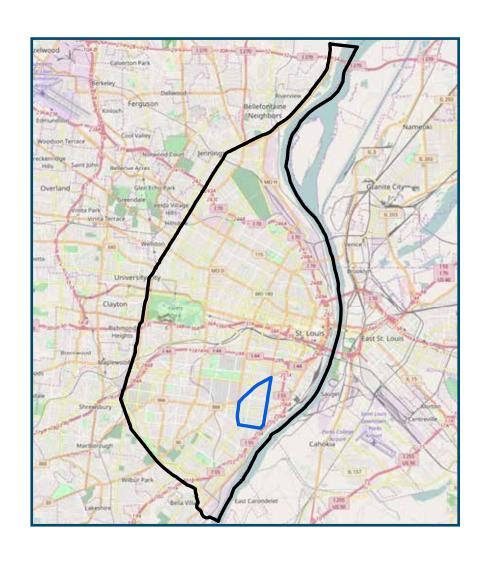
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> "Our vision is for accessible, sustainable, inclusive neighborhoods where families and individuals thrive in a diverse and historically rich, engaged community."
>
> - Gravois-Jefferson Community Vision Statement

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WELCOME AND TABLE OF CONTENTS

EXECUTIVE SUMMARY

Our vision is for accessible, sustainable, inclusive neighborhoods where families and individuals thrive in a diverse and historically rich, engaged community.

- Gravois-Jefferson Community Vision Statement

Figure 1.1: The Gravois-Jefferson Historic Neighborhoods Plan sets forth a vision for the Benton Park West, Gravois Park, and northeast Dutchtown neighborhoods. Community engagement, like the meeting shown in the photo above was central to the planning process.

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

The Gravois-Jefferson Historic Neighborhoods Plan

The Plan

The purpose of the Gravois-Jefferson Historic Neighborhoods Plan is to establish a vision for the neighborhoods of the planning area and set out specific action items for achieving that vision. As inspired by community engagement and established by the Resident Steering Committee, the vision is for "accessible, sustainable, inclusive neighborhoods where families and individuals thrive in a diverse and historically rich, engaged community."

The Gravois-Jefferson Plan tells the story of the neighborhoods through the words of its diverse communities. The Plan pulls together many voices into a common vision to guide community revitalization. It is a public document which, based off engagement with local residents and community leaders, provides policy recommendations and long-range development guidance for elected officials and citizens engaged in community development. It also recommends programs and strategies intended to contribute to the community's vision.
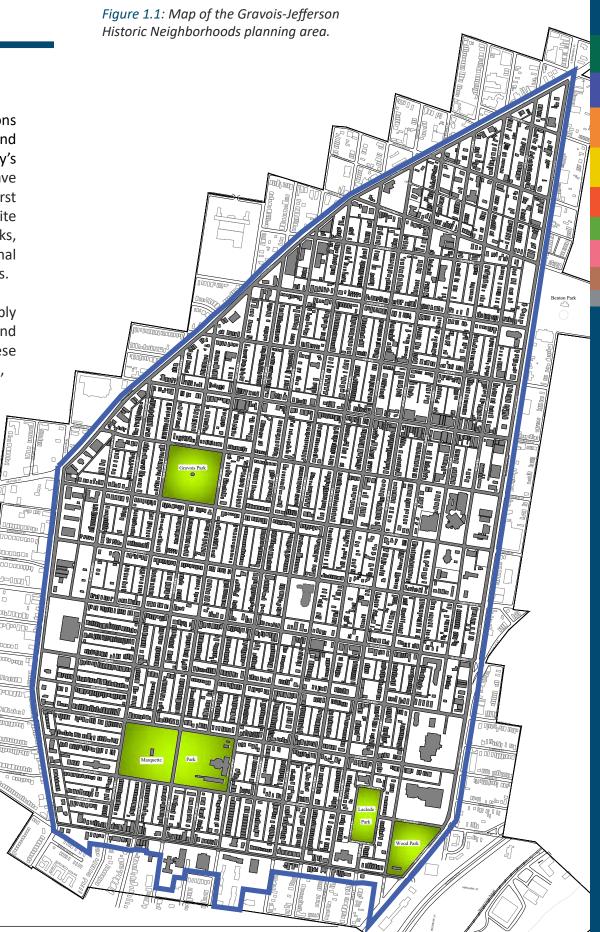
The Neighborhoods

The Gravois-Jefferson Historic Neighborhoods Plan spans portions or all of the Benton Park West, Dutchtown, Gravois Park, and Mount Pleasant neighborhoods. These are among St. Louis City's most densely and diversely populated communities. They have been home to generations of immigrants since the area was first developed at the beginning of the 20th century. Residents cite the historic architecture, neighborhood amenities such as parks, recreation centers and libraries, and the racial and generational diversity as a few of the many strengths of these neighborhoods.

Conversely, the planning area also faces challenges, most notably perceptions and realities of violence, limited access to job and educational opportunities, and physical deterioration. These challenges threaten the wellbeing of individuals and families, weakening the social and physical environments and contributing to economic disinvestment.

Only a portion of the Dutchtown neighborhood and a very small portion of the Mount Pleasant neighborhoods are included in the Plan. These portions of Dutchtown and Mount Pleasant were included with Benton Park West and Gravois Park due to a shared sense of community and similarities in market and demographic trends.

The vision for this area can be described as a thriving, inclusive community with vibrant mixed-use corridors, historic architecture, with myriad activities available for all ages; these are neighborhoods where residents of all backgrounds and beliefs can enjoy communal space and engage in civic matters. The Gravois-Jefferson Plan lays out the path to achieving this vision.

Figure 1.1: Map of the Gravois-Jefferson Historic Neighborhoods planning area.
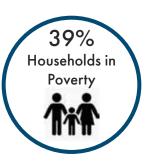
The Planning Process

The Gravois-Jefferson Historic Neighborhoods Plan is a community-driven plan that was informed by robuts data collection and public engagement. The planning process focused on residents and business owners while also engaging area and regional stakeholders. The process was designed not only to engage the public, but also to build a sense of community among the area's diverse groups. Planning outreach tools included:

- Stakeholder interviews and focus groups with diverse constituencies, including youth, Vietnamese elders, black business owners and Latina women, to captures the views of local communities.

- Participatory data collection to bring together quantitative data and residents' insights into existing community conditions.

- Market Study to understand the economic and social conditions in the planning area.

- Resident Steering Committee meetings made up of fourteen engaged community leaders to guide the process.

- Public meetings and surveys to gather a large amount of public input regarding the goals and priorities of the community.

- Resource Group meetings with engaged residents and experts to review Plan recommendations and prepare for implementation.
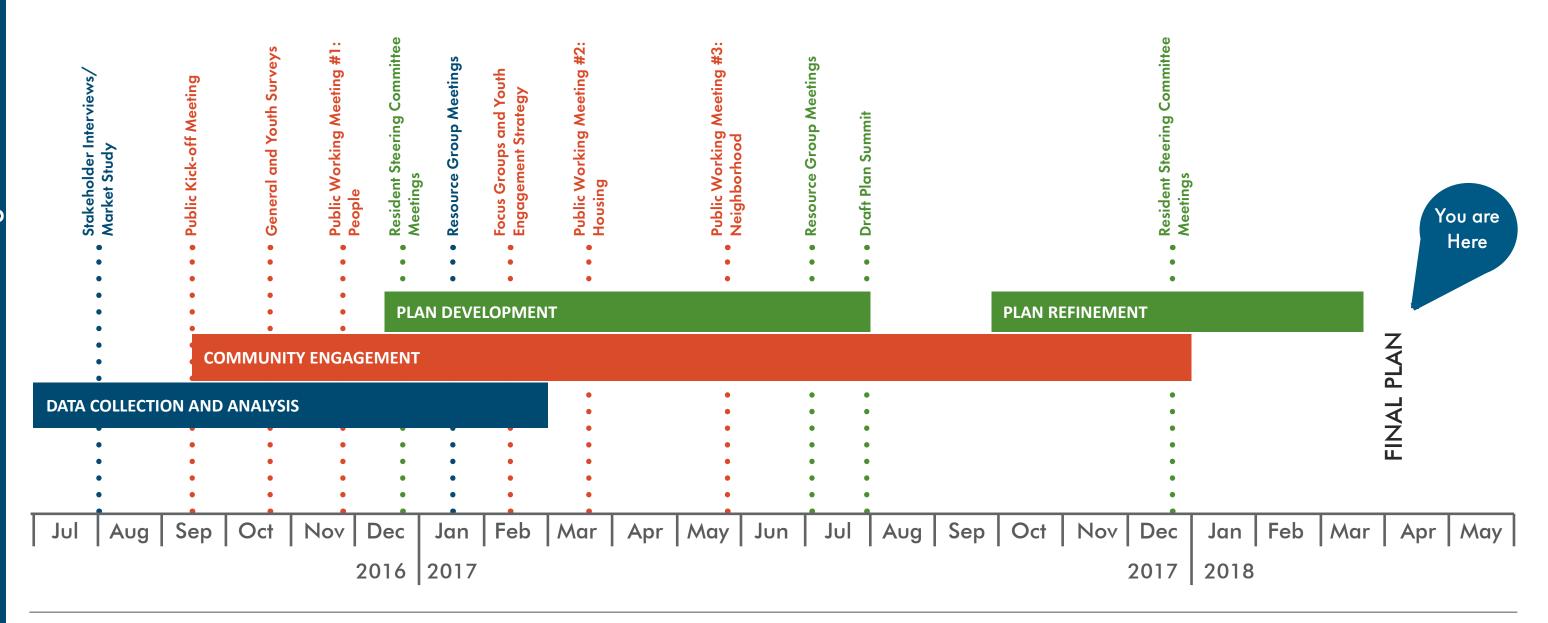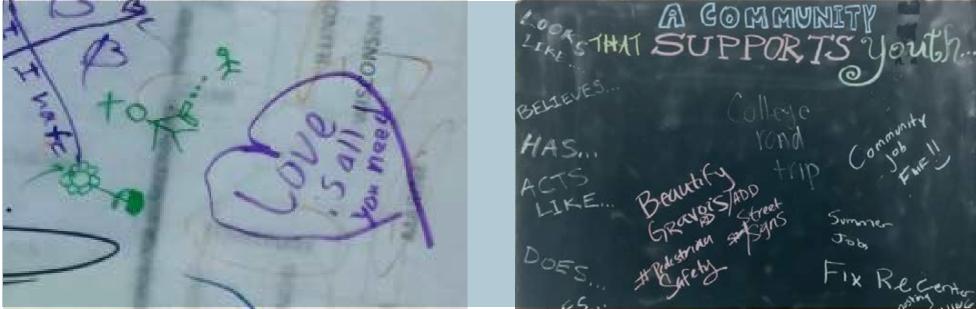
40%
Youth (under 21)

78%
People of Color

39%
Households in Poverty

The Gravois-Jefferson planning process was led by several key principles:

- Empower Ongoing Work
- Use a Racial Equity Lens
- Meet People Where they Are
- Community Organizing over Public Input
- Engage Historically Underrepresented Groups (young people, people of color, and people experiencing poverty)

You are Here

PLAN DEVELOPMENT

PLAN REFINEMENT

COMMUNITY ENGAGEMENT

DATA COLLECTION AND ANALYSIS

FINAL PLAN

Timeline labels: Stakeholder Interviews/Market Study; Public Kick-off Meeting; General and Youth Surveys; Public Working Meeting #1: People; Resident Steering Committee Meetings; Resource Group Meetings; Focus Groups and Youth Engagement Strategy; Public Working Meeting #2: Housing; Public Working Meeting #3: Neighborhood; Resource Group Meetings; Draft Plan Summit; Resident Steering Committee Meetings

Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May

2016 | 2017

2017 | 2018

The Plan Recommendations

The recommendations section of the Gravois-Jefferson Historic Neighborhoods Plan presents a wide range of actions to be taken to improve the quality of life in the planning area. The strengths of the planning area span physical and social environments, encapsulating the ways residents live, work, play and do everything in between. Similarly, the challenges in the area cannot be addressed, nor the opportunities leveraged, using strategies restricted to the physical environment. Thus, the recommendations of the planning effort are comprehensive in their scope. The plan recommendations are organized into eight sections, organized in order of importance to the community:

1. Safety
2. Youth and Education
3. Employment and Business Development
4. Housing
5. Health
6. Transit, Streets and Walkability
7. Arts and Culture
8. Environment

The Resident Steering Committee identified the recommendations that were top priorities for the community. Twenty percent of each chapter's recommendations are designated as priorities. You can find the priority recommendations throughout the document or on page 260 (Appendix 6).

The Plan also sets forth recommendations for implementating the Gravois-Jefferson Historic Neighborhoods Plan, including the need for organizational capacity and representative community engagement.

Safety

Foster a safe and vibrant community through preventative, responsive, and restorative approaches to public safety.

Community safety has been identified as the top priority for the Gravois-Jefferson Historic Neighborhoods planning area. Reducing crime rates, especially violent crime, will require a comprehensive, community-driven approach that includes preventative, responsive, and restorative strategies. These strategies must be interdisciplinary, focusing on the many facets that contribute to safe, vibrant neighborhoods: youth wellbeing, policing, the physical environment, social services, behavioral health, civic engagement and more.

Real and perceived violence has a destructive effect on community wellbeing. The consequence is that the community's overall quality of life is diminished, economic growth is curtailed and the planning area's reputation and image are adversely affected.

During the planning process residents stressed that negligent property ownership, discrimination, and other practices detrimental to the wellbeing of area residents should not be tolerated. The violence affecting the planning area is a product of generations of policies and practices that have fostered an environment where individuals lack opportunity, access to services, and the conditions we associate with a safe environment.

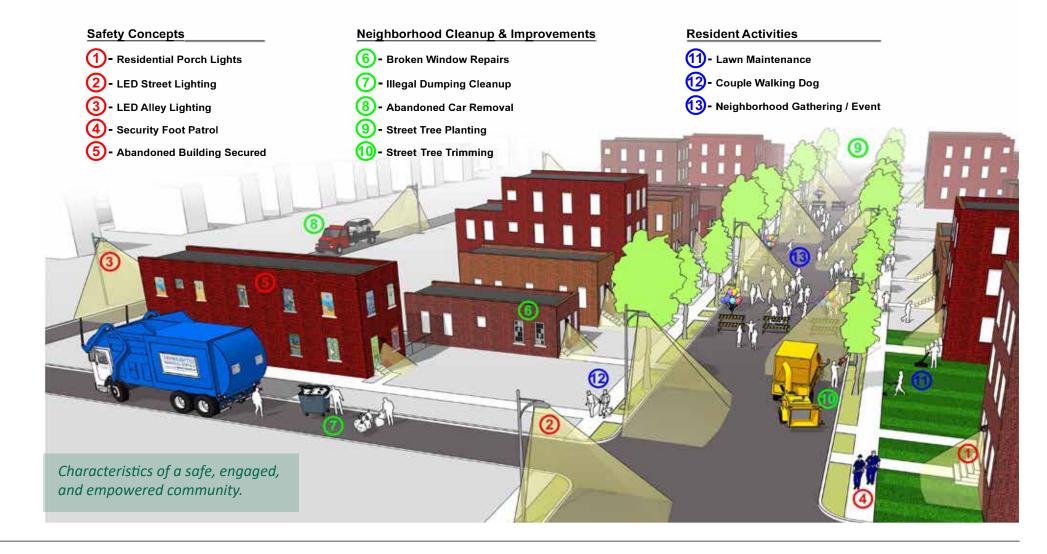### 1. Engage and empower the community to make the neighborhoods safe and welcoming for all

1.1. Build robust and representative neighborhood associations and block captain programs.

1.2. Support the work of anchor organizations and nonprofits in promoting safe and welcoming neighborhoods.

1.3. Empower residents to use the Neighborhood Accountability Board to keep their communities safe.

1.4. Support reintegration and engagement of ex-offenders into the community.

1.5. Develop a social media community agreement and standards to ensure respectful and productive online dialogue.

1.6. Support safe spaces for gathering and communication throughout the neighborhoods.

2. Build trust and collaboration between the community, police, and the court system

2.1. Support the establishment of pedestrian, bike, or ATV beat officers throughout the neighborhoods.

2.2. Place an SLMPD Community Outreach Officer at a local nonprofit to engage directly with high-risk individuals and families in the neighborhoods.

2.3. Create opportunities to build trust and collaboration between the community and the Circuit Attorney's Office.

2.4. Strengthen the relationship between residents and the Public Defender's Office.

2.5. Encourage social service experience, required community-building field time, and joint-training for police officers in training.

2.6. Foster positive, proactive police interactions with community members.

3. Invest in Proactively Preventing Crime

3.1. Use public safety funding for strategies that prevent violent crime, including employment and educational opportunity.

3.2. Use violence prevention strategies to provide alternatives to gangs.

3.3. Advocate for state-level legislation for tighter gun control.

3.4. Utilize community health workers to do proactive outreach with perpetrators and victims of crime.

3.5. Support distribution of steering wheel locks.

3.6. Support distribution of gunlocks and gun safes.

3.7. Build community awareness of strategies to prevent theft and burglary.

Safety Concepts
1 - Residential Porch Lights
2 - LED Street Lighting
3 - LED Alley Lighting
4 - Security Foot Patrol
5 - Abandoned Building Secured

Neighborhood Cleanup & Improvements
6 - Broken Window Repairs
7 - Illegal Dumping Cleanup
8 - Abandoned Car Removal
9 - Street Tree Planting
10 - Street Tree Trimming

Resident Activities
11 - Lawn Maintenance
12 - Couple Walking Dog
13 - Neighborhood Gathering / Event

Characteristics of a safe, engaged, and empowered community.

4. **Support physical improvements to promote safe neighborhoods.**
    4.1. Comprehensively address nuisance properties through increased enforcement and awareness of citizen's role.
    4.2. Promote distribution of light bulbs and light fixtures to assist residents in illuminating their blocks, gangways, and alleyways.
    4.3. Support street calming and other strategies to improve pedestrian, cyclist and driver safety.
    4.4. Invest in physical improvements in areas of concentrated violence.

5. **Expand trauma-informed approaches to safety**
    5.1. Educate law enforcement, educators, healthcare providers, social service providers, and community members on trauma-informed approaches to safety.
    5.2. Use mediation services and programming to address trauma and violence.
    5.3. Link social service and medical care providers with police to promote communication and coordination.
    5.4. Address the needs of individuals involved in sex work and sex trafficking.
    5.5. Comprehensively address domestic violence while protecting the wellbeing of the survivor.

6. **Address drug-related issues in a comprehensive and humane way**
    6.1. Deter drug-traffic loitering.
    6.2. Consider alternatives to incarceration for nonviolent drug offenders.

Youth and Education

Ensure access to and coordination of resources for youth to reach their full potential.

Young people are the future. Today many young people are confronted by a range of challenges including low performing schools, limited community resources, and a lack of family support. Inadequate outreach and assistance from providers who are charged with serving young people often compound these challenges. Our failure to adequately support today's youth negatively affects the community by costing taxpayers dollars spent as a result of increased at-risk behaviors and lower numbers of young people prepared with the skills to enter the workforce. Breaking the cycle of poverty for youth requires a long-term, collaborative commitment from all sectors, including schools, government agencies, employers, and nonprofits.

Improved youth outcomes have the potential to increase savings, improve the quality of talent available to employers, and interrupt a cycle of poverty for youth and their families. Investment in youth is important to making the community more competitive. Local leaders have an obligation to address the needs of its youngest citizens. This plan provides a framework to help improve the quality of life for young people in the planning area.

1. **Create a place-based approach to collective impact**
    1.1. Coordinate efforts that serve youth to develop common goals and a shared agenda valuing diversity, inclusion, and transparency.
    1.2. Conduct needs assessments to determine youth interests and maintain active engagement.
    1.3. Develop referral system to professional care/educational support providers.
    1.4. Provide trauma-informed training for those providing services to youth.

2. **Build social cohesion among youth, families, and communities**
    2.1. Foster a sense of inclusion among youth.
    2.2. Support mentoring programs.
    2.3. Organize parent support groups.

3. **Establish a network of safe and easily accessible information sources**
    3.1. Launch an online program database for all youth programs, activities, and services.
    3.2. Conduct regular asset mapping of service providers in the planning area.
    3.3. Enlist more community and neighborhood-based organizations, faith groups, and local businesses to serve as safe places for youth during peak and non-peak hours.

4. **Enhance year round educational enrichment and supportive services for youth**
    4.1. Expand quality out-of-school opportunities.

5. **Empower youth through civic engagement, leadership, and advocacy**
    5.1. Convene a local youth council centered around civic engagement, leadership, and advocacy.
    5.2. Advocate for organizations, institutions, and city government to create leadership and governing roles for youth.

6. **Promote youth financial empowerment**
    6.1. Build employment pathways for disconnected youth to the existing and future job market.
    6.2. Improve youth financial capability through financial education.

Employment and Business Development

Foster a favorable investment environment that retains, expands, and attracts quality businesses and connect residents to jobs and resources to support economic mobility.

The Gravois-Jefferson planning area has an abundance of historic architecture, with dense residential, commercial, and mixed-use development. The rich history and culture of the area help create a unique identity. This uniqueness is difficult to replicate, creating a niche that has the potential to attract businesses and customers. Unfortunately, alongside these strengths, the planning area is adversely affected by perceived and actual crime, high unemployment, under-maintained and vacant properties, and the threat of continuing disinvestment. There are additional substantial barriers to economic mobility for many in the planning area that must be overcome to generate jobs that are inclusive of everyone who lives there.

Economic opportunities in the planning area must be expanded to reduce the cycle of poverty. Fostering a favorable investment climate is key to job creation. Market realities must be considered when designing equitable business development and job creation strategies. Local business associations, chambers of commerce, job training and employment services, social service providers, along with government and elected officials, must work together more effectively to attract investment and support needed job training programs that better connect all residents to employment opportunities.

Design considerations for transit-oriented development in planning area

1. Improve access to reputable financial services

1.1. Expand financial capability through education, grassroots outreach, and greater use of services offered by reputable service providers and financial institutions.

1.2. Limit the concentration of short-term loan establishments operating around the planning area.

1.3. Increase hiring of multilingual employees at financial institutions to provide service, marketing, and outreach.

2. Increase employment among youth, people of color, and immigrants

2.1. Support a network of workforce development resources that equip individuals with job readiness skills.

2.2. Attract a technical or trade school to provide apprenticeship programs.

2.3. Develop green jobs training program aimed at increasing employment opportunities for planning area residents.

2.4. Create a mobile career center that connects job opportunities to residents seeking employment.

2.5. Promote youth employment opportunities in the community development field.

3. Support development and growth of small, minority, women, and immigrant-owned businesses

3.1. Market the planning area to small businesses, especially those that seek to connect to a multicultural and multilingual employee and consumer base.

3.2. Build cultural competency that supports inclusion of multicultural businesses and is welcoming to residents and consumers.

3.3. Provide mentoring, one-on-one coaching, and training seminars for business development and growth.

4. Enhance major corridors and commercial districts

4.1. Invest in high impact, high visibility commercial district improvements.

4.2. Explore Jefferson-Broadway-Chippewa as a potential Community Improvement District.

4.3. Designate a high-impact portion of Gravois Avenue with Historic Main Street status (as part of the original Route 66).

4.4. Develop a Management Assistance Program for vacant storefronts.

4.5. Coordinate diverse public events and programming to attract visitors.

4.6. Develop a unified marketing campaign.

5. Support commercial development opportunities

5.1. Maintain a list of available commercial properties and a community profile of the planning area.

5.2. Recruit desired businesses to the planning area.

5.3. Strengthen existing resale, antique and collectible businesses.

5.4. Support the development of the fastest growing segments in the entrepreneurial ecosystem: minority-, women-, and immigrant-owned businesses.

5.5. Improve and expand counseling, training, and networking related to starting and growing businesses.

5.6. Promote food entrepreneurship.

5.7. Foster cultural entrepreneurship.

5.8. Promote Cherokee Street as an "International Corridor."

5.9. Strengthen connections between S. Grand, Gravois, Cherokee, Chippewa and Broadway commercial districts.

5.10. Connect South Grand and Dutchtown CIDs to improve South Grand corridor.

5.11. Encourage commercial reuse of historic buildings along commercial corridors.

5.12. Encourage the development of underdeveloped sites along commercial corridors.

5.13. Ensure the development of new sites along commercial corridors follow design guidelines.

Housing

Foster decent, stable housing for families and individuals of all incomes and abilities through community led development and historic preservation.

The Gravois-Jefferson area is one of the most densely built environments in the City of St. Louis. The area is home to the Gravois-Jefferson Streetcar Suburb National Register Historic District, the largest national register district in the state of Missouri. The period of construction for a majority of the buildings in the area is between 1870 and 1920. Preservation of the area's historic building stock is a significant challenge. Older buildings require specialized maintenance, which is often costly. This challenge is made more serious given the high rates of poverty among area residents and the predominantly low housing market values.

The area also has one of the City's highest population densities, but it is also has one of the highest vacancy rates—8% of the planning area is vacant lots. The housing stock is predominantly rental (48% rental; 23% owner occupied; 29% vacant). Average monthly rents are $785 in Benton Park West, $751 in Gravois Park, and $756 in the Dutchtown area. Median home sale prices in the planning area ($83,300) are well below the overall citywide median ($130,000), but are still unaffordable to most area residents. To assist renters and other low and moderate-income residents of the area in becoming homeowners, the Plan proposes a range of community based homeownership counseling and down payment assistance strategies.

To build a more inclusive community, where all residents feel engaged and welcome, the Plan proposes strategies to increase the participation of the renter population in community life. To strengthen the overall level of community engagement and resident well-being, the Plan proposes a targeted set of community-based housing strategies, including nonprofit management of rental properties and landlord training, formation of a tenant or renter association, and establishment of a neighborhood development review board.

1. Preserve housing affordability and neighborhood diversity

1.1. Encourage mixed-income rental and for-sale developments.

1.2. Encourage long-term housing affordability by supporting community-driven, for profit and nonprofit owned and managed rental housing.

1.3. Provide operating support to nonprofit community development organizations developing affordable housing.

1.4. Adopt housing affordability strategies such as inclusionary zoning for publicly assisted rental and for sale developments.

1.5. Encourage moderate rehabilitation as a strategy to preserve existing housing at more affordable development costs.

1.6. Establish a local development review board to consider housing development proposals seeking public assistance.

1.7. A local CDC should build relationships with local financial institutions to expand lending and investing in market rate and affordable housing.

1.8. Engage the minority and renter population in the area's housing market early on at the project planning level and during ongoing marketing efforts.

1.9. A local CDC should coordinate with community organizations and local real estate agents working in the planning area to promote the community, avoid steering, and ensure fair housing.

2. Stabilize and improve property values

2.1. Utilizing the City's Market Value Analysis, target new developments near areas of stronger market value.

2.2. Utilize HUD's Neighborhood Revitalization Strategy designation for use of CBDG funds to underwrite development costs of producing market rate, single family, for sale housing.

2.3. Remove severely dilapidated buildings and, when possible, make land available as side yards or sites for new housing.

2.4. Attract quality anchors, schools, and neighborhood amenities to help increase demand for housing.

3. Foster access to homeownership

3.1. Expand access to and resources for down payment assistance programs for planning area residents.

3.2. Tailor specialized homeownership training and education programs for low and moderate income households.

3.3. Encourage LIHTC lease-purchase developments when constructing new homes.

3.4. Promote home ownership in marketing the Gravois-Jefferson neighborhoods.

3.5. Encourage a mix of affordable and market rate for-sale home development when using publicly subsidized financing.

3.6. Encourage and support investment from within the community.

4. Facilitate home repair and maintenance

4.1. Expand home repair services to elderly and low-income area homeowners.

4.2. Establish a below market interest rate loan program to assist middle income households with home repairs and improvements.

4.3. Develop a resource manual and training program to assist area residents in the care and maintenance of the area's historic housing stock.

4.4. Coordinate home repair initiatives with larger development investments and neighborhood initiatives.

4.5. Expand access to information about the City's lateral sewer and water line insurance programs.

5. Stabilize and improve the health of the rental housing market

5.1. Expand the inventory of local rental properties owned and/or managed by community based organizations.

5.2. Expand and market landlord training and support programs for owners of small rental properties.

5.3. Expand support services for the renter community.

5.4. Coordinate with City of St. Louis to target funding for the acquisition and rehabilitation of owner-occupied 2-4 family

buildings.

5.5. Encourage on-site management of larger, multi-family rental properties.

5.6. Strengthen the capacity of area residents and community organizations to encourage better stewardship of residential property.

5.7. Support stronger enforcement of Housing Conservation District and St. Louis Housing Authority housing inspections.

5.8. Create a below-market rate loan program to assist owners of smaller rental properties.

6. Foster resident well-being

6.1. Create a community welcome center to serve as a centralized location for housing information and to welcome new residents to the area.

6.2. Develop an outreach program to welcome new residents to the area.

6.3. Encourage outreach by community organizations and associations to engage renters as valued members of the community.

Recommendations from the housing chapter shown in the Art Place Collaborative Focus Area

6.4. Provide counseling support to renters transitioning from unsafe housing.

6.5. Civil Rights Enforcement Agency (CREA), and HUD Office of Strengthen resources to assist homeless service providers.

6.6. Support creation of a citywide tenant bill of rights.

6.7. Support the formation of a renters association.

6.8. Improve access to renter resources to inform them about their rights, responsibilities and available resources.

6.9. Expand use of free mediation services to resolve landlord/renter disputes.

6.10. Deter unlawful or abusive eviction practices.

6.11. Ensure that tenants are informed during a nuisance abatement process and encourage alternative abatement procedures.

6.12. Support community collective action on neighborhood housing issues based on the Neighborhood Ownership Model.

6.13. Strengthen the enforcement of occupancy permits.

6.14. Enforce Fair Housing.

6.15. Explore tools to increase civic and community engagement in the planning area.

7. Remedy dangerous and unhealthy building conditions

7.1. Organize systematic lead testing in the planning area, with priority for households with children or pregnant women.

7.2. Design and implement a lead and asbestos awareness campaign tied to home repair programs and landlord outreach.

7.3. Increase targeted strategic demolition of dangerous buildings in places proximate to youth activity.

7.4. Track inadequate living conditions.

7.5. Work with the Building Division and the City of St. Louis to increase the enforcement of building codes from the point of purchase at tax sale to occupancy.

7.6. Provide upfront notification to investors about code enforcement and housing quality expectations.

8. Act on vacant and abandoned properties

8.1. Create a training ground for construction trades with tax-deductible incentives.

8.2. Explore partnership between community development organizations and local residents to act upon nearby vacant properties.

8.3. Encourage vacancy prevention through increased resident awareness and services.

8.4. Target stabilization of vacant properties in areas around schools, parks, and youth-frequented spaces.

8.5. Reprogram demolition funds for stabilization of vacant properties.

8.6. Advocate for higher municipal fines for ordinance violations.

8.7. Explore options for more durable board up and securing of vacant buildings.

8.8. Advocate for support for stabilization of vacant and abandoned properties.

9. Prioritize targeted and inclusive community-based development

9.1. Prioritize use of development incentives for rehab of existing buildings over new construction.

9.2. Maintain parcel boundaries within residential areas to preserve neighborhood density.

9.3. Encourage the rehabilitation of vacant buildings in a manner that responds to current market demands.

9.4. Maintain the existing unit mix of occupied buildings.

9.5. Encourage new construction designs that complement the historic architecture of the planning area.

9.6. Promote mixed-income, mixed-use developments along commercial corridors.

9.7. Utilize the City's Market Value Analysis (MVA) to prioritize the planning area for redevelopment.

9.8. Advocate for long term affordability when providing public assistance to rental housing developments.

9.9. Limit demolition of buildings that are listed as contributing to the Jefferson Streetcar National Register Historic District.

Health

Improve the health of all residents, fostering sustainable habits and improving access to care.

Health is the condition of being well and free of illness or injury, being sound in body, mind and spirit. Thus, health is not just a tool or a capacity, it is a goal. And yet, the overall health status of St. Louisans is worse than that of the State of Missouri and the U.S. population on 18 out of the 22 indicators selected for the Community Health Assessment, including in reproductive and sexual health, overall mortality, deaths from heart disease, and homicides.

Local reports have evidenced the interconnectedness of health with socioeconomic factors. Access to food, education, and social services, employment opportunities, decent housing, and safety impact health. Reciprocally, health impacts these many aspects of life, and more. To guarantee greater health outcomes, practitioners and decision-makers must approach health not only as a medical condition, but also as a behavioral one that encompasses these many aspects of life. The following strategies build upon area strengths and the values of the community, to recommend accessible, inclusive, and sustainable solutions to improve the health of all residents.

1. Improve the access to quality health care with comprehensive measures

1.1. Assist under-insured and non-insured residents in evaluating their eligibility for medical insurance or opportunities for affordable care.

1.2. Broaden the presence of bilingual medical staff or interpreters for immigrant patients.

1.3. Prioritize cultural-competency among healthcare providers to address the needs of minority populations.

1.4. Educate service providers on how to work with LGBTQ populations.

1.5. Use technology and interactive tools to connect the community with health resources and partners.

1.6. Pursue efforts to provide safe and affordable transportation services to connect patients with appropriate health care providers.

2. Foster the provision of quality and affordable medical care

2.1. Organize semi-annual Community Health Fairs to bring services and information into the neighborhoods.

2.2. Connect local healthcare providers to their surrounding community through increased engagement in neighborhood events.

2.3. Invest in school-based health centers to provide students access to comprehensive care and services.

2.4. Increase opportunities for youth to access women's healthcare and pregnancy prevention.

2.5. Work with community health professionals to train residents on health issues and refer patients to appropriate medical providers.

2.6. Promote the presence of mobile clinics providing basic healthcare and dental care to residents and workers.

2.7. Facilitate referrals among community partners.

3. Support the residents suffering from mental health conditions

3.1. Implement a trauma-informed approach in local schools, after-school programs and community centers.

3.2. Advocate for stress management support and activities.

3.3. Invest in mental health support centers or qualified staff to screen, support and treat residents exposed to violence for post-traumatic stress.

3.4. Facilitate seamless transitions from primary healthcare to mental health care.

3.5. Develop a campaign in schools and in the community to decrease the stigma of mental illness and build awareness of available resources.

4. Enable the prevention of sexually transmitted infections

4.1. Increase prevention and sexual education in after-school programs and community centers.

4.2. Provide regular free screenings in schools and community centers.

4.3. Increase access to free STI prevention methods in the community.

5. Lower substance abuse with responsible and informed practices

5.1. Provide honest and informative drug education, with a reality-based approach.

5.2. Advocate for local ordinances preventing the outside advertising of tobacco and alcohol products.

5.3. Integrate substance use treatment and rehabilitation programs into the community.

5.4. Prioritize Harm Reduction Strategies for drug users.

6. Create a healthy and supportive food environment

6.1. Increase access to free and safe drinking water in the parks.

6.2. Support and continue to strengthen the coordination of food pantries.

6.3. Increase access to healthy food options through local food systems.

6.4. Promote the use of the Double Up Food Bucks program in local grocery stores and farmers markets

6.5. Connect community gardens to school garden programs

6.6. Support culinary and nutrition education programs in the planning area.

7. Promote active living and physical activity

7.1. Install complementary outdoor athletic facilities suitable for children, adults and seniors.

7.2. Encourage the development and improvement of gym facilities

7.3. Advocate for the use of schools as public recreation space.

7.4. Leverage partners and resources to increase the offering of athletic programs for residents of the area.

7.5. Organize biking and walking advocacy groups.

7.6. Encourage sports equipment rental services in the neighborhood.

Transit, Streets and Walkability

Improve the way people who interact with the planning area move around their built environment.

In order for an area to reach its greatest potential for residents regardless of any ascribed status, it must create an environment in which residents and visitors can easily navigate their built environment. Equitable neighborhood access addresses the notion that clean, safe, and effective places for people to move around their neighborhoods creates happier, healthier communities. Public infrastructure should work to serve those who live in the planning area, regardless of who they are, what their income class is, what their ethnicity is, or who their parents are. Well maintained sidewalks, expressive public art, safe and effective street lighting, multiple mass transit options and all the public realm amenities should make a place feel as though it works in harmony with those who interact with it, not against.

Residents and visitors alike benefit from improved transit options, more wayfaring signs for pedestrians, and general amenities such as public seating or public access to fresh, clean water. This plan looks toward a future for a community in which all of St. Louis can be proud.

1. Increase transit options and improve existing transit services

1.1. Advocate for a North-South extension of Metrolink along S. Jefferson and S. Broadway Avenues.

1.2. Advocate for the development of a Bus Rapid Transit (BRT) system.

1.3. Establish dedicated bus lanes.

1.4. Increase the frequency and efficiency of buses going through the neighborhoods.

1.5. Promote clean transit options.

2. Enhance public transit stop conditions through a community-oriented approach

2.1. Build more comfortable, safe and visible transit stops.

2.2. Develop multimodal transit hubs at the main street intersections.

3. Improve information about public transit and make it more available

3.1. Explore options for interactive transit stops and maps.

3.2. Create signs pointing pedestrians to nearby transit options or bus stops.

3.3. Mark stop numbers on bus stop signs.

3.4. Add destination wayfaring signs at transit stops.

3.5. Improve communication on bus arrival time and bus tracking at bus stops.

3.6. Implement a ridership program that educates individuals on how to use public transit and highlights the possibilities for job access, educational trips, and cost saving.

3.7. Increase awareness of reduced fare and other discount programs**.**

4. Increase ridership of public transit

4.1. Develop campaigns to encourage those with cars to take alternate forms of transit.

4.2. Incentivize transit use through expansion of subsidized fare cards.

4.3. Create opportunities within the community to buy transit fare cards.

4.4. Support development of the My Gateway Card.

4.5. Encourage transit use to access events within the planning area.

4.6. Encourage transit-oriented events and programing.

5. Transit Oriented Development (TOD)

5.1. Consider the entire planning area a TOD area.

5.2. Concentrate new development near high volume transit corridors.

Conceptual sketch of a "10-Point Place" at Chippewa and California Streets.

6. Improve street design

6.1. Maintain historic brick streets and alleys to reduce vehicle damage and promote traffic calming.

6.2. Increase pedestrian scale lighting.

6.3. Build Curb Bump-outs where appropriate.

6.4. Support principles of crime prevention through environmental design (CPTED).

7. Develop street multimodality

7.1. Improve neighborhood aesthetic for non-motorized traffic.

7.2. Re-organize commercial corridors to organize and physically separate the use of private motorized vehicles, buses, and bikes.

7.3. Increase the presence of well-designed bike racks in commercial corridors, parks, and at transit hubs.

8. Improve traffic flow management

8.1. Add traffic-calming measures, such as speed humps and bump-outs.

8.2. Promote road-diets and calm street programs.

8.3. Implement street conversion plans developed in the 20th and 25th Wards.

8.4. Support resident carpooling initiatives to help relieve local traffic congestion.

8.5. Support bike infrastructure.

9. Adapt parking to resident and business needs

9.1. Replace parking kiosks with single space meters.

9.2. Increase elasticity of metered parking price to reach a stable occupancy of 80%.

9.3. Create no-cost or subsidized resident parking permits.

9.4. Reduce parking requirements for Transit Oriented Development areas.

10. Reclaim alleys

10.1. Improve access and conditions of garages in alleys.

10.2. Implement clean and clear initiatives in the alleys to maintain safe circulation access.

10.3. Prevent illegal dumping and accumulation of waste in alleys.

10.4. Improve alley lighting for pedestrians and automobiles.

10.5. Use art to create a sense of place in alleyways.

10.6. Maintain and keep brick and cobblestone alleyways.

10.7. Explore the possibility of replacing dumpsters with wheeled trash and recycling bins.

11. Use streets as a catalyst for helping to better connect neighborhoods

11.1. Create branding campaigns along major streets.

11.2. Create additional crosswalks and road crossings between neighborhoods for non-motorized transportation.

12. Improve pedestrian infrastructure and comfort

12.1. Widen sidewalks along commercial corridors to a minimum of 12 feet.

12.2. Implement crosswalks at all street crossings.

12.3. Increase the number of mid-block crosswalks in strategic areas.

12.4. Improve the visibility and maintenance of crosswalks.

12.5. Extend the native tree canopy to increase shade without decreasing pedestrian scale lighting.

12.6. Create access to public drinking fountains and bottle refill stations.

12.7. Increasing seating, preferably in the shade, for pedestrians to rest.

12.8. Implement High-intensity Activated crossWalK (HAWK) signals at crosswalks along major thoroughfares.

12.9. Build pedestrian refuge islands where appropriate.

13. Increase information and access to walkable amenities

13.1. Connect amenities to existing pedestrian trails and paths.

13.2. Connect walkable amenities to main commercial corridors.

13.3. Implement a "10-Point Place" strategy.

14. Encourage walking and bicycling

14.1. Organize walking and biking tours of the neighborhoods.

14.2. Increase bicycle safety workshops for adults and kids in the neighborhood.

14.3. Temporarily open streets for cyclists and pedestrians over motorized transit.

14.4. Encourage a buddy system and walking groups for children in the neighborhood walking to school.

14.5. Designate the planning area as a south side bike-share hub.

14.6. Increase access to high quality bike locks.

Arts and Culture

Enrich the community and beautify the neighborhoods by supporting and broadly integrating inclusive arts that promote diversity and culture.

The Gravois-Jefferson Historic Neighborhoods planning area has a strong arts community and a rich cultural heritage. With one of the highest concentrations of artists in the St. Louis region, the Benton Park West, Gravois Park and northeastern portion of Dutchtown neighborhoods have the potential to support and expand the arts community. This community will, in turn, leverage the power of creativity and ingenuity to spur positive community development.

When seen as an integral part of community development, arts and culture can forge paths toward equitable community revitalization. In a 2016 keynote address, President and CEO of the Kresge Foundation Rip Rapson stated, "Arts and culture – in its full complexity and splendor of organizations, genres, and forms of participation – are central to defining community life. Have been, are now, and will be." The neighborhoods that make up the planning area are no different.

Conceptual streetscape plan for Chippewa Street includes curb bump outs, crosswalks, redesigned tree wells, bike racks, and transit infrastructure.

1. Empower the artists within

1.1. Cultivate a peer-to-peer mentorship network among local artists to build professional skills and provide access to resources.

1.2. Create opportunities for everyone to discover their passion for arts and creativity.

1.3. Support programming that addresses key skills for success in the arts, including business development and financial management.

1.4. Encourage regular meetings of local artists, arts-based organizations, and residents to increase coordination and accountability.

2. Make arts and culture physical

2.1. Ensure galleries and arts spaces can root long-term.

2.2. Encourage resident-informed, culturally relevant murals on buildings.

2.3. Use artistic and cultural programming to activate underutilized storefronts.

2.4. Support the arts in new developments and public improvements.

2.5. Build physical infrastructure to tell an inclusive cultural history of the community.

Key elements of transit-oriented development include multiple forms of transit (walking, biking, buses and trains), information kiosks, pedestrian infrastructure, and traffic calming.

3. Leverage the arts for social change and community development

3.1. Support artistic efforts to board up vacant and abandoned buildings.

3.2. Leverage the arts to clean up the community.

3.3. Utilize the arts to enhance public space.

3.4. Empower the arts community to serve as community advocates, mediators, and activists.

4. Promote the neighborhoods as a live-work-play community

4.1. Coordinate campaign and branding efforts to promote the neighborhoods and their vibrant culture.

4.2. Mark the entrances to the community through the arts.

4.3. Utilize the arts to bridge the business community with adjacent neighborhoods.

4.4. Market commercial and residential real estate through collaboration among artists, realtors, and developers.

5. Support housing for local artists

5.1. Explore the development of a nonprofit-owned or cooperative housing model for local artists.

5.2. Create a Special Use District to allow for live/work space.

5.3. Encourage artists who work in the community to live in the neighborhood.

6. Support and expand cultural and events programming

6.1. Support existing events and festivals.

6.2. Encourage consistent activation of the parks as cultural and artistic spaces for community gathering.

Environment

Improve the environment and ecology in ways that advance environmental justice, enhance quality of life, and enable a sustainable future.

Environmental justice is the right to a safe, healthy, and sustainable quality of life for people of all races, incomes, and cultures. Environmental justice applies to all places where community members live and work. Achieving environmental justice in the planning area will require the equitable distribution of the benefits of environmental investments and the burdens of environmental challenges within and across all local communities.

Exposure to environmental risks and hazards is based on where one lives. In a city with one of the highest levels of residential segregation, environmental issues are directly tied to race. Nationally, communities of color are most likely to be exposed to environmental hazards. This remains true in the planning area, which has among the highest rates of childhood lead poisoning in the City – over 150% of the national average. To advance racial equity and environmental justice, capital must be invested in improving the local environment. This plan seeks to correct past environmental injustices and plan for a sustainable future in ways that create a sustainable, healthy, and vibrant environment for current and future residents of the Gravois-Jefferson Historic Neighborhoods planning area.

The Plan calls for greater connectivity between the parks and green spaces in the neighborhoods, including Marquette Park, Gravois Park, Laclede Park, and Minnie Wood Park.

1. Engage and educate residents on environmental and ecological topics

1.1. Use community gardens and green infrastructure projects as education and engagement tools.

1.2. Partner with local schools, universities and community organizations to create environmental and ecological education opportunities for youth.

1.3. Engage community members, including youth, as clean community leaders.

1.4. Make recycling and composting mainstream through education and implementation.

2. Preserve and improve the quality and impact of public spaces and assets

2.1. Ensure the city parks are maintained to equitable standards.

2.2. Ensure that the development of new and existing parks and play spaces includes community engagement during design and implementation.

2.3. Integrate gardens, parks, and play spaces into surrounding neighborhoods.

2.4. Connect Marquette Park with a community plaza on Compton Avenue.

2.5. Integrate the principles of Crime Prevention Through Environmental Design (CPTED) in all gardens, parks, and play spaces.

2.6. Implement a tool library system for gardening, home repair, and community clean-ups.

3. Transform vacancy into vibrancy through community-informed design

3.1. Support urban agriculture, farming, and community gardens.

3.2. Explore opportunities to use vacant lots for community-based energy production.

3.3. Clean and beautify vacant lots with native landscaping

3.4. Transform vacant lots into vibrant public spaces.

3.5. Support and expand efforts to reclaim City-owned vacant lots.

4. Support energy efficiency, low impact development, and clean energy

4.1. Advocate for home repair that reduces energy use for residents, especially elderly and low-income households.

4.2. Implement a cool or white roof program as a low-cost solution to promoting energy efficiency.

4.3. Increase awareness of and access to subsidies for energy efficient appliances and utilities.

4.4. Support energy-efficient rehabilitation of historic properties Support the preservation and energy-efficient rehabilitation of historic properties.

4.5. Encourage green, energy-efficient new developments.

4.6. Set community-level sustainability goals and report progress to residents.

5. Foster clean streets and communities

5.1. Heighten reporting of illegal dumping and enforcement of consequences.

5.2. Build awareness of the health and environmental effects associated with litter and illegal dumping.

5.3. Ensure existing trashcans are properly serviced and install recycling at strategic locations.

5.4. Organize inclusive neighborhood clean-up days regularly.

5.5. Develop a coordinated clean-up effort led that involves sanitation professionals.

6. Manage stormwater and wastewater to protect and enhance property and natural systems

6.1. Promote green infrastructure storm water management practices for positive community impact.

6.2. Increase the amount of pervious surface in the neighborhoods.

6.3. Educate residents about keeping sewer drains clear.

Greater connection between parks and the surrounding neighborhoods should be created through pedestrian and cyclist infrastructure.

7. Develop a resilient community against Climate Change and Disaster

7.1. Develop a community disaster preparedness and outreach plan in alignment with citywide resilience plan.

7.2. Raise awareness of community residents who are vulnerable to extreme temperatures.

7.3. Increase access to community cooling and heating centers.

8. Support and increase local native landscape and urban tree canopy

8.1. Protect existing infrastructure through forestry maintenance.

8.2. Increase the tree canopy through community-informed planting.

8.3. Support access to and awareness of native plants.

8.4. Incorporate native planting into new developments.

Implementing the Gravois-Jefferson Plan

Key Considerations

The Gravois-Jefferson Plan is comprehensive. The strengths of the planning area span physical and social environments, as do the challenges. A stronger, more equitable community will not be built using strategies restricted to the physical environment. Thus, the Gravois-Jefferson Plan recommends strategies that span economic development, racial disparity, public safety, land use issues, social services, environmental concerns, transportation (including pedestrian and bicycle networks), housing, educational opportunities, community health, parks and open spaces, and much more.

The implementation chapter of the Plan includes "Implementation Grids" that detail the timeframe, estimated cost and potential resources for each recommendation. The spreadsheet is intended to serve as a guide to help organize and track progress toward implementing the Plan's recommendations.

Implementing the Gravois-Jefferson Plan will require collaboration among residents, local organizations, and regional stakeholders. Cross-sector collaboration, informed by the Plan and local residents, will help promote the community's vision for *"accessible, sustainable, inclusive neighborhoods where families and individuals thrive in a diverse and historically rich, engaged community."*

Implementation Recommendations

The resident Steering Committee, reinforced through the public engagement process, has identified the following as key components of a successful implementation model: Capacity to Organize, Facilitate and Follow Through; Shared Value and Vision among Collaborators; Robust Communication Network to give all People Access to Opportunities; Accountability to Residents; Credibility and Ability to Convene Diverse Groups; Empowerment of Local Groups and Individuals; and Representation from the Unique Planning Area Geography.

The following is recommended for the implementation of the Gravois-Jefferson Historic Neighborhoods Plan:

1. Identify a lead agency for plan stewardship, with professional staff dedicated to plan implementation.

2. Support the ongoing work of local individuals and organizations.

3. Formalize community participation.

4. Leverage diverse and creative funding sources and implementation tools.

INTRODUCTION

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

The Community Plan

What is a Community Plan?

A community plan is a public document which contains specific proposals for future land uses and public improvements in a given community. Based off engagement with local residents and community leaders, it provides policies and a long-range development guide for elected officials and citizens engaged in community development. It also recommends programs and strategies that contribute to the community's vision.

Typical elements found in a community plan include:
- Land Use
- Transportation
- Urban Design
- Public Facilities and Services
- Natural and Cultural Resources
- Economic Development

One of the top priorities for the Gravois-Jefferson Historic Neighborhoods Plan is ensuring it will spur equitable investment and action in the community. This focus broadened the scope of the plan to include topics not commonly found in community plans, including health and safety. In order to spark implementation, the planning team submitted the plan for formal adoption by the City of St. Louis Planning Commission, meaning the recommendations in this document will influence all future development in the area.

Why this Area?

Through conversations with residents, local organizations, and regional stakeholders, as well as preliminary data collection, the planning team determined the geographic scope for the Gravois-Jefferson Historic Neighborhoods Plan to be bound by Gravois on the north, Jefferson on the east, Meramec (including both sides of the street) on the south, and Grand on the West. The Benton Park West, Dutchtown and Gravois Park neighborhoods are among St. Louis City's most densely and diversely populated communities. Only a portion of the Dutchtown neighborhood and a very small portion of the Mount Pleasant neighborhoods are included in the Plan: the area north of Meramec (but including both sides of Meramec Street), east of Grand, south of Chippewa, and west of Broadway. This portion of Dutchtown and Mount Pleasant was included with Benton Park West and Gravois Park due to a shared sense of community and similarities in market and demographic trends. Residents and business owners along Meramec stated that in order to guarantee the street's development followed the community's vision, Meramec needed to be included in the Plan. For the purposes of this Plan, we will reference the neighborhoods as Benton Park West, Gravois Park, and northeast Dutchtown. We will not identify Mount Pleasant by name, as only a very small part of the neighborhood is included in the Plan.

A shift in market demand, major development opportunities, community interest and leadership, and newly elected public officials created opportune timing for a renewed planning effort. Below average home sale prices and high levels of vacancy render the area vulnerable to unplanned, inequitable development, yet poised for highly coordinated, comprehensive planning. Core values of this planning effort included an emphasis on community engagement, equity, and building an inclusive process and result, respectful of the area's resident population.

The name for the effort – Gravois-Jefferson Historic Neighborhoods Plan – came from a working meeting of the steering committee, where they sought to come up with a name that spoke to the history of the neighborhoods, while differentiating the project from past planning processes. The group was inspired by the name of the historic district in the area, the "Gravois-Jefferson Streetcar Suburb Historic District," as well as the neighborhood identity that characterizes St. Louis.

Figure 1.2: Map of neighborhoods and wards in and around the Gravois-Jefferson planning area.
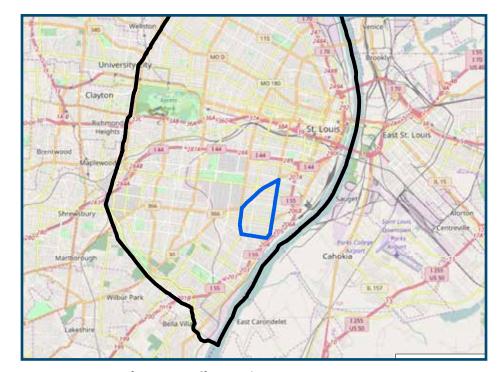

Figure 1.3: Map of Gravois-Jefferson planning area in context of the City of St. Louis.

16,750
PLANNING AREA RESIDENTS

100,000+
PIECES OF PUBLIC INPUT

Figure 1.4: Residents at the first public working meeting of the planning process.

Comprehensive and Participatory

The Gravois-Jefferson Plan is comprehensive.

The strengths of the planning area span physical and social environments, encapsulating the ways residents live, work, play and everything in between. Similarly, the challenges in the area cannot be addressed, nor the opportunities leveraged, using strategies restricted to the physical environment. Thus, the planning effort is comprehensive in its scope, including economic development, racial disparity, public safety, land use issues, social services, environmental concerns, transportation (including pedestrian and bicycle networks), housing, educational opportunities, community health, parks and open spaces, and much more.

The plan recommendations are organized into eight sections:
- Safety
- Youth and Education
- Employment and Business Development
- Housing
- Health
- Transit, Streets and Walkability
- Arts and Culture
- Environment

The Gravois-Jefferson Plan is participatory.

The most effective, long-term solutions for community vitality come from those who live in the community. The Benton Park West, Gravois Park and Northeast section of the Dutchtown neighborhoods have approximately 16,750 residents, diverse in age, race and socio-economic status. Through the planning process, local civic organizations, support groups, churches, nonprofits, schools, local businesses, and neighbors were engaged to not only gather resident input for the planning process, but also to build local power and capacity to steward the Gravois-Jefferson Plan into the future.

By adopting an "Asset Based Community Development" approach, the planning team supported resident participation in, and ownership of, plan development. In a public process that engaged over 600 individuals and collected 100,000+ pieces of information, we saw people who had never met come together to develop a vision for their shared future, and brainstorm strategies for how to make that vision a reality. The Gravois-Jefferson Plan is participatory in order to cultivate the relationship-building and collective action necessary for community-driven development.
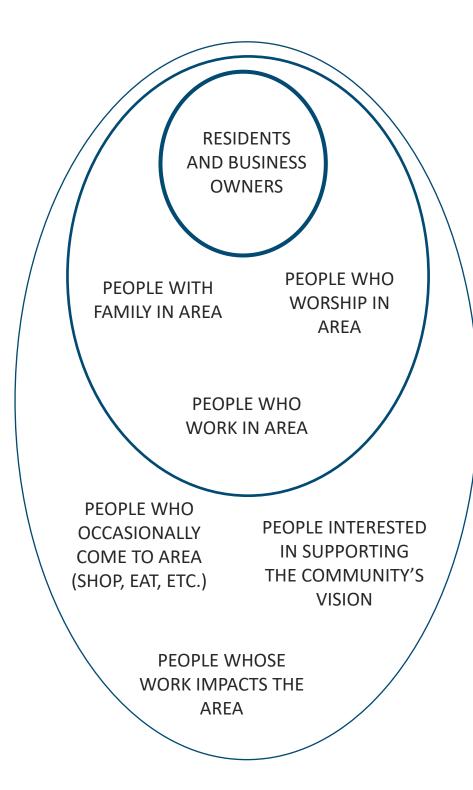
Community Engagement

Figure 2.1: Concentric community circles.

Community Engagement Components

Stakeholder Interviews: As the planning team gathered information on existing conditions in the planning area, stakeholder interviews were important in cultivating relationships, understanding local history, and contextualizing data. Conversations took place with local residents, Aldermen, nonprofits, service providers, business owners, and the City's Planning and Urban Design Agency.

Focus Groups: Acknowledging that many groups of neighbors were already gathering for myriad purposes, the team from Rise and DSCC reached out to local organizations and associations to hold small group focus sessions. During these meetings, participants were asked to list area strengths, challenges and opportunities, identify goals for the neighborhood, and brainstorm strategies to achieve these goals. Examples of such groups include the Amigas Latinas and Vietnamese Elders at St. Francis Community Services, a group of local black business owners, and the congregation at Curby Memorial Presbyterian Church.

Youth Engagement Strategy: With about 40% of the area population 21 years of age and younger, engaging young people in conversations about the present and future of the neighborhoods is fundamental to shaping and achieving the community's vision. Through multiple youth resource group meetings, visits to local schools and after-school programs, and engagement with a local youth council, over 200 young people were engaged in the Gravois-Jefferson planning process. From reimagining vacant property to developing maps of their communities, youth have consistently responded with optimism and ingenuity when asked about the future of their neighborhoods. From these conversations and surveys, we have learned that many young people love the proximity of friends and family and their homes, as well as local libraries and schools. Some of the greatest challenges they face include crime and violence, vacant and abandoned properties, and littering. Their priority programs include youth employment, summer sports, and peer tutoring programs.

How do we define Community?

In order to conduct effective community engagement, the term "community" needed to be defined. For the purposes of this planning effort, community is defined at three levels: those most invested in the planning area (residents and business owners), those deeply connected to the planning area (people with family in the area, people who work in the area), and those who occasionally engage in the area. Community engagement efforts targeted the first group.

Figure 2.2: Drawings done by ten-year-olds at Cherokee Recreation Center.

50+ Planning Team Meetings

The core planning team is composed of Rise Community Development (Rise) and Dutchtown South Community Corporation (DSCC), who serves as community engagement lead. The team also includes UrbanWerks, the architecture and design lead, and Development Strategies, who completed a market study and commercial and residential analysis for the area. Meetings of the core team took place weekly throughout the planning process.

8 Resident Steering Committee Meetings

The fourteen-member Steering Committee is made up of neighborhood residents. The Committee oversees the work of the planning team and ensures the effort is moving in the right direction. They will be essential partners as the plan is implemented.
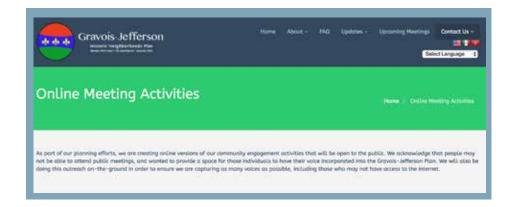
6 Public Meetings

Public meetings made up the majority of community input. In six meetings with over 350 participants, residents and local leaders were engaged to explore strengths, challenges and opportunities related to physical development, health and social services, environmental issues, educational and employment opportunity, and more. These meetings took place at locations throughout the planning area including schools, churches, community centers and art venues.

Figure 2.3: Public Working Meeting 2, part two took place at Curby Memorial Presbyterian Church in Benton Park West.
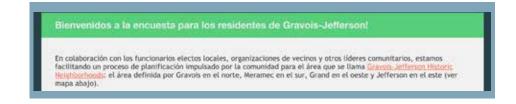
18 Online Meeting Activities

All activities completed during public meetings were translated online so that folks who were not able to attend could still learn and participate.

238 General and Youth Surveys

Surveys were developed to engage individuals who were not able to participate in-person through meetings, focus groups, or other means. The general survey (translated into Spanish and Vietnamese) and youth survey (targeted to people under the age of 18) were each completed over 100 times.

17 Resource Group Meetings

Developed in partnership with the Steering Committee, "Resource Groups" were formed to involve stakeholders in plan development, effectively increasing communication among partners, breaking down silos, building support for strategies, and sparking implementation. The groups, formed around the eight plan focus areas (Safety; Youth and Education; Employment and Business Development; Housing; Health; Transit, Streets and Walkability; Arts and Culture; and Environment) connect trained practitioners with passionate community members to develop cross-scale relationships and build a platform for sustained change. Meetings focused on questions such as: "how does the work of your organization address community input?", "where is this organizing already taking place?", "who else ought to be a part of this conversation?", and "what is the most effective collaboration model moving forward?"

Prioritization

Once Plan recommendations were developed, they were shared widely for review and feedback. As part of this process, public meeting attendees were asked to assign priorities to the initiatives presented. Taking this feedback and considering the goals of the Gravois-Jefferson Plan, the Steering Committee prioritized recommendations based on three criteria they developed: sustainable, feasible, and equitable. The top 20% of recommendations in each chapter are marked as "Priority Recommendations" with a "P" symbol in the Plan.
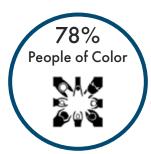

Figure 2.4: Resource Group Meetings brought together partners from local, municipal, and regional organizations to inform and act on the Plan.

Overview of the Planning Process

Planning Principles

The Gravois-Jefferson planning process was designed to engage those historically underrepresented in community planning efforts: young people, people of color, and people experiencing poverty. The planning area populations for each of these groups is listed below.

40%
Youth (under 21)

78%
People of Color

39%
Households in Poverty

In addition to intentional outreach to underrepresented groups, the planning process was led by several key principles:

Empower Ongoing Work:

There are individuals and organizations already doing great work in the planning area; they were fulfilling the community's vision before the planning process began and will continue to do so in years to come. The Gravois-Jefferson Plan sought to embrace this ongoing work by:

- Acknowledging the public engagement work that has taken place in the past in order to avoid asking questions we already know the answers to.
- Empowering local organizations already doing the work rather than advocating for the formation of new organizations.
- Attending meetings of residents, including Neighborhood Associations, Business Associations, and Ward Meetings
- Asking questions before delivering solutions.

Racial Equity Lens:

Community input and Steering Committee guidance emphasized the need for the planning process to be representative of the community, especially on the basis of race, age, and socioeconomic status. In order to accomplish this goal, the planning team partnered with Forward through Ferguson to apply a Racial Equity Lens to outreach and plan development processes. This involved:

- Disaggregating data collected in the existing conditions phase by race in order to understand racial inequity in the planning area (for example, the homeownership rate for white people is higher than it is for black people).
- Tracking demographic information (including race, age, socioeconomic status, and more) for all individuals engaged. This allowed the team to dis-aggregate the data and community input collected through the planning process by factors like race to see how different identities experience their community, and how the future vision of one's neighborhood may vary based on the identities they hold.
- Emphasizing racial equity as a key community and plan value in conversations with residents, potential partners, and others involved in this process.
- Prioritizing recommendations through a racial equity lens. This means recommendations that work toward "a state in which outcomes can no longer be predicted by race" receive priority consideration.

"Our vision is for accessible, sustainable, inclusive neighborhoods where families and individuals thrive in a diverse and historically rich, engaged community."

- Gravois-Jefferson Community Vision Statement

Meet People Where They Are:

Public input for community plans is most often sought in public meetings known for monotonous conversation and mediocre food. In an effort to gather feedback representative of the planning area, community engagement transcended the walls of community centers and entered schools, restaurants, sidewalks and basketball courts. Meeting people where they are required:

- Considering how different methods engage different parts of our community, and conducting additional engagement outside of the traditional evening public meetings to reach out specifically to people of color, young people, and people experiencing poverty.
- Translating planning materials into Spanish and Vietnamese. According to the 2014 Census, 12.3% of planning area residents are non-English speakers. All event flyers and surveys were available in English, Spanish and Vietnamese.
- Adjusting activities based on audience. With youth, mapping looks different than with adults. Planning materials were adjusted based on the audience of the engagement.
- Tapping in to existing networks to increase engagement, the planning team collaborated with black-owned businesses on survey outreach and local social service providers to talk with their weekly affinity groups.

Community Organizing over Public Input:

The long-term success of the Gravois-Jefferson Plan relies on empowering local residents to be the decision-makers in their neighborhoods. In order to do this, the planning process focused on:

- Educating residents and local stakeholders on existing conditions and what is considered in community development decisions.
- Employing methods of community organizing, including building networks and increasing awareness of ongoing work.
- Fostering relationships between trained practitioners and engaged community members to spur implementation and increased accountability.

Planning Process

The Gravois-Jefferson Historic Neighborhoods planning process began in July 2016 and continued through the early 2018. The planning process, led by Rise Community Development in partnership with Dutchtown South Community Corporation, consisted of seven phases:

Phase One: Existing Conditions
- Analysis of past and ongoing planning and community engagement initiatives
- Comprehensive evaluation of the physical environment including existing transportation networks, vacant land, building sites, environmental assets, and more
- Demographic research using US Census and City of St. Louis data sources
- Meeting of the Resident Steering Committee to introduce planning process, discuss community values, and plan for public kick-off

Phase Two: Public Kick-Off and Community Vision
- Development of a community history using maps, articles and news stories from Missouri History Museum and other sources
- Stakeholder interviews with community leaders (elected officials, nonprofit leaders, business owners, etc.)
- Public Kick-Off Meeting to introduce residents to planning process, provide data on existing conditions, and brainstorm strengths, challenges and opportunities
- Processing of information collected during Public Kick-Off and stakeholders interviews to determine strengths, challenges and opportunities in the planning area
- A Community Vision Statement drafted at the second Steering Committee meeting

Phase Three: People
- Focus groups and activities with young people at recreation centers, schools, and after-school programs
- Distribution of a comprehensive survey to garner input from individuals unable to attend events in person
- A Public Working Meeting where residents identified top priorities for the area and brainstormed goals, strategies and partners for topics related to safety, youth, and employment
- Presenting the preliminary findings to the Steering Committee for feedback, critique, and guidance on next steps

Phase Four: Housing
- An in-depth market analysis showing existing commercial and residential real estate, demographic trends, recommended investments and potential funding sources
- Two Public Working Meetings where participants were given information on the local housing market and worked together to identify and prioritize solutions to local housing issues
- Steering Committee Meetings to discuss Plan progress and community input

Phase Five: Neighborhood
- Additional focus groups with churches, business owners, youth, and affinity groups
- A parcel-by-parcel survey of the entire planning area – over 5,000 parcels – to create an updated map showing land use, building condition, and other key characteristics (using Loveland application)
- Large-scale mapping activity with Steering Committee to represent the history of the area and the community's vision for the future
- Series of eight Resource Group meetings with trained practitioners and passionate community members to discuss public input and see how it fits into ongoing work and evidence-based practices
- A Public Working Meeting where residents gathered to envision their neighborhoods in 2030 and plan for the community capacity to make their vision a reality

Phase Six: Draft Plan and Community Feedback
- A series of draft recommendations in eight plan areas, shared at a Public Draft Plan Summit for community feedback and criticism
- Another round of Resource Group meetings to review draft plan recommendations and align their personal or organizational missions with the evolving Gravois-Jefferson Plan
- A refined set of recommendations in response to the public input gathered at the Draft Plan Summit
- Presenting draft recommendations to the City, Department Heads, and Steering Committee for feedback and guidance

Phase Seven: Final Gravois-Jefferson Plan
- Steering Committee prioritization of Gravois-Jefferson Plan recommendations using criteria developed by the Committee
- Final Gravois-Jefferson Historic Neighborhoods Plan sent to City of St. Louis Planning Commission for adoption
- A Final Plan Meeting and community celebration where the adopted Gravois-Jefferson Plan prompts organizing among residents and local organizations to spark implementation

Figure 3.1: Volunteers explain the LoveLand parcel survey of the planning area properties to young people in the neighborhood. Parcel surveying often served as a community engagement tool as well as a data collection tool.

Plan Timeline

Primary Engagement Efforts

Public Draft Plan Summit (August 10, 2017)

Public Working Meeting #3 (May 3, 2017)

Resource Group Meetings, Round One (April 17 – 25, 2017)

Loveland Site Control Parcel Survey (March 24 – April 29, 2017)

Steering Committee Meeting #5 (March 8, 2017)

Youth Survey Outreach (January 13 – June 2, 2017)   Resource Group Meetings, Round Two (June 28 – July 10, 2017)

General Survey Outreach in English, Spanish and Vietnamese (January 13 – July 7, 2017)

Public Working Meeting #1 (November 29, 2016)   Steering Committee Meeting #7 (June 19, 2017)

Steering Committee Meeting #1   Steering Committee Meeting #4 (February 1, 2017)

Final Plan Celebration and
Implementation Kick Off

Planning Team Kick-Off Meeting   Steering Committee Meeting #2 (November 10, 2016)   Steering Committee Meeting #6 (May 15, 2017)

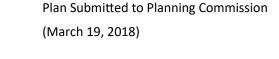(Following Adoption)

Stakeholder Interviews   Public Kick-Off Meeting (November 1, 2016)   Public Working Meeting #2, Part Two (March 30, 2017)

Plan Submitted to Planning Commission

Data Collection and Community Conditions   Public Working Meeting #2, Part One (February 11, 2017)

(March 19, 2018)

Summer   Fall   Winter   Spring   Summer   Fall   Winter   Spring   Summer

2016   **2017**   **2018**

Additional Engagement Efforts

- Trailnet Street Calming Pop-Up Station (November 17, 2017)
- Town Hall: Vietnamese Elders at St. Francis Community Services (December 6, 2016)
- Southside Black-Owned Business Development Luncheon (December 19, 2016)
- Amigas Latinas Focus Group (March 9, 2017)
- Gravois-Jefferson Parcel Surveying Workshop (March 14, 2017)

- Carnahan High School Open House Engagement (March 16, 2017)
- Youth Mapping Workshop (March 24, 2017)
- STL Map Room Steering Committee Activity (April 1, 2017)
- Loveland Site Control Building Survey Volunteer Day (April 15, 2017)
- Vietnamese Elders Draft Plan Session (April 18, 2017)
- Roosevelt High School Leadership Focus Group (March 6, 2017)
- TDLC Youth Council Engagement (June 26 – 27, 2017)

- 20th Ward Meetings (October 12, 2016, January 25, 2017, April 26, 2017)
- Benton Park West Neighborhood Association Meetings (every third Thursday)
- Cherokee Station Business Association Meetings (every third Thursday)
- Gravois Park Neighborhood Association Meetings (every second Tuesday)

Community Vision and Goals

The Benton Park West, Gravois Park, and northeast Dutchtown neighborhoods have been home to generations of immigrants since the area was first developed at the beginning of the 20th century. Residents cite the historic architecture, neighborhood amenities such as parks, recreation centers and libraries, and the racial and generational diversity as a few of the many strengths of these neighborhoods. Engaged residents, business owners and organizational leaders have played an important role in preserving and amplifying these strengths.

Conversely, the planning area also faces challenges, most notably perceptions and realities of violence, access to job and educational opportunities, and physical deterioration. These challenges threaten the wellbeing of individuals and families, weakening the social and physical environments and contributing to economic disinvestment. Things that are considered unacceptable in other neighborhoods – illegal dumping, broken windows, gun violence – are widespread in the planning area.

Surrounded by prospering neighborhoods and characterized by below average home sale prices, the neighborhoods are vulnerable to unplanned, inequitable development. Yet, with this plan, there is an opportunity to ensure future investment spurs truly inclusive development. As defined by residents, this means that crime is addressed using preventative, human-centered approaches; physical development takes place in a way that benefits existing residents; and individuals-in-need are empowered through education and employment.

The vision for this area can be described as a thriving, inclusive community with vibrant mixed-use corridors, historic architecture, and a myriad of things to do for all ages; these are neighborhoods where residents of all backgrounds and beliefs enjoy communal space and engage in civic matters. The Gravois-Jefferson Plan lays out the path to achieving this vision.

Community Vision Statement

Our vision is for accessible, sustainable, inclusive neighborhoods where families and individuals thrive in a diverse and historically rich, engaged community.

Community Goals

Serving as the foundation for the vision, the following community goals are guides for future investment and decision-making:

1. Foster a safe and vibrant community through preventative, responsive, and restorative approaches to public safety.

2. Foster a favorable investment environment for the area that retains, expands, and attracts quality businesses and serves as a center for job generation that supports economic mobility.

3. Ensure access and coordination to resources for youth to reach their full potential.

4. Foster decent, stable housing for families and individuals of all incomes and abilities through community led development and historic preservation.

5. Improve the health of all residents, fostering sustainable habits and improving access to care.

6. Improve the environment and ecology in ways that advance environmental justice, enhance quality of life, and enable a sustainable future.

7. Improve the way people who interact with the planning area move around their built environment.

8. Enrich our community and beautify our neighborhoods by supporting and broadly integrating inclusive arts that promote diversity and culture.

Figure 4.1: Kids playing basketball at Love Bank Park on Cherokee Street.

The Planning Team

The Gravois- Jefferson Historic Neighborhoods Plan is the collective action of a steering committee made up of neighborhood community leaders and community-focused organizations who are working to create stronger neighborhoods.

The Planning Team

Resident Steering Committee:
The fourteen-member Steering Committee is made up of neighborhood residents. The Committee oversaw the work of the planning team and ensured the effort progressed in the right direction. Members include: Pacia Anderson, Richard Bax, Wendy Campbell, John Chen, Linda Hennigh, Scott McIntosh, Linda McKindley, Andrea McMurray, Charmane Mu'Min, Nha Nguyen, Carlos Restrepo, Dale Sweet, Pam Welsh, and Darren Young.

Figure 5.1: Resident Steering Committee Meeting #8 at Thomas Dunn Learning Center.

Rise Community Development (Rise):
Rise partners with communities to build stronger, more equitable St. Louis area neighborhoods. By providing capacity building technical assistance to local CDC's, housing development and development consulting services, and access to financing, Rise makes the connections between non-profit community organizations, financial institutions and government that make successful neighborhood revitalization possible. Rise served as the project manager and fiscal agent for the process. Team members include: Stephen Acree, Rick Bonasch, John Cruz, Brian Hurd, Joanna Joye, Carrick Reddin, and Rachel Souvré.

Dutchtown South Community Corporation (DSCC):
DSCC advances neighborhood vitality through community empowerment, housing stabilization and real estate development. Their team led community engagement efforts throughout the planning process, ensuring resident voice was incorporated into all steps of the project, from the formation of the plan to implementation of strategies. Team members for this project include: Amanda Colón-Smith, Sunni Hutton, Alex Ihnen, and Brock Johnson.

Urban Werks:
Urban Werks is an architecture and urban design firm based in St. Louis, Missouri. With expertise in historic preservation and neighborhood development, the Urban Werks team served as design consultants on the Gravois-Jefferson Plan. In addition to providing visual support for plan recommendations, their team translated community vision into recommendations for the physical environment. Team members include Rob Wagstaff, AIA and Nick Stinebrook.

Development Strategies:
Development Strategies was engaged to conduct a market analysis study for the planning area, focusing on demographic and economic trends in housing, commercial real estate and community development. Through economic analysis, mapping, and interviews with developers and property owners in the planning area, the Development Strategies team produced a report showing what kind of residential and commercial development could be supported in the area and the funding mechanisms available to make it possible. Team members include Vanessa Asaro, Megan Hinrichsen, Jill Mead, Steve Schuman and Andrew Stanislav.

Residents and Other Community Stakeholders:
Residents and community stakeholders, ultimately, are the ones who are represented by this plan, and as such it is a plan by and for them. The planning effort was carried out to ensure their voices and vision were reflected in the process and the final recommendations.

Additional Partners

Aldermen:
This process was supported by the Aldermen and Alderwoman representing the 9th, 20th, and 25th Wards of the City of St. Louis: Alderman Dan Guenther, Alderman Ken Ortmann (former Alderman of the 9th Ward), Alderwoman Cara Spencer, and Alderman Shane Cohn.

Resource Group Members:
Developed in partnership with the Steering Committee, the resource groups were formed around the eight plan focus areas to involve stakeholders in plan development, increasing communication among partners, breaking down silos, building support for strategies, and sparking implementation. They also connect trained practitioners with passionate community members to develop cross-scale relationships and build a platform for sustained change.

Lutheran Development Group (LDG):
Lutheran Development Group is the lead funder of the Gravois-Jefferson Historic Neighborhoods Planning effort. LDG creates affordable housing and strives to expand the capacity of neighborhood organizations, build educational opportunity, recruit job creators, empower resident-informed planning, and remediate blight; all with the hope that the neighborhood can be a strong, stable, and sustainable home for the households living there now and for generations to come.

Incarnate Word Foundation:
The Incarnate Word Foundation promotes efforts in the St. Louis community to empower the poor and marginalized, especially women, youth, and seniors, to attain quality of life. In addition to providing place-based funding to organizations working in the Dutchtown and Gravois Park neighborhoods, the Foundation helped to fund the Gravois-Jefferson Historic Neighborhoods Plan.

Deaconess Foundation:
The Deaconess Foundation envisions a community that values the health and well-being of all children and gives priority attention to the most vulnerable. Through their grants program, the Deaconess Foundation supported much of the youth engagement undertaken as part of the Gravois-Jefferson Plan.

Acknowledgments

COMMUNITY HISTORY

History textbooks teach us about the events, people and places that have shaped our country and our society. Unfortunately, these books often overlook neighborhoods and underestimate their role in our lives. By learning about the history of the Gravois-Jefferson Historic Neighborhoods planning area, we enrich our understanding of the neighborhoods and recognize their assets.

Although most buildings in the area were built between 1890 and 1910, we can trace the earliest construction to the 1870s, when the area south of Chippewa Street was farms and orchards. Through a series of changes over the last century, this area of south St. Louis emerged as diverse and dynamic neighborhoods. The first step to understand how the Gravois-Jefferson area became a place to live, pray, study, work, shop or spend a good time is to look back at the time between the Civil War and WWI, when the streetcars connected places and people.

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

Figure 1.1: Street pavers on Compton Avenue north of Meramec street (1906). MO History Museum.

1890s – 1914
The birth of a vibrant migrant community

At the end of the 19th century, migrants from Europe were flowing into the city, running from political oppression and famine. Irish, Italian, German, Bohemian, Polish, Czech and other immigrant groups settled in the city, providing labor to local industries and businesses. Thanks to their craft and culture, they transformed the physical and social identity of some St. Louis neighborhoods. For example, in Benton Park West, Gravois Park and Dutchtown, the traditional St. Louis brick buildings bear details of Germanic influence in their architecture. Indeed, by 1860, residents born in Germany and their children represented one third of the city population and many had settled in the Gravois-Jefferson area, including D(e)ut(s)chtown. By the time St. Louis hosted the World's Fair in 1904, diversity was already an integral element of the social and economic fabric of the City.

Schools and congregations played an important role in supporting the residents living in the neighborhoods. Starting in the 1860s, the school system built new elementary schools and local congregations built more churches. The growing concerns and needs for early education and integration were prevalent all over St. Louis. Institutions such as schools and churches were largely supported by the German residents, who found in them the opportunity to maintain their language and strengthen their community. In 1869, the South St. Louis Turnverein was established. This athletic club, mixing social and political consciousness with gymnastics, was a very important component of the German community and quickly became a neighborhood center just north of the Gravois-Jefferson area.

The development of streetcar lines catalyzed the transformation of the Gravois-Jefferson area from predominantly farmland into vibrant working-class neighborhoods. Branch lines met at the intersection of California Avenue and Cherokee Street, forming a dynamic hub and attracting both shoppers and merchants. From this nexus, the Cherokee Street commercial district was born, and is still today a reference point for the area. Early in the 20th century, Cherokee Street was home to more than 50 businesses from Jefferson Avenue to Nebraska Avenue. Dry good stores, saloons, groceries, barbershops, as well as the Cherokee Theater and Cinderella Theater were serving streetcar passengers and neighbors. The parks and public spaces developed for neighborhood residents were equally as important. As early as 1812, Gravois and Laclede Parks became city neighborhood parks, and Marquette Park joined the list when acquired by the City in 1915; two years later its swimming pool opened.

Figure 1.3: St. Louis Streetcar System, United Railways (1910).

1914 – 1945
Through hard times, the local effects of global politics

By 1915, most of the planning area was fully developed, although limited construction continued through the early 1920s in the most southerly and westerly sections of the area. Streetcar service expanded throughout the area, but it would not last. The rise of public bus services and the personal automobile re-shaped how people moved around the City.

The physical identity of the area was already established, but expansion and construction projects brought slight changes in the neighborhoods. A bond issue was passed in 1923 funded the widening and the connection to downtown of Gravois Avenue, which served as a section of the famous "Route 66." Through a gift in 1925, the city acquired Minnie Wood Memorial Playground at Broadway and Meramec. Minnie Wood was a German migrant known for her "rags to riches" story and her philanthropic efforts. The earliest educational institution of the planning area, the Concordia Lutheran Seminary at Jefferson and Winnebago was relocated to the suburb of Clayton in the 1920s, and a new high school was built adjacent to St. Anthony of Padua Catholic Church at Meramec and Virginia. By 1914, the present commercial district on Cherokee

Figure 1.2: A portion of the Gravois-Jefferson planning area as depicted in Compton and Dry's Pictorial St. Louis (1876).

Figure 1.4: Marquette Park Lagoon (1915).

street was already a bustling area of commercial vitality, paving way for the 1922 creation of the Cherokee Station Business Association.

We cannot overlook how much national and international politics shaped the lives of the people living in the planning area and across St. Louis. National and international changes in the first half of the 20th century shaped life locally: World War I, Prohibition, the Great Depression and World War II disrupted the socio-economic fabric of the neighborhoods and challenged the fragile balance of the migrant communities.

World War I began in 1914 and lasted through 1918. At first, the United States remained neutral. However, in 1917, the US joined forces with the Allies in the war against Germany and its Austrian/Hungarian allies. Because of the United States' involvement in a war against Germany, many non-German St. Louisans began to view the local German population with great skepticism, including the large German population living in the greater Dutchtown area. Examples of this include the removal of German publications from city libraries, non-naturalized Germans being required to register as enemy aliens. Following the enactment of the Espionage Act of 1917, German communities across the United States faced persecution through arrest and detainment. Many would remain under control of the state until the end of the war. In order to fill a local labor shortage created by World War I, African-Americans migrated from the South. Beginning in 1916 and lasting over half a century, the Great Migration marked the movement of six million African-Americans from the south to the Northeast, Midwest and West.

Shortly after the war, the outlawing of most production and consumption of alcoholic beverages, known as the Prohibition, was in effect across the country. Prior to these restrictions, St. Louis had more than three dozen breweries. Prohibition forced most of them out of business - including the Lemp Brewery on Cherokee and Broadway - causing hundreds of job losses. Very few breweries, notably Anheuser Busch and Falstaff, survived by making alternative food products and non-alcoholic malt beverages. Beginning with the stock market crash of 1929, the Great Depression took a heavy toll on St. Louis until the beginning of World War II. Like

most U.S. cities, St. Louis experienced high unemployment. It also had a higher percentage loss in manufacturing output than the US as a whole. In the 1930s, President Franklin Delano Roosevelt's New Deal Public Works Administration projects, along with local bond measures for airport construction and other civic improvements, employed thousands of St. Louisans.

During World War II, St. Louis was a major ammunition and aircraft supplier. It was also a large producer of uniforms and footwear for the military. Uranium for the Manhattan Project – a US-led undertaking to research and develop nuclear weapons from 1939 to 1946 - was refined in St. Louis beginning in 1942. City residents organized scrap drives for the war effort, resulting in the loss of much of the city's stock of ornamental wrought iron. Whereas the Great Migration slowed down during the economic crisis in the 1930s, the coming of World War II revived it: the black population increased 41% during the war, attracted by jobs in the weapons and defense industry. From 1940 to 1960, the black population in St. Louis went from 13.3% to 28.6% of the city residents, livening up African American neighborhoods mostly located between Downtown and Kingshighway, Delmar and St. Louis Avenues.

Figures 1.7: Newspaper marking the opening of Minnie Wood Park (1949). Photo courtesy of the St. Louis Post-Dispatch.

Figures 1.5 and 1.6: Cherokee Street decorated for the holidays in the 1940s. Photo courtesy of Michael Allen, Preservation Research Office.

1946-1970
The suburbanization of the St. Louis region

The end of the Second World War brought about a shift in the development of St. Louis: the growth of the suburbs fueled by white flight. Mortgage deals and housing construction brought about by the G.I. Bill fundamentally changed the landscape of the United States. Between 1945 and 1954, more than 13 million houses were built, most of which were in suburban areas. Of the first 67,000 mortgages issued through the G.I. Bill, less than 100 went to people of color. This period saw the first drop in population in the planning area, with the largest decrease in the white population.

In the 1947 Comprehensive Plan for City of St. Louis, the city planned the Gravois-Jefferson area for high-density residence in northeast and medium density residence in the southeast, with dominant commercial centers at Grand and Gravois and Jefferson and Gravois. The Plan called for extensive rehabilitation and reinvestment in these areas, as marked by the area's designation as a "Blighted District." Redevelopment was "a social need and an economic essential because of high rates of juvenile delinquency, crime, and disease found in areas of poor housing."
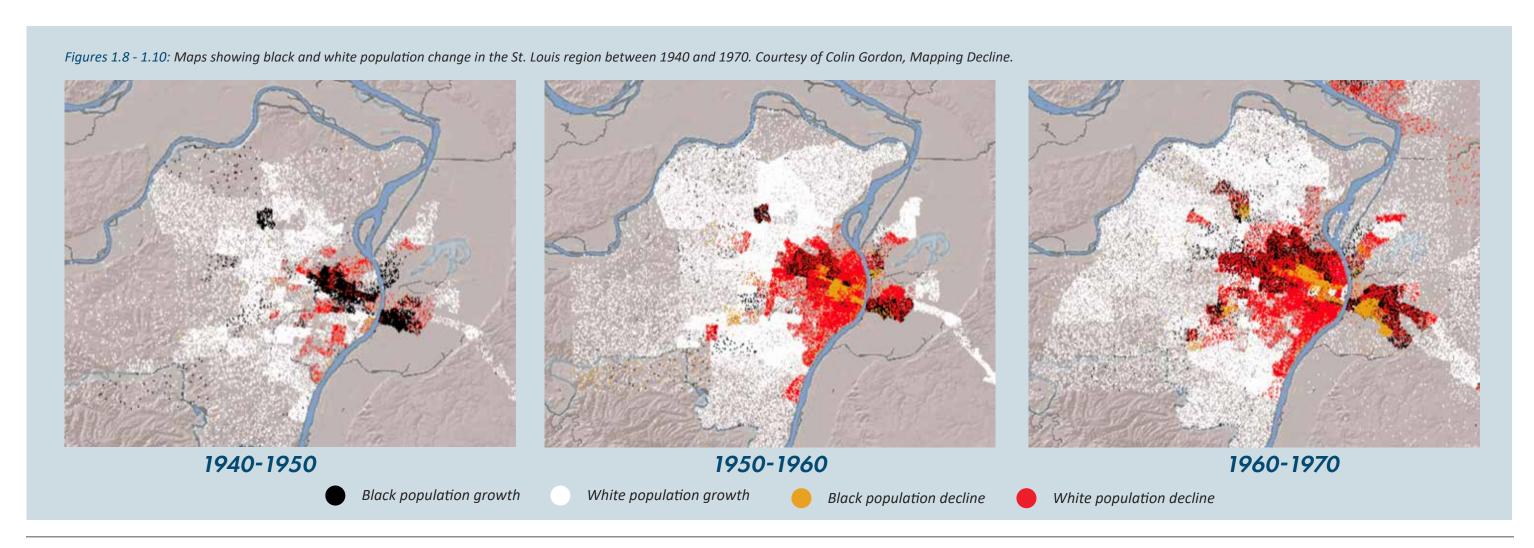
In 1955, a new multi-million-dollar hospital complex opened, bringing jobs to many throughout the region. Expanded ten years later, Lutheran Hospital had over 500 beds and 300 nursing students, making it a major medical center for South St. Louis. In 1964, education and recreational programming came to the Marquette Civic and Recreation Center as part of the legacy of Mr. Thomas Dunn. The center provided classes and sports to young people and adults throughout the area. Despite these investments in public services, the population of the planning area continued to decline.

Between 1960 and 1970, the area lost between 10 and 25% of its population. In assessments of housing quality during the same time period, the area received ratings between "fair-below average" (concentrated in the northeast, closer to downtown) and "good" (largely in the southeast). By the end of the 1960s, some businesses were beginning to leave and civic capacity dwindled.

Figures 1.11: "Cinderalla Building" on Cherokee Street (1970).

Figures 1.8 - 1.10: Maps showing black and white population change in the St. Louis region between 1940 and 1970. Courtesy of Colin Gordon, Mapping Decline.

1940-1950   **1950-1960**   **1960-1970**

● Black population growth   ○ White population growth   ● Black population decline   ● White population decline

1970-1990
The fight for preservation and improvement
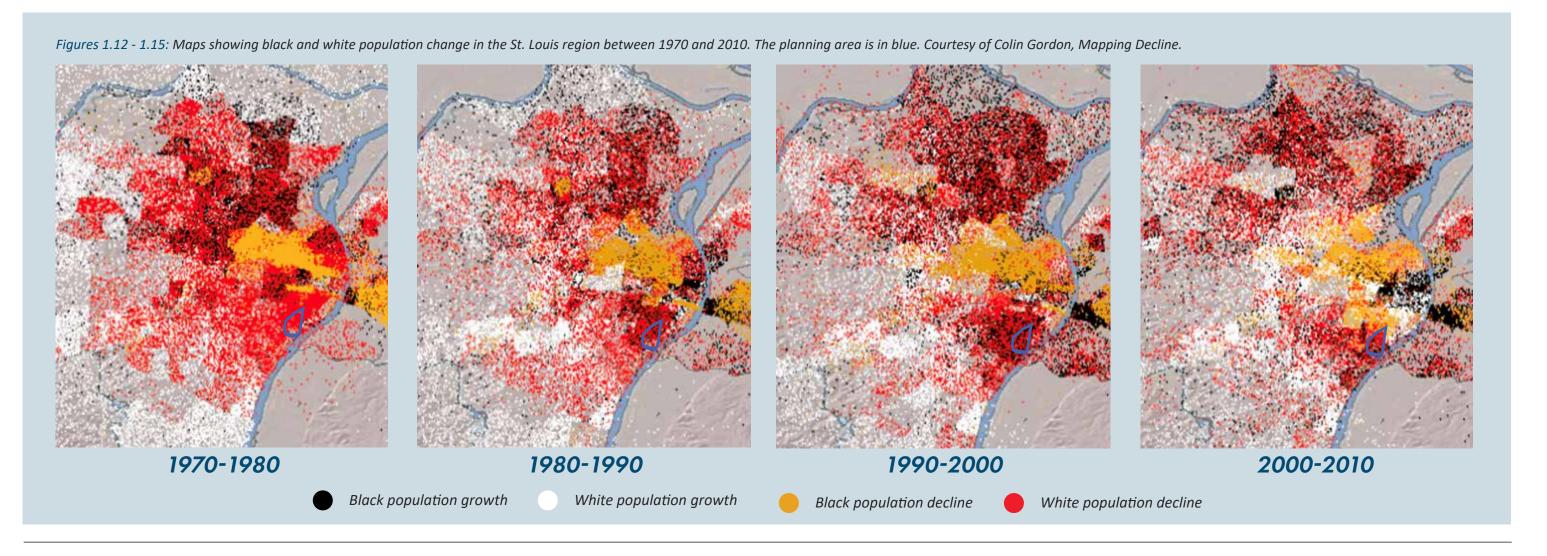
By the mid-1970s, many shops along "Antique Row," the section of Cherokee Street east of Jefferson, had left and retail had disappeared. In contrast, Cherokee Street west of Jefferson continued to prosper, leading to the establishment in 1982 of the Cherokee Station Special Business District. During this time, the area was made up by three neighborhoods – one in the southern section bound by Chippewa, Grand, Meramec, and I-55; another in the middle bound by Chippewa, Grand, Cherokee and I-55; and a third bound by Cherokee, Gravois, and I-55. In 1973, local residents founded the Dutchtown South Community Corporation (DSCC) to serve as the housing development and citizen advocacy organization for a portion of the planning area – Dutchtown and Gravois Park -- and adjacent neighborhoods to the south and east.
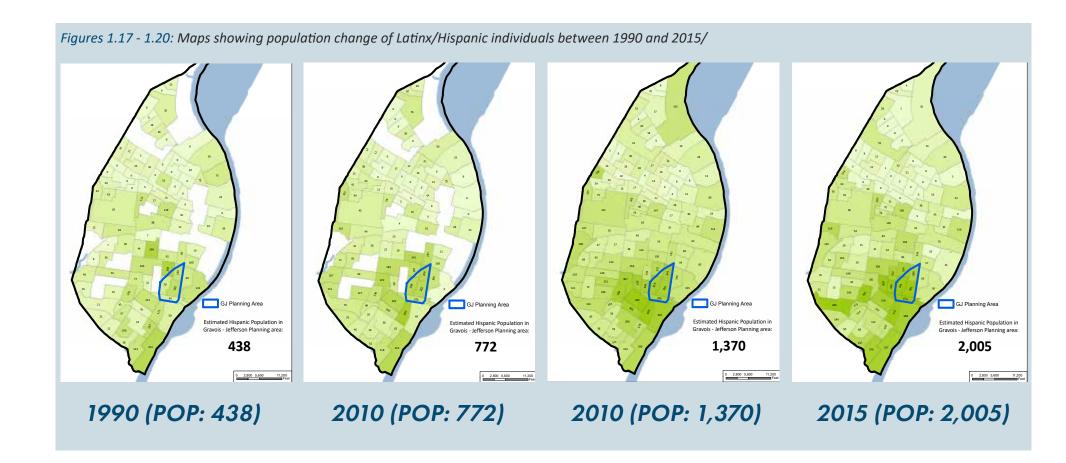
The area avoided much of the 70s era urban improvement programs that plagued other areas of the City; however, a small portion of the planning area (bound generally by Arsenal, Gravois and Jefferson) was targeted as part of the City-sponsored Cherokee Neighborhood Rehabilitation area. In the St. Louis Development Program, the strategy for the area was "Maintenance and Improvement", suggesting the area was threatened by the spread of deterioration and abandonment, and should leverage "the full range of public and private efforts to stabilize and preserve the neighborhood."

Ultimately, efforts by DSCC and the City of St. Louis to preserve and improve the housing and commercial stock of the area were unsuccessful in stabilizing population and businesses. Under combined pressure of a sharp drop in the neighborhood's working class population, the growing use of automobiles and the rise of suburban shopping, a large number

Figures 1.16: A meeting of Dutchtown South Community Corporation (1986).

Figures 1.12 - 1.15: Maps showing black and white population change in the St. Louis region between 1970 and 2010. The planning area is in blue. Courtesy of Colin Gordon, Mapping Decline.

1970-1980   **1980-1990**   **1990-2000**   **2000-2010**

● Black population growth   ○ White population growth   ● Black population decline   ● White population decline

Figures 1.17 - 1.20: Maps showing population change of Latinx/Hispanic individuals between 1990 and 2015/

1990 (POP: 438)   **2010 (POP: 772)**   **2010 (POP: 1,370)**   **2015 (POP: 2,005)**

of the shops along Cherokee Street and Chippewa Street had also gone out of business by the early 1990s. Between 1960 and 1990, the total population of the area declined by approximately 1/3, and the white population dropped by almost half.

However, beginning in the late 1970s, the population of people of color began steadily increasing. Asians, Latinos and Bosnians joined African-Americans living in the area. Between 1970 and 1990, the non-white population grew by over 1400% -- 70% were black and 14% Latinx/Hispanic and Asian respectively. These communities brought their culture and passion to the community, catalyzing community cohesion and leading the charge in revitalizing many of the areas we consider strengths today. This period saw the opening of many Latinx-owned businesses and restaurants. By 1990, a concentration of Mexican restaurants, supermercados, clothing stores, and other businesses catering to the Spanish-speaking population were highly integrated with the identity of the planning area.

The black population moving into the planning area during this time came predominantly from other places in the City of St. Louis. Between 1970 and 1990, many black families left North St. Louis for nearby muncipalities in North County and southside neighborhoods such as Benton Park West, Dutchtown and Gravois Park. As shown in figures 1.12 and 1.13, between 1970 and 1990, the black population of the planning area increased as the white population decreased. This was, in large part, due to internal migration of black families and individuals from the north side and other pockets of the region to the planning area neighborhoods. Families were attracted to the high-quality, affordable housing stock in the area, as well as the amentities located in and around the neighborhoods.

1990 - Present
A creative and diverse community

The population of African Americans living in the planning area continued to increased in the 1990s. Many attribute this population growth to black families moving to the planning area after the demolition of several public housing projects in the City. The Darst-Webbe project, which was home to hundreds of black families, was torn down in the late 1990s. When, several years later, it was replaced with low-rise public housing, very few of the original families returned. According to the City of St. Louis Housing Authority, most of the residents of the new Peabody-Darst-Webbe housing development were not there prior to Darst-Webbe's demolition. Oral histories suggest many of these families found their way to the Gravois-Jefferson planning area, where they could find affordable rents and social connections.

Another public housing development, Vaughn Apartments, was demolished near the end of the 20th century. 411 units of mixed-income housing, Murphy Park, replaced the high-rise buildings. In a conversation with a previous resident of Vaughn Apartments, she recalls many families who were displaced from Vaughn moving to the southside in search of better neighborhoods and affordable places to live. At least some of these families likely found themselves in Benton Park West, Dutchtown, or Gravois Park.

Between 2001 and 2004, hundreds of buildings in McRee Town (now Botanical Heights) were demolished through eminent domain. Demolition was part of a broader redevelopment plan for the area, championed by the Missouri Botanical Garden. Inadequate housing in an unsafe neighborhood would be replaced with new housing and public amenities. Over $11 million from private, philanthropic and government sources was committed to carrying out the plan. As reported by the

Riverfront Times, many of the poor, black families living in McRee town were displaced when redevelopment began. Through oral histories, we know that a considerable number of these households relocated to the Gravois Park and Dutchtown neighborhoods.

While the City's population has continued to decline to around 316,000 people, the Latinx/Hispanic population has increased substantially since 1990, as the roots planted by the beginning of the second wave of Hispanic migration in the late 1970s and early 1980s began to take hold. With south city continuing to be the location of choice for Latinos to settle and raise families, their population within the planning area increased by over 350% from 1990 to today, more than twice the rate increase city-wide. Today there are more than 2,000 persons of Hispanic origin living within the planning area. They have immensely contributed to the entrepreneurial revival of 'Calle Cherokee'. A concentration of Mexican restaurants, supermercados, clothing stores, and other businesses catering to the Spanish-speaking population are highly integrated with the planning area identity in the eyes of the public. Today, due to the proximity of the International Institute, the presence of supportive migrant networks, the housing and business opportunities, and the progressive culture of the neighborhoods, the planning area remains a welcoming place for refugees and migrants, constantly livening up the streets with a diversity of language, customs, and music.

While there have been various openings and closures in the past 25 years, the neighborhood retail has continued to maintain its character on commercial thoroughfares including Jefferson, Gravois and Cherokee, bolstered by its local ethnic stores and a population shopping locally. New retail and restaurant spaces opened in the late 1990s-early 2000s. Businesses with a local pride ethos, such as STL Style and Firecracker Press, opened during this time and continue to serve the community today. Chippewa and Meramec saw changes in their landscape as well, including the opening of the Urban Eats Café in 2008, Gooseberries in 2014, and Bru Tea in 2016. Dedicated to their communities, these small businesses offer residents healthy and creative eating options, providing a home-like environment where one can enjoy the display of local artwork, live music, and various events.

Ordinances enacted in 2015 lifted the liquor license restrictions previously applied to restaurants only. New bars opened to cater to a millennial audience. Cherokee is a beneficiary of this, and is now home to a myriad of various types of drinking establishments. The Whiskey Ring boasts over 50 types of whiskey. Propaganda is a Soviet-themed cocktail bar featuring signature drinks such as "Comrade Pineapple". An ordinance repealing fortune telling coincided by happenstance with the

Figures 1.21: Kids play basketball at Love Bank Park (2018).

opening of "The Fortune Teller Bar", a Bohemian-style haunt where a fortune teller sits in the window and meets with patrons to do palm and tarot card readings.

With housing stock relatively intact and prices competitive, rehab efforts increased substantially. Following trends in nearby neighborhoods such as Benton Park and Fox Park, Benton Park West and Gravois Park began to see new homeowners and market rate developers rehabbing housing stock. As surrounding neighborhoods continued to attract new residents, people were drawn to the planning area neighborhoods' accessibility and affordability. Local neighborhood organizations gained strength and leadership, allowing them to better organize and have a say in how their neighborhoods developed.

In fact, various community-related organizations started operation in the 1990s and 2000s, to give a voice to residents and local businesses in steering the changes undergone by their neighborhoods. Neighbors established the Benton Park West Neighborhood Association in 1998 and the Gravois Park Neighborhood Association a year later. To serve the Meramec Avenue area, local businesses and residents formed the Downtown Dutchtown Business Association in 2010 and the Dutchtown Neighbors on Watch group in 2011.

The readily available housing stock for both sale and rental, combined with the gritty chic allure and a solid sense of place helped to contribute to an influx of creative types who chose to call the area home.. As a result, the planning area is now home to a small business tech incubator, various small concert venues, art galleries, boutique shops and unique local restaurants. The area is an engaging environment for the arts community, attracting new artists and stimulating the residents to explore their creativity and skills. Local organizations, such Yeyo Arts Collective, are doing work to empower emerging artists by providing space and resources.

Building upon the resourcefulness and creativity of its residents, the area has developed a Do-It-Yourself attitude. Love Bank Park on Cherokee Street, the dog park in Benton Park West, and the KaBoom! Playground in Gravois Park are all grassroots efforts that promote the physical and social wellbeing of the neighborhoods. The reopening of Marquette Pool, St. Louis largest outdoor public pool, and improvements to the Dunn-Marquette Recreation Center highlight the recent commitment to meeting the needs of local youth.

Along with an increased youth population came new educational amenities to meet demand. Among them was Carnahan High School of

the Future, which opened as a Middle School in 2003 and became a high school in 2006, Eagle School, and Intersect Arts Center.

The storied history of the planning area shows the neighborhoods' capacity to adapt to change. While a series of transformative events have affected the world, the region, and St. Louis; Benton Park West, Gravois Park and Dutchtown have maintained a strong identity. They embrace new as well as long-term residents in a community proud of its historically rich environment, creativity, and diversity. The Gravois-Jefferson Historic Neighborhoods Plan lays down a common path for the future for the area, while recognizing the past, celebrating the present, and preparing for the future.

Figures 1.23: Alderman of the 9th Ward and Cherokee Street Beat Officers dance at DSCC's first annual Common Sound Festival (2017).

Figures 1.22: Cherokee Street's annual Cinco de Mayo party (2016).

Figures 1.24: Through KaBOOM!, the City of St. Louis, and local neighborhood groups, volunteers built a new playground in Gravois Park (2017).

PAST AND ONGOING INITIATIVES

The following pages include summaries of past and ongoing initiatives that include portions of the Gravois-Jefferson Historic Neighborhoods planning area. There are plans that cover a wide range of topics, including physical development, social services, community organizing, economic development, and more. Listed chronologically, all summaries include the background information and content of the plan, as well as who led the effort.

Figure 1.1: As part of the Louisiana Calm Streets project, Trailnet conducted a "Calm Streets" demonstration in Dutchtown near Marquette Park in October 2016. The Gravois-Jefferson planning team collaborated with this ongoing initative to share information on community engagement and recommendations. Photo courtesy of Trailnet.

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

Sustainable Neighborhoods Initiative: Benton Park West, Fox Park, Gravois Park, McKinley Heights (Sustainable Neighborhood Designation: 1998; Planning Process: 1999-2001)

Who:
RHCDA (now Rise), ARCHS, City of St. Louis

What:
Neighborhood Plan with community engagement and recommendations/ strategies. Priority areas of inadequate housing and building quality; street and alley trash; lack of commercial and retail development; youth development; parental involvement; inadequate education and minimal job skills' substance usage and dealing; and resident involvement and social cohesiveness. Organized by Human Services, Housing, Commercial, and Physical Development. Recommendations include increased human services in youth and employment areas; key commercial development sites on Cherokee Street, Gravois between S. Jefferson and Arsenal, and S. Grand between Chippewa and Gravois; physical redevelopment plans in specific geographies; existing conditions reports. Place-based recommendations made in the area highlighted in these maps.

More Information:
Brian Hurd, Rise Community Development, brian@risestl. org.
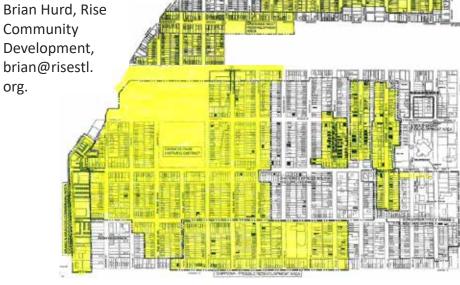
Figure 1.1: Highlighted are the portions of the planning area covered in the Sustainable Neighborhoods Initiative.

Gravois MoDOT Plan (2015)

Who: Missouri Department of Transportation

What: Resurfacing of Gravois with reconfiguration of some streets and intersections. Originally proposed with 16 street cutoffs. Updated plan in January 2016 has no street cut offs, partial road dieting, some bike lanes, and other improvements.

More Information: http://www.modot.org/stlouis/major_projects/ GravoisImprovementProject.htm

Figure 1.2: Street map and elevations from MoDOT's Gravois Plan.

Greater Gravois Initative (2015)

Who: Local neighbors, businesses and leaders

What: The Greater Gravois Initiative (GGI) is a grassroots movement of neighbors, businesses, and leaders seeking to improve walkability, bikeability, and transit access on Gravois. It is a direct response to MoDOT's original Gravois plan, which received widespread criticism from local residents and organizations. They propose a variety of pedestrian and bike-friendly infrastructure. It stretches from Chippewa to Interstate 55, with intersection-specific proposals and street configurations.

More Information: Catherine Gilbert, or Chris Shearman, LDG, chris@ ldgstl.org. Online at www.facebook.com/GreaterGravois

Figure 1.3: Proposed street elevations from Greater Gravois Initiative.

North-South MetroLink (2000, 2008)

Who: East-West Gateway Council of Governments, MoDOT, Metro, and others with HNTB

What: These studies served to provide local decision-makers and the public with necessary information to determine transportation alternatives within designated areas. The studies identified locally-preferred alternatives (LPAs) for the Northside and Southside Metrolink expansions. On the Southside, stations along S. Jefferson at Gravois, Arsenal, Cherokee, Keokuk and Broadway are all adjacent to the planning area.

Figure 1.4: Proposed MetroLink Route and streetscape design.

More Information:
Online at www.ewgateway.org/trans/ML-CS/ml-cs.htm

N/S Metro Transit-Oriented Development (2013)

Who: St. Louis Development Corporation (SLDC) contracted with H3 Studio, Inc.

What: Study of potential development around proposed North-South MetroLink Stops at Cherokee and Kingshighway. Includes potential form-based code; multiple alternatives depending on residential, commercial focus and variety of densities; economic impacts and cost predictions; existing conditions study. Done for area outlined in adjacent graphic (approximately Minnesota on west, Utah on north, Lemp Brewery on east, and Winnebago on south).

Figure 1.5: Maps from N/S TOD Study.

More Information: Amy Lampe, Project Manager, 314-657-3737 or lampea@stlouis-mo.gov. Online at www.stlouis-mo.gov/government/departments/sldc/documents/TOD-Study-Northside-Southside.cfm

City of St. Louis Sustainability Plan (2013)

Who: City of St. Louis, Office of the Mayor

What: Intended to harness the strength and spirit of its diverse community to create an economically, socially and ecologically vibrant City for present and future generations. Creates a framework and action plan to achieve "triple bottom line" (economic health, social equity, and environmental stewardship) sustainability for the City of St. Louis

Figure 1.6: Goals of the Plan.

More Information: City of St. Louis, Mayor's Office and City website.

OneSTL Plan (2013)

Who: East-West Gateway

What: A region-wide plan to create a prosperous, healthy, and vibrant St. Louis region. Includes a toolkit with strategies, tools and resources for achieving the OneSTL vision.

More Information: http://www.onestl.org/ or Aaron Young at aaron.young@ewgateway.org

Connected 2045 Plan (2015)

Who: East-West Gateway

What: A 30-year transportation plan for the eight counties overseen by the East-West Gateway Council of Governments. It lays out priorities for the region's transportation systems. At the end it lists project priorities - what can be done under current funding streams in ten-year blocks and what would be done if additional funding sources came to be. Notable is the focus on highway infrastructure over public transit.

More Information: http://www.ewgateway.org/library-post/connected2045-long-range-transportation-plan-2/

Great Rivers Greenway Bicycle Facility Network (2015)

Who: Great Rivers Greenway, with regional collaboration

What: The Gateway Bike Plan is the result of a cooperative effort between the Great Rivers Greenway District, East-West Gateway Council of Governments, City of St. Louis, the Counties of St. Louis and St. Charles, Metro, Trailnet and the Missouri Department of Transportation. The Plan lays out recommendations for bicycle infrastructure throughout the region.

More Information: Todd Antoine, Greate Rivers Greenway

- ■ ■ ■ ■ ■ Shared Lane Markings
- ■ ■ ■ ■ ■ Shared Traffic Lane
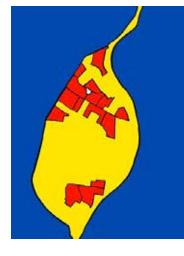
Figure 1.7: Bike St. Louis network map.

City of St. Louis PIER Plan (2015)

Who: City of St. Louis, Office of the Mayor

What: The City of St. Louis' Plan to Reduce Crime through Prevention, Intervention, Enforcement, and Reentry Strategies. Focused on fifteen neighborhoods in City (see map), including Dutchtown and Gravois Park. Plan includes strategies on Prevention, Intervention, Enforcement, and Reentry. This is a list of practices, programs, and plans to build a safer and more sustainable City for people to live, work and play.
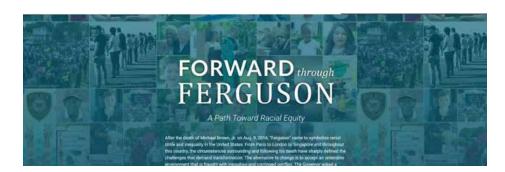
More Information: https://www.stlouis-mo.gov/government/departments/mayor/news/public-safety-portal.cfm

Forward through Ferguson (2015)

Who: The Ferguson Commission

What: Create catalyst for infrastructure needed to lead St. Louis region a path towards racial equity. Includes 89 call to actions ranging changes to policy, infrastructure, and more.

More Information: http://forwardthroughferguson.org/

For the Sake of All (2015)

Who: Jason Purnell (Washington University) with support from Missouri Foundation for Health

What: This report informs the general public about the social determinants of health as they impact African Americans – one of the populations most impacted by health disparities. It presents the regional economic and health consequences of intervening (or failing to intervene) on social determinants of health. Major call to invest in quality neighborhoods that promote healthy, vibrant places to live.

More Information: https://forthesakeofall.org/
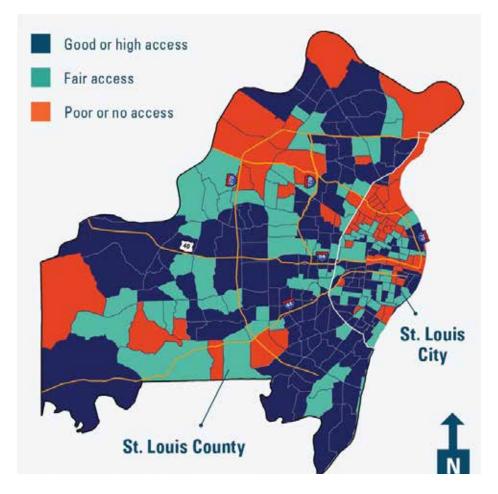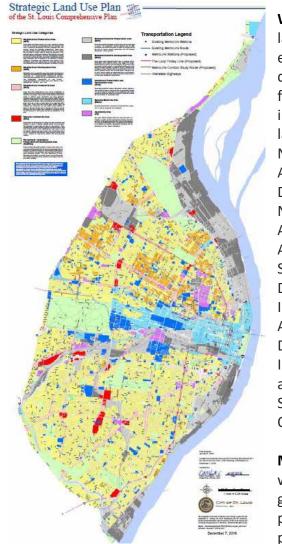
Figure 1.8: Access to affordable, healthy foods in St. Louis region. Map from For the Sake of All (2015).

City of St. Louis Strategic Land Use Plan (Updated 2016)

Who: City of St. Louis Planning and Urban Design Agency

What: The plan assigns land use designations to every block in the City. The designations indicate what future development focus is intended for each block. The 10 land use designations include Neighborhood Preservation Area, Neighborhood Development Area, Neighborhood Commercial Area, Regional Commercial Area, Recreational/Open Space Preservation and Development Area, Business/Industrial Preservation Area, Business/Industrial Development Area, Institutional Preservation and Development Area, Specialty Mixed Use Area, and Opportunity Area.

More Information: https://www.stlouis-mo.gov/government/departments/planning/planning/adopted-plans/strategic-land-use/

Figure 1.9: City of St. Louis Strategic Land Use Plan.

Ward 20 and 25 Traffic Studies (2015 – 2017)

Who: CBB

What: Between 2015 and 2017, CBB conducted traffic studies for the 20th and 25th Wards. Recommendations are being implemented in three phases and involve, among other things, changing one-way streets to two-way streets.

More Information: Jacque Lumsden, CBB, jlumsden@cbbtraffic.com

Figure 1.10: Traffic circulation map with recommended changes for the 20th Ward.

Louisiana Calm Streets Project (2014 – Present)

Who: Trailnet

What: Nearly $1-million is being used to design and construct St. Louis' first Calm Street along Louisiana Avenue from Gravois to Meramec, connecting Benton Park West, Gravois Park, and Dutchtown. Calm Streets are streets with low motorized traffic volumes and speed, that provide safe and accessible routes for walking and biking. There are direct benefits associated with promoting walking and biking, and further potential for economically vibrant, safe and sustainable communities.

More Information: https://nextstl.com/2017/09/funding-approval-expected-st-louiss-first-calm-street-project/

Figure 1.10: Louisiana Calm Street. Map courtesy of nextstl.com.

Northside-Southside Study (2017 - Present)

Who: AECOM with Vector Communications

What: The purpose of this study is to gather public feedback on transit options in St. Louis, particularly about the proposed light rail line connecting south St. Louis to north St. Louis through downtown. The proposed route would connect underserved parts of the City to employment and educational centers and other opportunities. In the planning area, stops are planned on S Jefferson at Gravois, Arsenal and Cherokee, as well as at Broadway and Chippewa.

More Information: http://www.northsidesouthsidestl.com/

Figure 1.11: Map of Northside-Southside study area (line in orange).

Current SLDC Redevelopment Areas (Ongoing)

1995 Ch99 LCRA Blighting Study & Plan for the SOUTH JEFFERSON AV / MIAMI ST AREA (Ordinance #63554) – 10/06/95
1996 Ch99 LCRA Blighting Study & Plan for the ARKANSAS / CHIPPEWA / MARINE AREA (Ordinance #64019) – 02/07/97
1996 Ch99 (Amended 1999 & 2012) LCRA Blighting Study & Plan for the GRAVOIS / SOUTH GRAND / MERAMEC AREA (Ordinance #69297) – 12/27/2012
2006 Ch99 LCRA Blighting Study & Plan for the SOUTH JEFFERSON / GRAVOIS / POTOMAC AREA (Ordinance #67336) – 01/11/2007

Tackling Vacancy using the Loveland App (2016 – Present)
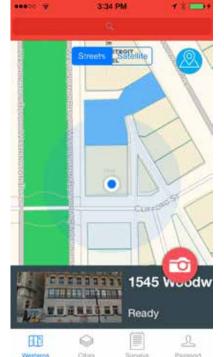
Who: City of St. Louis, Mayor's Vacancy & Blight Task Force, Dutchtown South Community Corporation

What: Loveland is an app where users can document buildings and parcels in their neighborhood. The City bought a subscription so that residents can log the vacant properties in their area. Two teams of Americorps VISTAs documents about 35,000 properties. DSCC is now working with residents to do trainings and help log information in their service area. We're using the information collected by volunteers and residents to establish a comprehensive set of data about our neighborhoods and communities to better identify opportunities, engage the community, and collaborate on innovative strategies to turn vacancy to vibrancy.

More Information:
http://stlouis.cbslocal.com/2016/10/13/south-st-louisans-using-smartphones-to-help-track-vacant-property/
https://sitecontrol.us/mobile
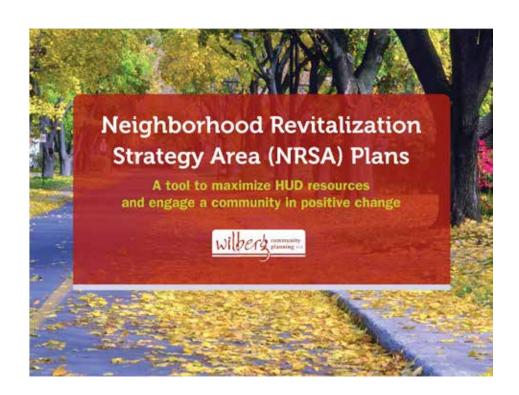
Southeast Neighborhood Revitalization Strategy Area (2016 – Present)

Who: Community Development Administration (CDA)
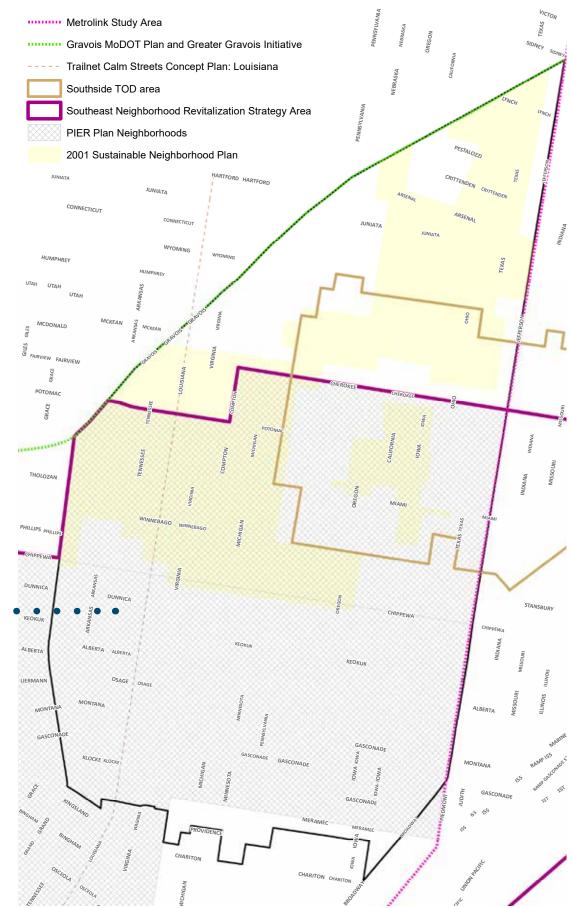
What: CDA is applying to HUD to designate certain areas of the City of St. Louis as Neighborhood Revitalization Strategy Areas (NRSAs). Neighborhoods within approved NRSAs have greater flexibility to engage in economic development, housing and public service activities using their CDBG dollars. This designation also gives certain organizations the opportunity to develop innovative programs and to further leverage CDBG funds. Southeast NRSA includes Gravois Park, Dutchtown, Bevo Mill and Mount Pleasant. As part of this process, CDA will be hosting community meetings and issuing a survey to gain resident input on community needs.
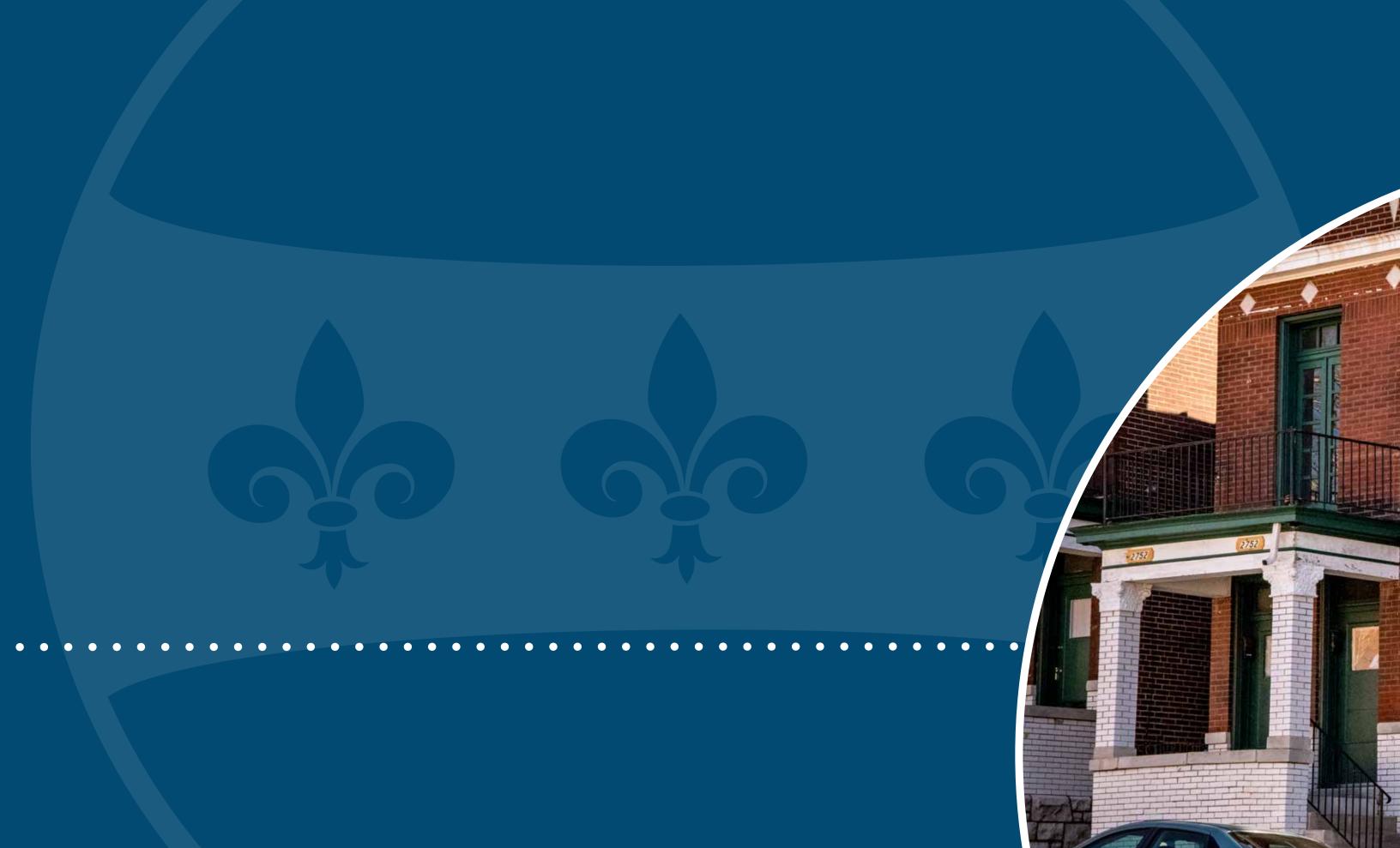
More Information: Alana Green, Director of CDA
Jennifer Dickey, CDA Intern, dickeyj@stlouis-mo.gov
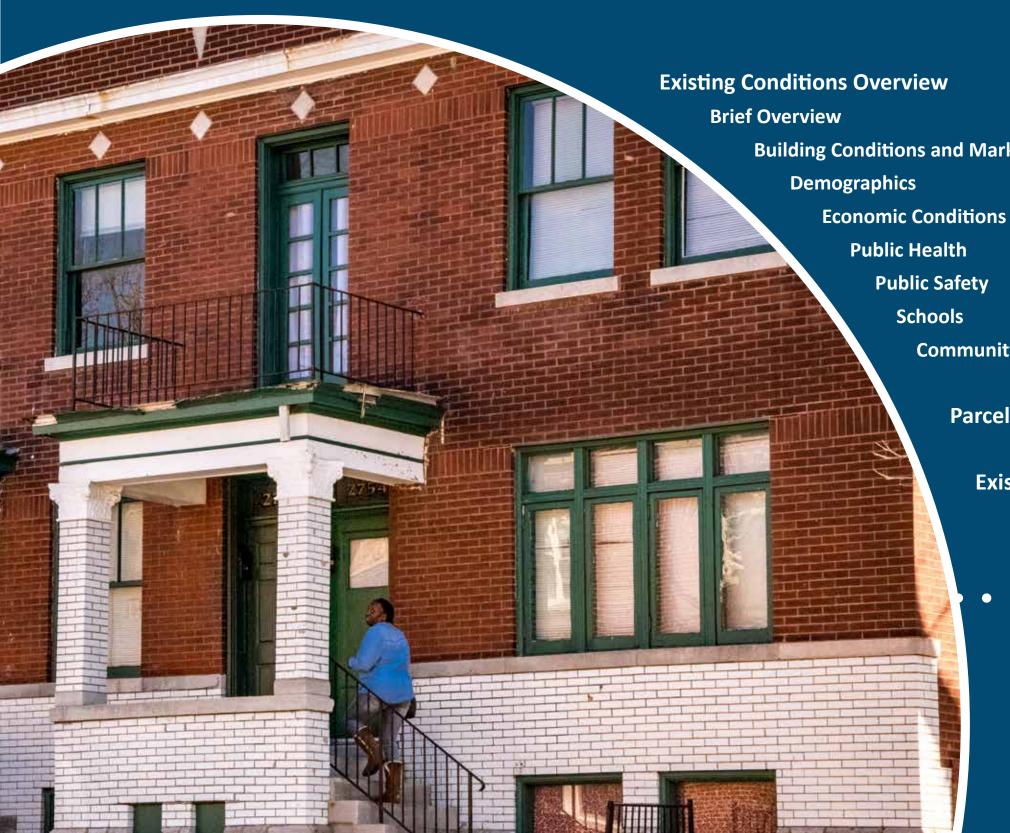
PAST AND ONGOING INITIATIVES MAP

The map of past and ongoing initiatives overlays the geographic scope of past and ongoing planning and development initiatives in the Gravois-Jefferson planning area.

Legend:
- Metrolink Study Area
- Gravois MoDOT Plan and Greater Gravois Initiative
- Trailnet Calm Streets Concept Plan: Louisiana
- Southside TOD area
- Southeast Neighborhood Revitalization Strategy Area
- PIER Plan Neighborhoods
- 2001 Sustainable Neighborhood Plan

EXISTING CONDITIONS

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

Brief Overview

The Gravois-Jefferson Historic Neighborhoods planning area (Planning Area) is encompassed by Gravois Avenue to the north, South Jefferson Avenue and South Broadway Avenue to the east, Meramec Street to the south, and South Grand Avenue to the west in the City of St. Louis, Missouri. It includes the entirety of the Benton Park West and Gravois Park neighborhoods and a small northern portion of Dutchtown.

These neighborhoods are among the most densely populated in the City of St. Louis and State of Missouri. They also suffer from some of the highest rates of vacant housing units in the City—no doubt connected to the high number of buildings in disrepair and a seemingly high number of parcels held by speculators and absentee landlords who have chosen not to invest in maintenance and repairs.   However, the Planning Area benefits from being located in the largest historic district in the State, the Gravois-Jefferson Streetcar Suburb National Register Historic District. The district stretches across large swathes of Benton Park West, Gravois Park and Dutchtown and includes 1,679 contributing buildings. The Planning Area is also surrounded by several higher income neighborhoods and bisected or bounded by thriving and growing commercial corridors.

The Gravois Park neighborhood lies in the 20th ward and is served by Alderman Cara Spencer. The neighborhood has a long-standing neighborhood association, the Gravois Park Neighborhood Association. The Benton Park West portion of the neighborhood is served by 9th ward Alderman Dan Guenther and the Benton Park West Neighborhood Association.   The northwest corner of Dutchtown included in this area is served by 25th ward Alderman Shane Cohn. While this part of Dutchtown does not have a neighborhood association, community organizing has been facilitated by the local community development corporation, Dutchtown South Community Corporation, which serves both Dutchtown and Gravois Park. City leaders recently identified the area as a priority in a new Comprehensive Plan to Reduce Gun Violence. Moreover, the City's significant level of property ownership also signals their likely development prioritization for the area.

Figure 1.1: Map of the Gravois-Jefferson Historic Neighborhoods planning area with internal and adjacent neighborhoods identified.
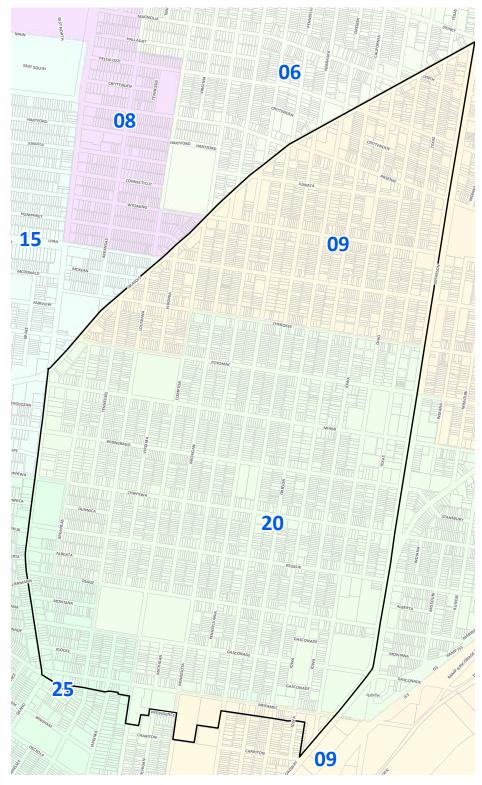
Figure 1.2: Map of the Gravois-Jefferson Historic Neighborhoods planning area with Ward boundaries identified.

Building Conditions and Market Assessment

The subject area's building stock is predominately one and two-story red clay brick buildings on raised limestone foundations situated on narrow lots. Flat roofs, often comprised of plywood and several layers of tar, cover shotgun-style layouts. Sporadic architectural flourishes can be found in slate mansards or rounded brick parapets, but more commonly the signature brickwork of turn-of-the-century craftsmen appears in decorative patterns along rooflines and in Romanesque arches. The majority of the residential buildings have narrow fronts and long side elevations. Intact blocks are more frequent north of Cherokee Street and south of Osage. Vacancy rates are higher south of Cherokee and boarded and abandoned buildings are most abundant in the southeast corner of the Planning Area.

Generally, buildings are structurally sound but highly inefficient. The need to address high priority deferred maintenance items is evident and includes securing buildings against the elements and repairing and updating systems (including roofs, HVAC, windows, and plumbing).

Most of the homes in the Planning Area were built between 1890 and 1920 for working and middle-class residents who commuted to work by streetcar. Garages and other off-street parking arrangements are scarce. Many buildings require major rehabilitation to re-configure their layouts and incorporate the amenities that have become standard for modern, contemporary lifestyles.

Other than a high concentration of vacant lots south of Chippewa along Texas, unimproved vacant ground is spread across the Planning Area rather evenly but decreases somewhat in the western portion of the area (see Figure 1.3).

Assessment Area	Vacant Residential Lots	All Parcels	Percent Vacant Lots
Number	278	5,043	6%
Acres	27	266	10%
Average Acres	0.10	0.05	

City of St. Louis	Vacant Residential Lots	All Parcels	Percent Vacant Lots
Number	18,097	128,832	14%
Acres	2,139	30,629	7%
Average Acres	0.12	0.24	

Legend:
- Structure on Site
- Attached Lot
- Garden
- Other/Unknown
- Park
- Parking Lot
- Vacant Lot

Figure 1.3: Vacant lot use in the Gravois-Jefferson Historic Neighborhoods planning area.

Figure 1.4: LRA-owned properties in the planning area.

The Planning Area has fewer vacant lots as a percentage of total parcels than the City as a whole. However, a larger share of the Planning Area in acreage is deemed vacant land than the City as a whole. Vacant lot concentration is limited, with the exception of several blocks along Texas, just south of Chippewa.

A greater share of Planning Area parcels are LRA/publicly-owned than the city as a whole. Roughly 600 parcels are publicly owned. Despite this fact, compared to the City of St. Louis as a whole, the Planning Area has a far higher population density (population per square mile). The City of St. Louis as a whole has 5,157 people per square mile, whereas Benton Park West has 10,849; Gravois Park has 11,886; and Dutchtown has 10,420.

Owner-occupied property rates in the Planning Area are among the lowest in the City—a possible reflection of elevated poverty rates and the challenge to lure private investment. The level of owner-occupied units is far lower than surrounding neighborhoods and the City (37% owner occupied) as a whole, and there are a large number of LRA/CDA controlled properties, which are likely to be viewed as a development opportunity. Many properties could be acquired for less than the market price and be accompanied by development subsidy, which is an indication that the City has made this area a priority for development.

Although a low level of owner-occupancy is not necessarily an indication of a weak housing market (some very successful neighborhoods, such as Soulard and the Central West End, have well-below average owner-occupancy rates), at 22-29%, the owner-occupancy rates in the Planning Area are well below the City average and are accompanied by low market values. When paired with high vacancy levels, it appears that few potential homeowners want to buy in the neighborhood and that levels of transient residency are likely quite high.

This "Surveyed Land Use" map is a breakdown of land use, in order to compare actual land use as opposed to zoned land use. Land used for commercial, which is noted in blue, is concentrated along the perimeter of the planning area boundaries as well as along the commercial district of Cherokee Street. Commercial land use is also located closer to other commercial districts. Institutional land use is noted in green and concentrated primarily along the central and southern parts of Jefferson Street and along the central part of Meramec Street. Institutional land use appears to be more of the larger parcels of land within the planning area. Industrial land use is shown in orange. There are very few parcels of land used for industrial. Mixed use land is shown in pink, and concentrated more along Cherokee Street and Chippewa Street. Residential land use is shown in red and makes up a majority of the planning area. Parcels highlighted in white are unknown.

	Planning Area	% Planning Area	City of St. Louis	% City
Renter Occupied Units	3,698	48%	77,632	44%
Owner Occupied Units	1,788	23%	64,425	37%
Vacant Units	2,259	29%	33,945	19%
Total Units	7,745	100%	176,002	100%

Legend:
- Parks
- Vacant Lot
- Entertainment
- Grocery
- Multi-Occupant
- Offices
- Other/Unknown Commercial
- Restaurant/Bar
- Retail
- Service
- Institutional
- Industrial
- Single-Family
- Multi-Family, Apartments, or other Residential
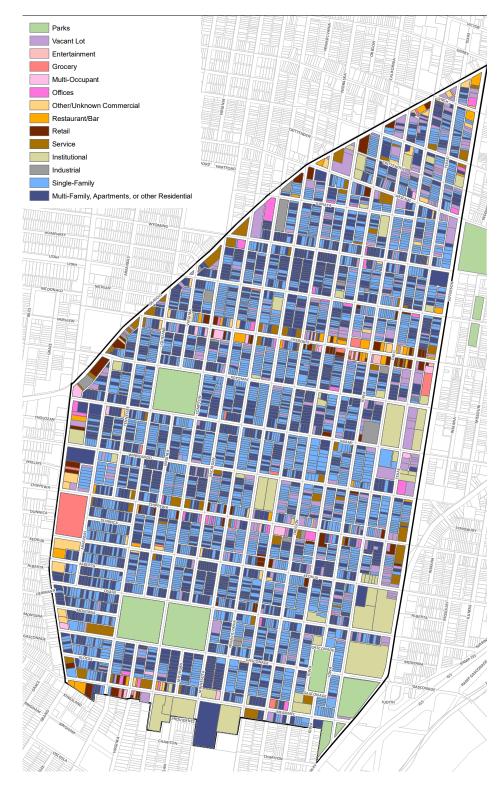
Figure 1.5: Map of surveyed land use in the Gravois-Jefferson Historic Neighborhoods planning area. Data from Loveland parcel survey.
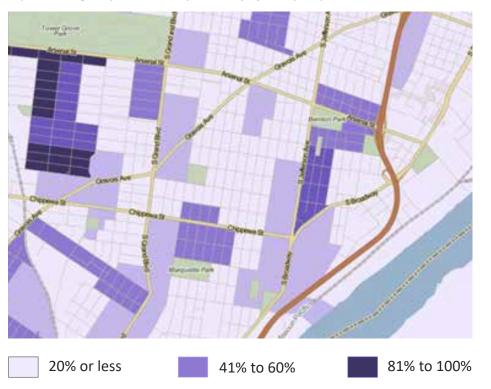
Figure 1.6: Dot map of homeowner/renter tenure in the planning area. Blue maps represent owner-occupied homes, purple dots represent renter-occupied homes, and orange dots represent vacant units.

Figure 1.6: Percent of white households who own a home (darker shades represent higher percent). Map courtesy of PolicyMap.

Figure 1.7: Percent of black households who own a home (darker shades represent higher percent). Map courtesy of PolicyMap.

	20% or less		41% to 60%		81% to 100%
	21% to 40%		61% to 80%		

These maps show the percent of white and black households who own a home in the planning area. You can see that in nearly every census block group, a greater proportion of white people are homeowners than black people. In many block groups, around 50% of white households own homes compared with less than 20% of black households.
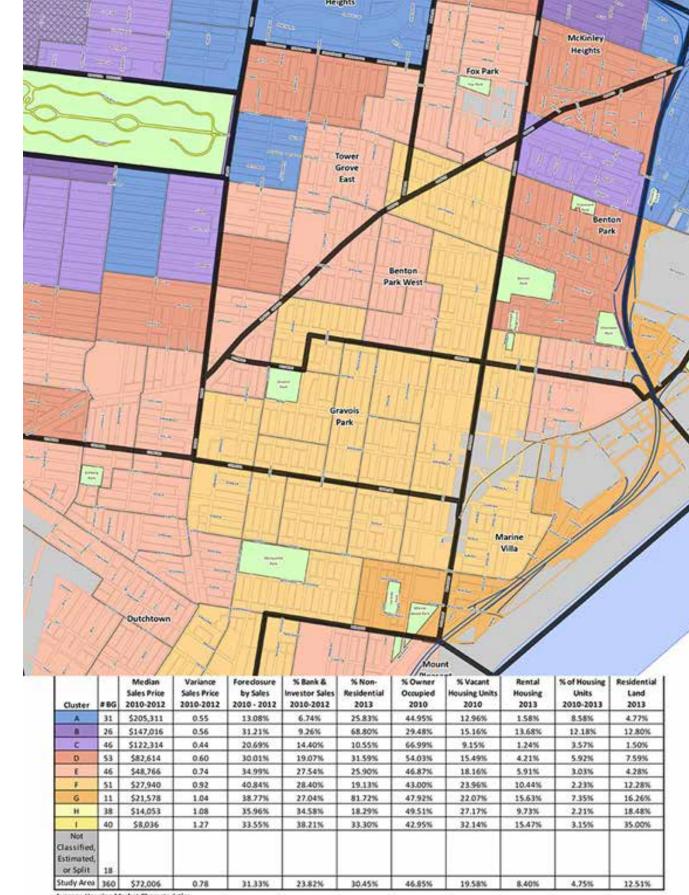
Market Value Analysis

n the City of St. Louis Housing Market Value Analysis, the Planning Area is primarily comprised of MVA category "F" property. Benton Park West includes some category "E" and the Dutchtown portion of the Planning Area includes some category "G." Type F markets house 13.0% of the City population and contain 11.9% of its housing units. Home sales prices in F markets are "substantially below" the City average. Foreclosure, bank, and investor sales are well above average, vacant housing is above average, owner occupancy rates are below average, and vacant land is average. The Planning Area is entirely bordered by D,E, and F markets and several A, C, and D markets are proximate to the north.

The methodology used to determine the classifications of various block groups in the Residential Market Analysis is proprietary and not public knowledge. It combines a variety of factors weighted to produce a final classification. These factors include property sale prices, vacant parcels, number of subsidized units, amount of new construction, vacant land, and sale variance. Block groups are then graded on a scale from A-I, with A being the strongest market areas, with median sales prices averaging around $205,000 per home sold (A) and the weakest market areas having median sales prices averaging just over $8,000.

When looking at the current conditions of the planning area to determine if things have changed since the completion of the MVA, a third party organization will not be able to do a fully adequate and equal comparison without knowing the formulas used. Therefore, we chose instead to look at home sale numbers over the course of the past two years and nine months (the original MVA used data from 2010-2012), from January 2015 – September 2017, the most recent data available.

There are other substantial differences between our analysis and the MVA. We broke the sales prices down by neighborhood, not block group. We did not weight for inflation (all dollars are in dollars at time of purchase). Also, due to the very rare sale of commercial property, all sales were included in the updated analysis. No properties along the perimeter were sold during the analysis duration, and properties along major arterials within the planning area (Chippewa, Cherokee, etc.) are

Cluster	# BG	Median Sales Price 2010-2012	Variance Sales Price 2010-2012	Foreclosure by Sales 2010 - 2012	% Bank & Investor Sales 2010-2012	% Non-Residential 2013	% Owner Occupied 2010	% Vacant Housing Units 2010	Rental Housing 2013	% of Housing Units 2010-2013	Residential Land 2013
A	31	$205,311	0.55	13.08%	6.74%	25.83%	44.95%	12.96%	1.58%	8.58%	4.77%
B	26	$147,016	0.56	31.21%	9.26%	68.80%	29.48%	15.16%	13.68%	12.18%	12.80%
C	46	$122,314	0.44	20.69%	14.40%	10.55%	66.99%	9.15%	1.24%	3.57%	1.50%
D	53	$82,614	0.60	30.01%	19.07%	31.59%	54.03%	15.49%	4.21%	5.92%	7.59%
E	46	$48,766	0.74	34.99%	27.54%	25.90%	46.87%	18.16%	5.91%	3.03%	4.28%
F	51	$27,940	0.92	40.84%	28.40%	19.13%	43.00%	23.96%	10.44%	2.23%	12.28%
G	11	$21,578	1.04	38.77%	27.04%	81.72%	47.92%	22.07%	15.63%	7.35%	16.26%
H	38	$14,053	1.08	35.96%	34.58%	18.29%	49.51%	27.17%	9.73%	2.21%	18.48%
I	40	$8,036	1.27	33.55%	38.21%	33.30%	42.95%	32.14%	15.47%	3.15%	35.00%
Not Classified, Estimated, or Split	18										
Study Area	360	$72,006	0.78	31.33%	23.82%	30.45%	46.85%	19.58%	8.40%	4.75%	12.51%

Average Housing Market Characteristics

zoned in a way in which they can be used for commercial or residential purposes, so we did not exclude them. This may result in a higher than market rate median sale price. However, we also did not account for who the seller was or under what circumstances a property was sold, such as if it was acquired from the LRA or from a city tax auction, which could result in a lower than market rate median sale price.

When looking at the parcel sale data, the median sale price for Benton Park West was the highest at $35,500. Northeast Dutchtown was next at $31,000, and Gravois Park had the weakest market with $14,000.

That places Benton Park West and Northeast Dutchtown both firmly in the F category, where the average sale price is $27,940. In order to reach the next market grade up, the E category, the median sale price would need to be close to $49,000. Therefore, it seemed that F was the most accurate category for both of these neighborhoods. That in itself is not a surprise. While some parts of Benton Park West and Northeast Dutchtown showed some blocks in the 2014 MVA as being E or G strength markets, the majority of both neighborhoods were in market strength category F.

Gravois Park however seemed to drop in market sales value substantially, where in 2014 almost the entire neighborhood is solidly in the F category. Here, we see sales data puts the median for Gravois Park at exactly $14,000, and down into the H category, a substantial drop from a median residential sale volume in 2010 – 2012.

There are many reasons as to why this may have occurred. One could simply be that our analysis does not exclude land bank sales. Another could be that there were more small-scale property sales in Gravois Park that somewhat skewed medians to the lower end. When we look at the average sale price and not median sale price, the number jumps from $14,000 to $30,000. It may also be possible that the numbers collected during the MVA represent an unusual market condition where people who lost their homes in the 2008 financial recession were selling or losing to foreclosure, and during that time the more valuable properties in Gravois Park were purchased, leaving what is left a housing stock that is simply not as desired as what came on the market in 2010 or 2011.

Based on these factors, we can say with confidence that the market value assessment for the Benton Park West and Northeast Dutchtown areas has not moved much nor does it warrant a change in MVA classification, however the market in Gravois Park may have undergone a substantial decrease, but more research is needed in order to put these raw numbers into context.
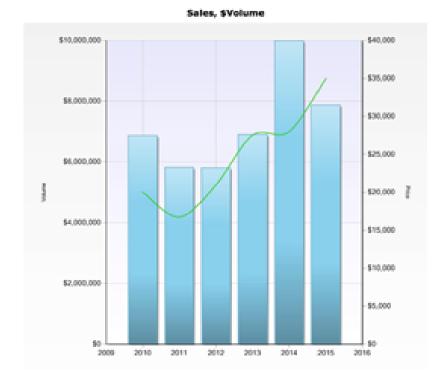
Figure 1.8: Sales Volume and Median Sales Price. In 2015 approximately 225 homes were sold in The Planning Area—up over every year since 2011. The median sales price for homes in the Planning Area was approximately $35,000—far lower than that of its 63118 zip code ($61/sf and $112,000). However, the median sales price has grown year over year since 2013—with an especially strong leap from 2014 to 2015.

The evidence suggests that many acquisitions in recent years have been made by speculators who are not investing in property maintenance but plan to "flip" the properties if the market improves.

While the number of building permits has grown, the aforementioned speculators are known to pull inexpensive building permits as a tactic to keep building inspectors away, thereby avoiding condemnation or fines. However, a steady growth in property sales volume from 2010—2015, coupled with a $35,000 median sales price, suggests that an increasing number of formerly vacant structures are being acquired—potentially for rehabilitation to be placed back in service. This increase in sales activity may be being driven by the strong development activity and maturation occurring around the Planning Area in the nearby Benton Park, Tower Grove East, Fox Park, and Tower Grove South neighborhoods. It may also be driven by available vacant and/or LRA-controlled contributing buildings in the historic district.

Very little of the affordable housing in the Planning Area is encumbered by land use restriction agreements (LURAs). This suggests that the rental housing stock, which is abundant, is not rent restricted nor subject to regulatory compliance that would otherwise help ensure high quality affordable housing. While of limited near-term risk, the low number of properties with affordable housing LURAs places the rental housing in the area more at risk of losing its affordability should the market start to change and rents increase. This seems to be a greater risk proximate to Cherokee Street in Benton Park West. The Planning Area, specifically the 63118 zip code, includes three low-income housing tax credit (LIHTC)-financed housing developments totaling 114 units that were placed in service between 2000—2005 or awarded tax credits between 2000—2007. Two of these developments (31 units) were placed in service between 2000 and 2001 and therefore their owners may be able to "opt-out" of their LURAs. Several other affordable housing developments, including two new LIHTC developments, are within a mile radius of the Planning Area.

Historic District and QCTs

The Planning Area has a number of attributes that have the potential to make redevelopment more feasible. Almost the entire area falls within a National Register Historic District (Map 8), thereby allowing for the use of Federal and State historic rehabilitation tax credits (RTCs), and almost all of the area also falls within HUD-designated qualified census tracts (Map 9), or "QCTs," which provide a benefit in LIHTC financing.
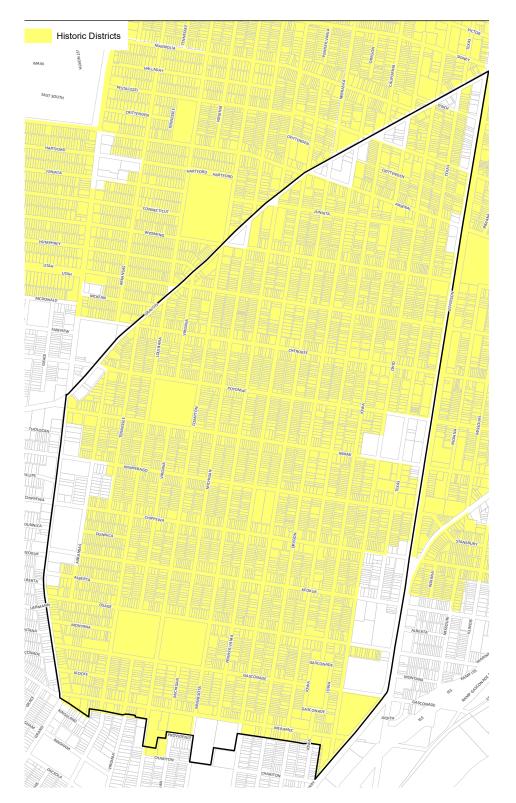
Figure 1.9: National Register Historic District. Nearly the entire Planning Area is encompassed by the Gravois Jefferson Streetcar Suburb National Historic District—the largest historic district in the state by number of contributing properties.
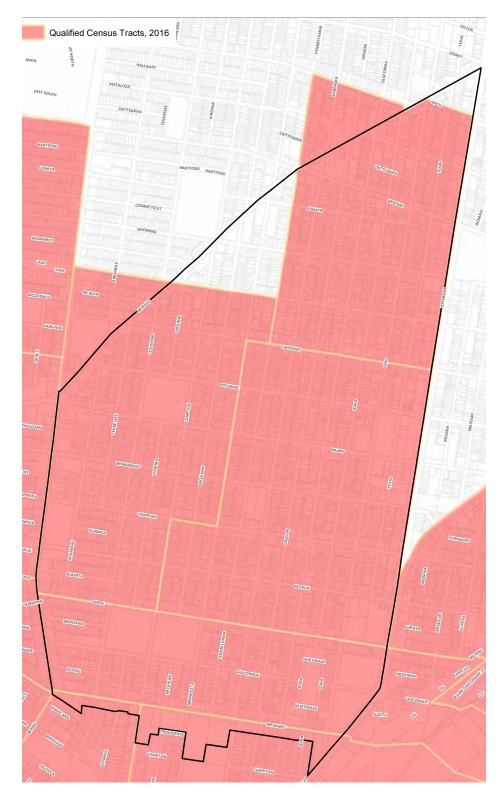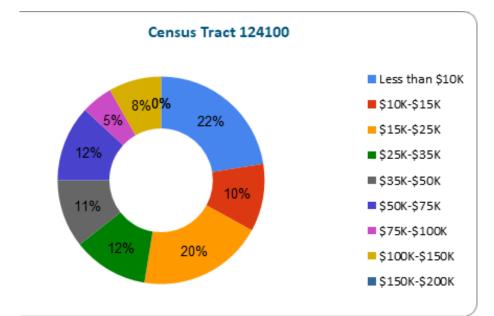
Figure 1.10: Qualified Census Tracts. With the exception of approximately five blocks along Gravois on the northwest corner of the Planning Area, the entire area is in "qualified census tracts."

Demographics

Given the significant share of Planning Area residents who are impoverished, initiatives to increase resident household income and to provide better resources for personal financial management are needed. Job training and employment assistance are also needed.

The maps below show poverty rates for white, black, Asian, and Hispanic (Latino) populations. As you can see, poverty rates are lowest among Asians and highest among black people. Poverty rates for white people are second lowest and poverty rates for Latinos are second highest. Poverty across all people appears to be concentrated at the southern edge of the planning area, between Meramec, S Grand, S Broadway, and Osage.

Census Tracts	# Below Poverty	Poverty Status Determined	Percent	# U18 in Poverty	U18 Status Determined	Percent
1157	1,370	3,537	38.7%	574	924	62.1%
1164	1,725	4,908	35.1%	592	1,215	48.7%
1241	2,137	5,123	41.7%	936	1,827	51.2%
1242	1,368	3,418	40.0%	577	1,063	54.3%
Target Area	6,600	16,986	38.9%	2,679	5,029	53.3%
City of St. Louis	84,785	309,236	27.4%	27,002	64,995	41.5%

Figure 1.11: Income Diversity in the planning area.

Figure 1.12: Percent Asians in poverty.

Figure 1.13: Percent white people in poverty.

Figure 1.14: Percent black people in poverty.
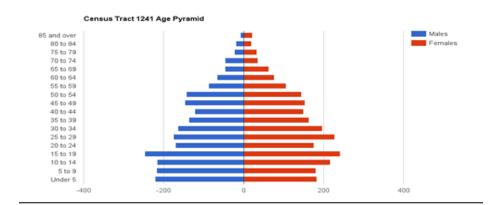
Figure 1.15: Percent Hispanics/Latinos people in poverty.

10% or less   11% to 20%   21% to 30%   31% to 50%   51% to 100%

Age Distribution

The Planning Area features a youth population (ages 21 and under) that exceeds most other neighborhoods or municipalities in the St. Louis region. Approximately 40% of the population is ages 21 and under. These neighborhoods also have comparatively low senior-age populations relative to other municipalities and neighborhoods in the St. Louis region.

Educational Attainment

The percentage of residents in the Planning Area who have attained at least a high school diploma is far lower than the City average (82.9%). However, almost the entire eastern portion of the Planning Area experienced substantial growth in the share of residents who obtained a high school degree between 2000 and 2009-2013—more than 37% growth.

In the southern 2/3 of the planning area, a higher proportion of black people have at least a High School Diploma. In the northern 1/3 of the planning area, a higher proportion of white people have at least a High School Diploma. Overall, a higher proportion of white people in the planning area have college degrees than black people. Concentrations of college graduates are along of eastern and northern edges of the planning area.

Racial Composition

The Planning Area is 22.1% white non-Hispanic, 64.2% black / African American, 8.4% Latinx / Hispanic, 2.3% Asian, and 3.0% other.
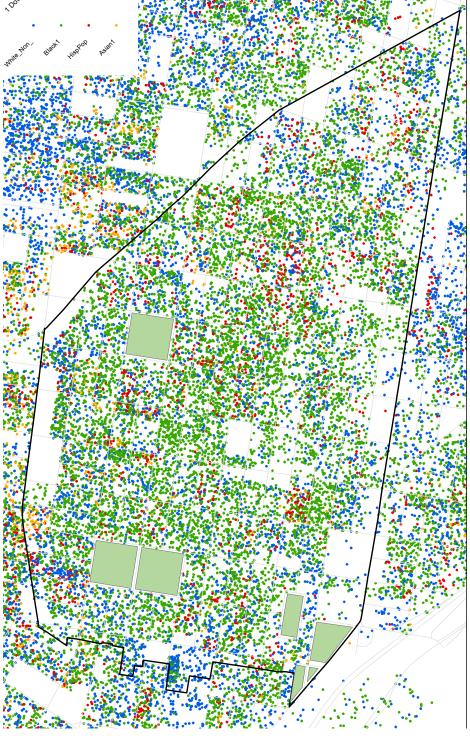
Figure 1.16: Planning area racial dot map. Blue is white, green is black, red is Hispanic/Latino, and yellow is Asian.

Figure 1.17: Percent white population.

Figure 1.19: Percent black population.

20% or less	21% to 40%
41% to 60%	61% to 80%
81% to 100%	

Gravois-Jefferson Historic Neighborhoods Plan
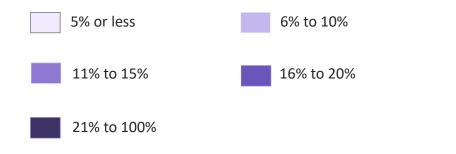
Figure 1.18: Percent Hispanic/Latino population.

Figure 1.20: Percent Asian population.

	5% or less		6% to 10%
	11% to 15%		16% to 20%
	21% to 100%		

Economic Conditions

With limited exceptions, the Planning Area lacks jobs and fundamental commercial assets that meet basic needs of residents. Commercial development needs are critical based on leakage showing residents spending money outside of the planning area and could potentially be focused on Chippewa Street. Existing economic activity, job availability, and commercial infrastructure exists along S Grand Avenue and Cherokee Street, to a lesser extent along S Jefferson Avenue and Meramec Street, and to the least extent along Chippewa.

	Groceries	Restaurant	Apparel
Benton Park West	$6,785,598	$86,664	$2,260,863
Gravois Park	($3,823,731)	$1,459,472	$2,839,919
Dutchtown	$7,363,691	$9,862,786	$10,239,458

With the exception of the Gravois Park residents who make grocery purchases, Planning Area neighborhood residents are spending more money on groceries, apparel, and restaurants outside their neighborhoods than inside them. This also suggests that the majority of spending comes from outside the Planning Area, due to the negative leakage.

Additional banking and other financial services are also in high need. The few proximate banks or credit unions are along the outskirts of the Planning Area and do not serve residents who live in its center. There are opportunities for bank branch locations on Cherokee and Chippewa.

Financial literacy assistance is currently offered by Thomas Dunn Learning Center and there is a need for more. The recent opening of Prosperity Connection and a St. Louis Community Credit Union branch on Gravois Avenue in the Benton Park West neighborhood provides personal financial counseling resources and banking services to help people with saving and investing needs.

There are several business taxing districts in the planning area. The Cherokee Street Community Improvement District (CID) runs along Cherokee between Jefferson and Gravois. Additionally, the Downtown Dutchtown CID (created in 2017) runs along South Grand from Chippewa to Meramec, then on Meramec between Grand and Virginia, then south on Virginia. The Tower Grove South CID, the Cherokee-Lemp SBD and the small Dutchtown CID at Grand & Meramec all border the Planning Area, as does the Southside National Bank Tax Increment Financing (TIF) District along South Grand (Grand & Gravois).
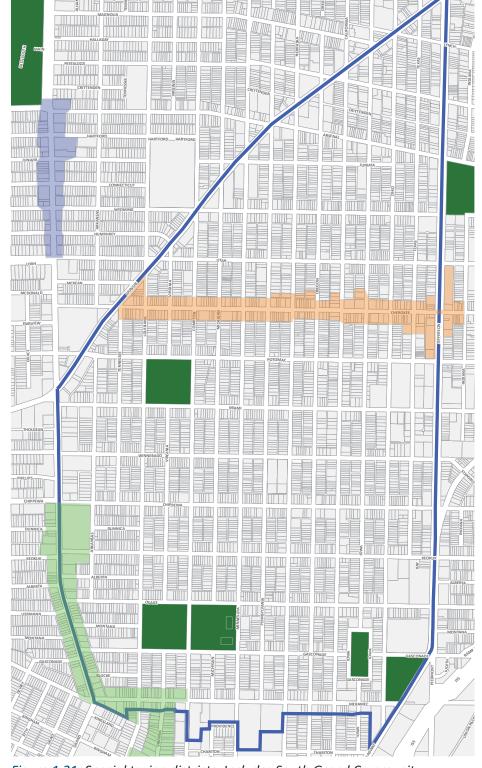
Figure 1.21: Special taxing districts. Includes South Grand Community Improvement District (blue), Cherokee Street Community Improvement District (orange), and Dutchtown Community Improvement District (green).

Income disaggregated by Race

These maps show median income for black people and for white people. Overall planning area median income for white people appears to exceed median income for black people by approximately $10,000.

Figure 1.22: Median black income.

Figure 1.23: Median white income.

☐ $15,000 or less	☐ $15,001 - $25,000
☐ $25,001 - $35,000	☐ $35,001 - $50,000
☐ $50,001 or more	

Transit and Mobility

The area is served by six Metrobus lines and a Metrobus express line, with rush hour headways ranging anywhere from 12 to 40 minutes, depending on the line. Despite this average headway time of 29 minutes, the area is well served by transit. According to the Brookings Institute, only 57% of St. Louis' working age population is within walking distance (3/4ths of a mile) of public transit (Appendix B). Due to the fact that the community is served by transit lines not just on the border but ones that cut through the neighborhood east and west, 100% of residents are within half a mile of transit.

Bus Line	Rush Hour Headways (mins)
10 Gravois-Lindell	30
11 Chippewa	20
30 Soulard	40
40 Broadway	40
40X I-55 Express	30
70 Grand	12
73 Carondelet	30

Figure 1.24: Percentage of households in planning area without a car. Approximately 30% of area residents do not have a car.

☐ 10% or less	☐ 31% to 40%
☐ 11% to 20%	☐ 41% or more
☐ 21% to 30%	
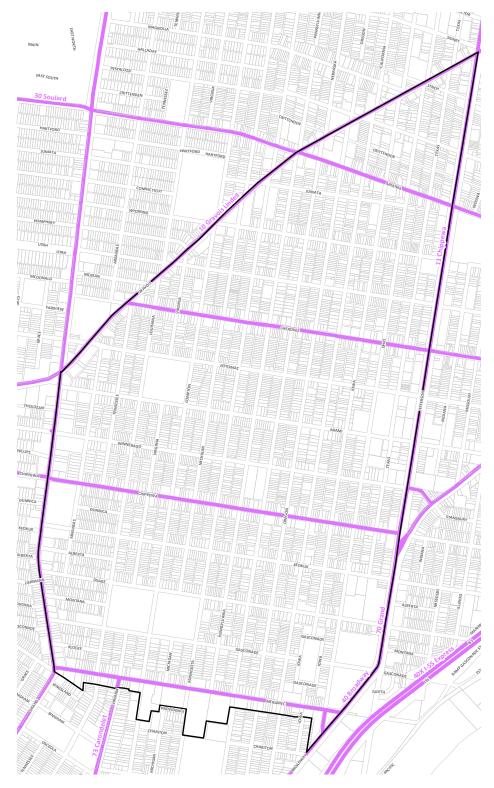
Figure 1.25: Bus lines in and around the Gravois-Jefferson planning area.

Figure 1.26: Traffic and circulation map for the Gravois-Jefferson planning area. Existing one-way and two-way streets are marked.

Active Redevelopment Areas

There are four active redevelopment plan areas in the planning area. These are shown on the map to the right and listed below.

1995 Ch99 LCRA Blighting Study & Plan for the SOUTH JEFFERSON AV / MIAMI ST AREA (Ordinance #63554) – 10/06/95

1996 Ch99 LCRA Blighting Study & Plan for the ARKANSAS / CHIPPEWA / MARINE AREA (Ordinance #64019) – 02/07/97

1996 Ch99 (Amended 1999 & 2012) LCRA Blighting Study & Plan for the GRAVOIS / SOUTH GRAND / MERAMEC AREA (Ordinance #69297) – 12/27/2012

2006 Ch99 LCRA Blighting Study & Plan for the SOUTH JEFFERSON / GRAVOIS / POTOMAC AREA (Ordinance #67336) – 01/11/2007

Figure 1.27: Active redevelopment plan areas (CH99s, CH100s, CH353s).

Public Health

Planning Area lower-income residents, especially in the southern third of the Planning Area (designated as a medically-underserved census tract), are in need of better access to medical facilities. St. Alexius hospital occupies two areas just inside or on the border of the Planning Area. Its campuses include an emergency room, primary care, and a nursing school.   Because Missouri has thus far failed to broaden Medicaid qualifications per the Affordable Care Act, a significant number of Planning Area residents are likely unable to use St. Alexius health services because they are above Medicaid income thresholds but unable to pay for private medical insurance. Grace Hill South Health Center, Preferred Family Health Clinics, and a Walgreens Healthcare Clinic, just outside the Planning Area, offer additional services to residents.

The Schnucks and Aldi grocery stores along and proximate to Grand Avenue are the most comprehensive grocery options outside the area, with the Save-A-Lot at Jefferson and Cherokee being the most comprehensive in the planning area. The concentration of grocery stores along Cherokee and on Planning Area borders are critical neighborhood assets but are geared toward low-income populations. Several smaller stores are concentrated along Cherokee and Jefferson and offer products generally intended for Latinx consumers. The Salvation Army Temple Corps in Benton Park features a food pantry available to local residents.

Cherokee Street and stretches of South Jefferson, South Grand, and Gravois Avenues also feature several restaurant offerings not available to the southern half of the Planning Area. More local dining options are needed and could also provide job opportunities for local residents and additional access to food for an area where residents are more reliant on foot and public transit.

Health Insurance

The maps below show that approximately 25% of planning area residents do not have health insurance. White people in the planning area are more likely not to have health insurance than black people living in the planning area

Figure 1.27: Percent black people without health insurance.

Figure 1.28: Percent white people without health insurance.

10% or less		31% to 50%	
11% to 20%		51% or more	
21% to 30%			

Public Safety

Cherokee, Chippewa and Meramec Streets are currently the streets where the concern about crime is the greatest. The Cherokee Street Community Improvement District and the existing Special Business District may have some funds to pay for public safety improvements. The growing commercial success along Cherokee and the high population density, coupled with a favorable political atmosphere , suggest that the City may be receptive to requests for additional resources to address high crime rates in the Planning Area.

Schools

The planning area is served by a collection of private, public and charter schools. Froebel Elementary, along Nebraska in Gravois Park, and Meramec Elementary, on Meramec and Iowa, are both operated by the St. Louis Public School System. Fanning Middle School, an SLPS institution, is located just west of the planning area   A traditional public high school, Roosevelt, is located on the border of the Planning Area and the Carnahan High School of the Future, a public magnet school, is located in the southern half of the Planning Area. The planning area is also home to Confluence Academy – South City, a K-8 charter school on Meramec, and Eagle Prep – Gravois Park, a K-5 charter school on Ohio Avenue.

The area is also serviced by Youth in Need Head Start, a program serving low-income families and their children ages 3 to 5. Youth in Need offers comprehensive development and wellbeing services to many local families.

IFF categorizes the school service quality in the Planning Area as civic "high priority"—the lowest of the three ratings. This ranking is based on the number of K-12 students who live in a zip code but are not able to attend a quality school there, which is also referred to as the "service gap." The City of St. Louis as a whole, while known for an underperforming public-school system, is categorized as low to medium priority in approximately two-thirds of its geography.
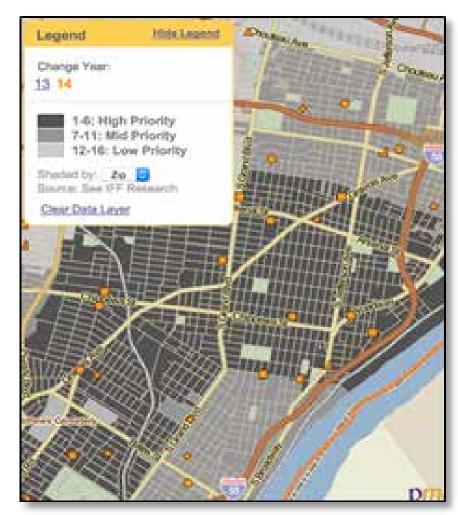
Figure 1.29: IFF-designated "high priority" area.

Community Building

The Planning Area benefits from the presence of Dutchtown South Community Corporation (DSCC) and several strong neighborhood associations but there is a need for representation of residents of color and young people.

Figure 1.30: Planning area wards. The Planning Area is primarily within the City's 20th (Alderman Cara Spencer) and 9th Wards (Alderman Dan Guenther). A small portion of the southwestern corner of the area is within the 25th Ward (Alderman Shane Cohn). Alderman Guenther has been in office since 2017, Cohn was first elected in 2009, and Spencer in 2015.

Surveyed Building Condition

Using the Loveland Parcel Surey application, every parcel in the planning area was surveyed to evaluate land use, site condition, occupancy status, and other relevant factors.

Depicted in the "Building Condition" map is a survey of the quality of buildings in the planning area based on their overall structural maintenance or lack thereof. Majority of the building are in good condition, as shown in green. Although a very small amount of buildings are deteriorating and can be considered for demolition (shown in red), there are still quite a few that are in poor shape and could perhaps require more maintenance and upkeep (shown in yellow). There is no particular pattern or concentration with regards to the quality of buildings in the planning area. However, there is an area of land located on the western edge of the planning area encompassing Grand to the west, Keokuk St. to the north, Louisiana St. to the east, and Osage St. to the south, that stands out due to lack of data and/or no significant findings. That area, along with a few other parcels, is shown in white.

Surveyed Building Condition

Legend:
- No Structure on Site / Unknown
- Consider Demolition
- Poor
- Fair
- Good
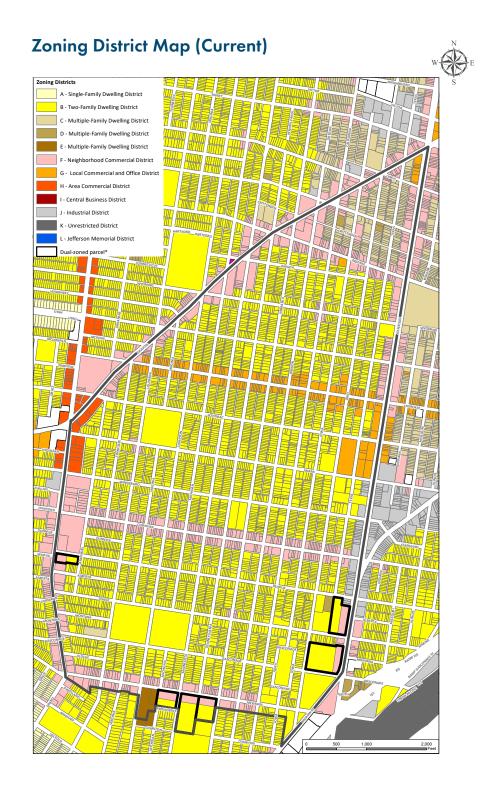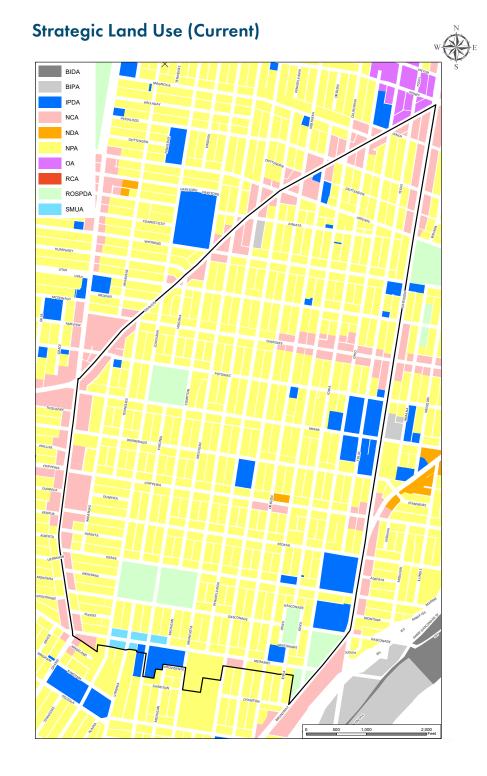
Existing Land Use and Zoning Maps

To the right are the existing land use and zoning maps for the Gravois-Jefferson Planning Area. The land use map uses designations from the St. Louis Strategic Land Use Plan (SLUP). Recommended changes to land use and zoning can be found in the Implementation Chapter of this Plan.

The "Zoning District Map" shows the breakdown of areas zoned to be used as two-family, multi-family, neighborhood commercial, local commercial & office, area commercial, and industrial districts in the planning area. More than half of the land in the planning area is zoned for two-family dwellings, which is shown in the lighter color or blue. There are three multi-family dwelling districts, districts C through E, which are concentrated on the northern tip of the area and surrounded mainly by a neighborhood commercial district. There are also three commercial districts, F through H. Overall, commercial districts are located along the major commercial streets of Gravois, Grand, Arsenal, Cherokee, Chippewa, Meremac, and Jefferson. The local commercial and office district zoning area is concentrated along Cherokee, while the other commercial districts are located along the planning area's main commercial streets mentioned above. The smallest district is the industrial district located along Jefferson Street between Miami and Osage.

The "Strategic Land Use Map" shows the existing land use designations according to the Strategic Land Use Plan, last updated in 2016. The Strategic Land Use Plan functions as the City of St. Louis's comprehensive plan. The majority of the area is designated Neighborhood Preservation Area (NPA), calling for the preservation of existing housing and corner commercial building stock while augmenting it with new infill residential and corner commercial development. Commercial corridors are designated Neighborhood Commercial Areas (NCA). These are areas where the development of new and the rehabilitation of existing commercial uses that primarily serve adjacent neighborhoods should be encouraged. The planning area is also home to several major institutions, which are designated Institutional Preservation and Development Areas (IPDA), where significant nodes of educational, medical, religious or other institutional uses currently exist and are appropriately situated. The parks in the planning area are marked as Recreational/Open Space Preservation/Development Area (ROSPDA).

Zoning District Map (Current)

Zoning Districts
- A - Single-Family Dwelling District
- B - Two-Family Dwelling District
- C - Multiple-Family Dwelling District
- D - Multiple-Family Dwelling District
- E - Multiple-Family Dwelling District
- F - Neighborhood Commercial District
- G - Local Commercial and Office District
- H - Area Commercial District
- I - Central Business District
- J - Industrial District
- K - Unrestricted District
- L - Jefferson Memorial District
- Dual-zoned parcel*

Strategic Land Use (Current)

- BIDA
- BIPA
- IPDA
- NCA
- NDA
- NPA
- OA
- RCA
- ROSPDA
- SMUA

HOW TO NAVIGATE THE PLAN

The recommendations section of the Gravois-Jefferson Historic Neighborhoods Plan presents a wide range of actions to be taken in order to improve quality of life in the planning area. The strengths of the planning area span physical and social environments, encapsulating the ways residents live, work, play and everything in between. Similarly, the challenges in the area cannot be addressed, nor the opportunities leveraged, using strategies restricted to the physical environment. Thus, the recommendations of the planning effort are comprehensive in their scope.

Recommendations leverage area strengths and work to improve weaknesses in eight key focus areas. Each chapter begins with an introduction, a summary of recommendations, a focus area goal, and a glossary.

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

Plan Focus Areas

1. Safety
2. Youth and Education
3. Employment and Business Development
4. Housing
5. Health
6. Transit, Streets and Walkability
7. Arts and Culture
8. Environment

Sample Layout from Safety Chapter

Overall Section Recommendation

Section Introduction

Recommendation

Sub-Recommendation

Supporting Narrative

Case Study

Symbol for "Priority" Recommendations (as identified by the Resident Steering Committee)

Potential Resources

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1. Engage and empower the community to make the neighborhoods safe and welcoming for all

Investing in the residents of the planning area is integral to fostering a safe community. Residents of "close-knit" neighborhoods are more likely to work together to achieve common goals (e.g. cleaner and safer public spaces along with healthy behaviors), to exchange information (e.g. regarding childcare, jobs and other resources that affect health), and to maintain informal social controls (e.g. discouraging crime or other undesirable behaviors such as smoking or alcohol use among youths, drunkenness, littering and graffiti). Passionate citizens and engaged organizations are already working to strengthen the planning area neighborhoods. These individuals and groups need financial and technical support as well as strong partners to build a safe and welcoming community for all.

1.1. Build robust and representative neighborhood associations and block captain programs.

One of the most effective ways to foster a safe community is an engaged citizenry. Grassroots efforts such as walking groups, block captain programs, and neighborhood cleanups are essential tools to encourage a safe and welcoming community. In the planning area, groups of residents are most commonly organized through neighborhood associations.

Make neighborhood associations more representative of the diversity of the planning area (as measured by race, housing tenure and socioeconomic status).

The blocks in the planning area most commonly cited as being safe are ones with active block captains.

Expand the block captain program.

This could be achieved by expanding the notion of the role of the block captain beyond traditional safety activities. Describing the block captain role as community leader who may connect kids with positive activities and work with families to access city services would better engage underrepresented groups. Support for these efforts should be fostered at a variety of levels, including resources from City government, law enforcement officials, area nonprofits and local associations. Diverse neighborhood associations and wide adoption of the block captain program will further support and strengthen efforts of public safety officials.

Criminal Justice Ministry (St. Louis, MO)

Criminal Justice Ministry (CJM) provides yearlong supportive housing and wrap-around services to the most vulnerable individuals reintegrating into society after being incarcerated. The Release to Rent (R2R) program helps high-risk, high-need individuals reentering society become self-sustaining, productive community members. They do this through housing placement in affordable, high quality neighborhoods and 24/7 case management. Assisting approximately 100 individuals a year, Criminal Justice Ministry plays an integral role in supporting previously incarcerated individuals and contributing to the communities in which reintegration takes place.

The Gravois Park and Dutchtown neighborhoods are focus areas for CJM's work. Through collaboration with local nonprofit organizations and businesses, their clients are better supported as engaged and contributing community members. Recent program evaluation shows that R2R significantly increases a client's chances of succeeding outside of prison (lower recidivism) and results in higher levels of employment and personal satisfaction.

Figure 1.1: Criminal Justice Ministry advocates.

1.2. Support the work of anchor organizations and nonprofits in promoting safe and welcoming neighborhoods.

Anchor organizations are those whose presence is integral to the community; these include schools, recreation centers, healthcare facilities, and place-based nonprofit organizations. Many organizations in the planning area are working every day to foster safer neighborhoods.

Build the capacity of local organizations to prevent and respond to violence.

Local organizations need planning, coaching, funding, community outreach, and service-provider coordination support. Perhaps the first step should be to increase coordination and communication among these organizations.

Direct financial resources and capacity building toward these organizations as promoters of public safety; including local, state and federal resources meant to build a safer St. Louis.

Explore a collaborative effort among anchor organizations to pursue needed resources and ensure broader participation in the group's efforts.

Potential Resources: Aldermen, Ben & Jerry's Foundation, Better Family Life, block captains, Board of Aldermen, Cherokee Recreation Center, Cherokee Street Reach, Circuit Attorney's Office, City of St. Louis Mayor's Office, City of St. Louis Problem Properties Task Force, Community Mediation Services of St. Louis, Concordance Academy, Criminal Justice Ministry, CURE Violence Model, Deaconess Foundation, Department of Public Safety, Dunn-Marquette Recreation Center.

Figure 0.1: Wendy Campbell, block captain and 20th Ward Committeewoman, walks children to Froebel Elementary. Photo courtesy of Trailnet.

SAFETY

Community safety has been identified as the top priority for the Gravois-Jefferson Historic Neighborhoods planning area. Reducing crime rates, especially violent crime, will require a comprehensive, community-driven approach that includes preventative, responsive, and restorative strategies. These strategies must be interdisciplinary, focusing on the many facets that contribute to safe, vibrant neighborhoods: youth wellbeing, policing, the physical environment, social services, behavioral health, civic engagement and more.

Real and perceived violence has a destructive effect on community wellbeing. Individuals may feel unsafe walking to school, work or to the homes of friends. Residents may be unable to conduct routine business without worry or may find themselves constrained from outside recreation. Some may feel unsafe in their homes or on their streets. The consequence is that the community's overall quality of life is diminished, economic growth is curtailed and the planning area's reputation and image are adversely affected.

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

During the planning process residents stressed that negligent property ownership, discrimination, and other practices detrimental to the wellbeing of area residents should not be tolerated. The violence affecting the planning area is a product of generations of policies and practices that have fostered an environment where individuals lack opportunity, access to services, and the conditions we associate with a safe environment.

Safety Chapter Goal: Foster a safe and vibrant community through preventative, responsive, and restorative approaches to public safety.

1. **Engage and empower the community to make the neighborhoods safe and welcoming for all**
   1.1. Build robust and representative neighborhood associations and block captain programs.
   1.2. Support the work of anchor organizations and nonprofits in promoting safe and welcoming neighborhoods.
   1.3. Empower residents to use the Neighborhood Accountability Board to keep their communities safe.
   1.4. Support reintegration and engagement of ex-offenders into the community.
   1.5. Develop a social media community agreement and standards to ensure respectful and productive online dialogue.
   1.6. Support safe spaces for gathering and communication throughout the neighborhoods.

2. **Build trust and collaboration between the community, police, and the court system**
   2.1. Support the establishment of pedestrian, bike, or ATV beat officers throughout the neighborhoods.
   2.2. Place an SLMPD Community Outreach Officer at a local nonprofit to engage directly with high-risk individuals and families in the neighborhoods.
   2.3. Create opportunities to build trust and collaboration between the community and the Circuit Attorney's Office.
   2.4. Strengthen the relationship between residents and the Public Defender's Office.
   2.5. Encourage social service experience, required community-building field time, and joint-training for police officers in training.
   2.6. Foster positive, proactive police interactions with community members.

3. **Invest in Proactively Preventing Crime**
   3.1. Use public safety funding for strategies that prevent violent crime, including employment and educational opportunity.
   3.2. Use violence prevention strategies to provide alternatives to gangs.
   3.3. Advocate for state-level legislation for tighter gun control.
   3.4. Utilize community health workers to do proactive outreach with perpetrators and victims of crime.
   3.5. Support distribution of steering wheel locks.
   3.6. Support distribution of gunlocks and gun safes.
   3.7. Build community awareness of strategies to prevent theft and burglary.

4. **Support physical improvements to promote safe neighborhoods.**
   4.1. Comprehensively address nuisance properties through increased enforcement and awareness of citizen's role.
   4.2. Promote distribution of light bulbs and light fixtures to assist residents in illuminating their blocks, gangways, and alleyways.
   4.3. Support street calming and other strategies to improve pedestrian, cyclist and driver safety.
   4.4. Invest in physical improvements in areas of concentrated violence.

5. **Expand trauma-informed approaches to safety**
   5.1. Educate law enforcement, educators, healthcare providers, social service providers, and community members on trauma-informed approaches to safety.
   5.2. Use mediation services and programming to address trauma and violence.
   5.3. Link social service and medical care providers with police to promote communication and coordination.
   5.4. Address the needs of individuals involved in sex work and sex trafficking.
   5.5. Comprehensively address domestic violence while protecting the wellbeing of the survivor.

6. **Address drug-related issues in a comprehensive and humane way**
   6.1. Deter drug-traffic loitering.
   6.2. Consider alternatives to incarceration for nonviolent drug offenders.

Mayor's PIER Plan: The Mayor's PIER Plan is "the City's holistic approach to reducing crime [which] focuses strategies on Prevention, Intervention, Enforcement, and Reentry. This is a robust list of practices, programs, and plans to build a safer and more sustainable City for people to live, work and play."

Mediation Center: Gun Violence De-escalation Centers established by Better Family Life to de-escalate possible gun violence. While observing confidentiality, representatives at the centers document the dispute, location if applicable, and begin the resolution process.

Missouri State Public Defender: The Missouri State Public Defender (MSPD) provides legal representation to all indigent citizens accused of or convicted of crimes in Missouri.

Neighborhood Accountability Board: A Neighborhood Accountability Board consists of four to seven members of the community who informally address juvenile delinquency matters.

Neighborhood Ownership Model: The Neighborhood Ownership Model, developed in the City of St. Louis in 2010, is a program where neighbors work together to help police, prosecutors, and the courts foster safety.

Neighborhood Improvement Specialist (NIS): The Neighborhood Improvement Specialist is an employee of the City of St. Louis assigned to a specific ward charged with identifying and addressing issues and providing follow up on these with Aldermen, citizens, neighborhood groups, block units, police and City operating departments. "The primary objective of the [NIS] is to utilize problem solving skills to aggressively and proactively address physical and behavioral issues."

Glossary

Block Captain: Block Captains are individuals who volunteer to recruit, educate and organize residents on their blocks. Residents are organized to address neighborhood challenges, such as crime, littering or other relevant issues.

Forward through Ferguson: A Path Toward Racial Equity: The report produced by the Ferguson Commission detailing calls to action for a more racially equitable St. Louis region.

1. Engage and empower the community to make the neighborhoods safe and welcoming for all

Investing in the residents of the planning area is integral to fostering a safe community. Residents of "close-knit" neighborhoods are more likely to work together to achieve common goals (e.g. cleaner and safer public spaces along with healthy behaviors), to exchange information (e.g. regarding childcare, jobs and other resources that affect health), and to maintain informal social controls (e.g. discouraging crime or other undesirable behaviors such as smoking or alcohol use among youths, drunkenness, littering and graffiti). Passionate citizens and engaged organizations are already working to strengthen the planning area neighborhoods. These individuals and groups need financial and technical support as well as strong partners to build a safe and welcoming community for all.

1.1. Build robust and representative neighborhood associations and block captain programs.

One of the most effective ways to foster a safe community is an engaged citizenry. Grassroots efforts such as walking groups, block captain programs, and neighborhood cleanups are essential tools to encourage a safe and welcoming community. In the planning area, groups of residents are most commonly organized through neighborhood associations.

Make neighborhood associations more representative of the diversity of the planning area (as measured by race, housing tenure and socioeconomic status).

The blocks in the planning area most commonly cited as being safe are ones with active block captains.

Expand the block captain program.

This could be achieved by expanding the notion of the role of the block captain beyond traditional safety activities. Describing the block captain role as community leader who may connect kids with positive activities and work with families to access city services would better engage underrepresented groups. Support for these efforts should be fostered at a variety of levels, including resources from City government, law enforcement officials, area nonprofits and local associations. Diverse neighborhood associations and wide adoption of the block captain program will further support and strengthen efforts of public safety officials.

Criminal Justice Ministry (St. Louis, MO)

Criminal Justice Ministry (CJM) provides yearlong supportive housing and wrap-around services to the most vulnerable individuals reintegrating into society after being incarcerated. The Release to Rent (R2R) program helps high-risk, high-need individuals reentering society become self-sustaining, productive community members. They do this through housing placement in affordable, high quality neighborhoods and 24/7 case management. Assisting approximately 100 individuals a year, Criminal Justice Ministry plays an integral role in supporting previously incarcerated individuals and contributing to the communities in which reintegration takes place.

The Gravois Park and Dutchtown neighborhoods are focus areas for CJM's work. Through collaboration with local nonprofit organizations and businesses, their clients are better supported as engaged and contributing community members. Recent program evaluation shows that R2R significantly increases a client's chances of succeeding outside of prison (lower recidivism) and results in higher levels of employment and personal satisfaction.

Figure 1.1: Criminal Justice Ministry advocates.

1.2. Support the work of anchor organizations and nonprofits in promoting safe and welcoming neighborhoods.

Anchor organizations are those whose presence is integral to the community; these include schools, recreation centers, healthcare facilities, and place-based nonprofit organizations. Many organizations in the planning area are working every day to foster safer neighborhoods.

Build the capacity of local organizations to prevent and respond to violence.

Local organizations need planning, coaching, funding, community outreach, and service-provider coordination support. Perhaps the first step should be to increase coordination and communication among these organizations.

Direct financial resources and capacity building toward these organizations as promoters of public safety; including local, state and federal resources meant to build a safer St. Louis.

Explore a collaborative effort among anchor organizations to pursue needed resources and ensure broader participation in the group's efforts.

1.3. Empower residents to use the Neighborhood Accountability Board to keep their communities safe.

There are several grassroots strategies that residents could employ to keep their neighbors and neighborhood safe. The Neighborhood Accountability Board is a proven strategy. To be most effective, this tool requires active, engaged and representative groups of residents.

A Neighborhood Accountability Board consists of a group of community members who informally address juvenile delinquency matters. NAB offers offenders the opportunity to repair the harm caused by their offense and make a positive contribution to their own community. This tool could be expanded through local resident-led groups (e.g. block units).

Provide capacity building support to residents seeking to implement a Neighborhood Accountability Board.

Safety Concepts

1 - Residential Porch Lights
2 - LED Street Lighting
3 - LED Alley Lighting
4 - Security Foot Patrol
5 - Abandoned Building Secured

Neighborhood Cleanup & Improvements

6 - Broken Window Repairs
7 - Illegal Dumping Cleanup
8 - Abandoned Car Removal
9 - Street Tree Planting
10 - Street Tree Trimming

Resident Activities

11 - Lawn Maintenance
12 - Couple Walking Dog
13 - Neighborhood Gathering / Event

FIGURE 1.2: CHARACTERISTICS OF A SAFE, ENGAGED, AND EMPOWERED COMMUNITY

1.4. Support reintegration and engagement of ex-offenders into the community.

There is an opportunity in the planning area to support programs that reintegrate nonviolent ex-offenders back into the community. These strategies focus on providing housing and employment opportunities alongside support services that demonstrate respect and commitment to the victim or offender. Successful reintegration has been shown to foster active and productive citizens who participate in fostering a vibrant neighborhood.

Residents and local leaders have expressed an openness to having nonviolent ex-offenders enter the community with employment, housing and social support.

Reach out to regional employment agencies, housing developers, and social service providers to express support for the local reintegration of victims and offenders.

Support neighborhood groups and those reintegrating through regular check-ins and providing services when they are requested.

1.5. Develop a social media community agreement and standards to ensure respectful and productive online dialogue.

Neighborhood-based social media platforms (e.g. NextDoor, Neighborhood Facebook Pages) are active forums for the discussion of community issues. While these tools provide an opportunity for connection and conversation among area residents, they can also be a platform for bullying and discriminatory comments. These forums can also cause unintended consequences affecting law enforcement's efficacy and community wellbeing. This is especially true when people post extensive details about crime incidents and when individuals' personal biases related to race or class influence their posts.

Develop social media standards for what kind of content is appropriate and inappropriate for crime-related posts.

Additionally, Social Media Community Recommendations should be explored at the neighborhood level to encourage respectful and inclusive social media behavior. Neighborhood Associations or other relevant groups should facilitate the creation of these agreements.

Provide residents with tools to recognize online bullying and information on how to report bullying to the appropriate authorities. **[See Youth and Education Recommendation on Bullying]**

1.6. Support safe spaces for gathering and communication throughout the neighborhoods. •

Neighborhood safe spaces are needed to address a variety of situations ranging from immediate safety threats to ongoing conflicts that require mediation. A safe space serves as a haven for individuals in need of unbiased, safe environments. Safe spaces can also serve individuals and their relatives struggling with behavioral health issues such as alcohol or drug abuse. The planning area has several locations that already serve this role or have the potential to be safe spaces.

Develop a shared marketing strategy and determine what resources are necessary to meet the needs of the constituents of the organizations that provide safe spaces.

Signage could be developed to designate existing sites as "safe spaces" to build awareness of existing resources.

Potential Resources: Aldermen, Ben & Jerry's Foundation, Better Family Life, block captains, Board of Aldermen, Cherokee Recreation Center, Cherokee Street Reach, Circuit Attorney's Office, City of St. Louis Mayor's Office, City of St. Louis Problem Properties Task Force, Community Mediation Services of St. Louis, Concordance Academy, Criminal Justice Ministry, CURE Violence Model, Deaconess Foundation, Department of Public Safety, Dunn-Marquette Recreation Center, Facebook, Hill-Snowdon Foundation, Incarnate Word Foundation, Laura and John Arnold Foundation, Local Congregations, Lutheran Foundation, Missouri Eastern Region Reentry Group Effort, Missouri Foundation for Health, National Crime Prevention Council, National Criminal Justice Reference Service, Needmor Fund, neighborhood associations, Neighborhood Improvement Specialist, NextDoor, Peace Development Fund, Roosevelt High School, St. Louis Alliance for Reentry, St. Louis Community Foundation, St. Louis Corrections Division, St. Louis Fire Department, St. Louis Metropolitan Police Department, St. Louis Philanthropic Organization, St. Louis Public Schools, State of Missouri, State Representative, State Senator, Thomas Dunn Learning Center, U.S. Department of Justice, United Way of Greater St. Louis, Violence Prevention Collaborative.
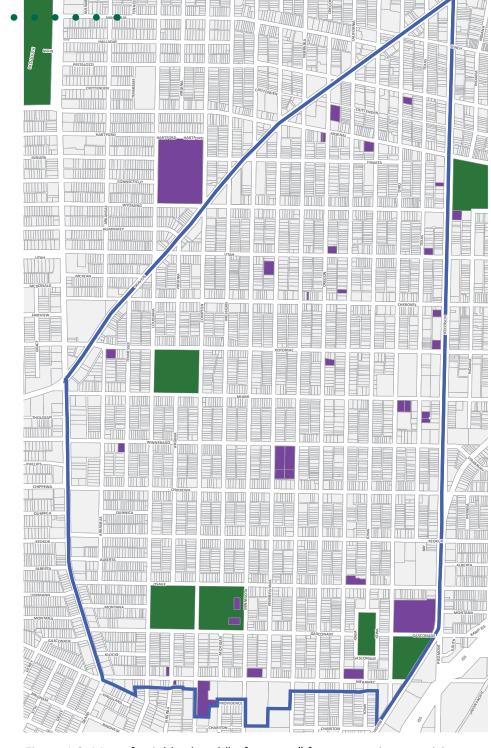
Figure 1.3: Map of neighborhood "safe spaces" for community organizing.

2. Build trust and collaboration between the community, police, and the court system

The St. Louis Metropolitan Police Department, local and state courts, and other components of the justice system are charged with serving and protecting the well-being of planning area residents, business owners and visitors. Trust and collaboration among individuals, police and the courts are fundamental to their ability to protect and serve. Unfortunately, mistrust among these groups has grown over generations. Rebuilding trust through community-informed practice will be vitally important to the success of public safety strategies in the planning area.

2.1. Support the establishment of pedestrian, bike, or ATV beat officers throughout the neighborhoods.

Funding to support increased police presence should be dedicated to bringing officers onto the street (walking, biking or on ATVs). "Beat" officers have been proven to build stronger relationships between officers and community members. The Cherokee Street Beat Officers are consistently cited as what is "right" with public safety in the planning area.

Prioritize placing beat officers in high-traffic, high-crime areas when considering investments in policing or security forces.

When security officers are brought in by organizations other than SLMPD, such as Community Improvement Districts or housing developers, they should collaborate with the Police Department to be most effective and ensure their work supports the ongoing efforts of 3rd District Officers.

2.2. Place an SLMPD Community Outreach Officer at a local nonprofit to engage directly with high-risk individuals and families in the neighborhoods.

Develop a plan for placing a Community Outreach Officer at a local nonprofit to interact with high-risk individuals and families.

The Officer will benefit from the trust established between these individuals and the nonprofits, which will heighten the efficacy of the Police Department in doing proactive outreach.

2.3. Create opportunities to build trust and collaboration between the community and the Circuit Attorney's Office.

The Circuit Attorney serves as the chief prosecutor for state-level crimes in the City of St. Louis. In this role, the Circuit Attorney's Office reviews over 15,000 cases per year and prosecutes both felonies and

Figure 2.1: Cherokee Street Beat Officers with Alderman Dan Guenther.

misdemeanors. The Office's efforts to engage with community members include sponsorship and support of the Neighborhood Ownership Model as well as staffing of the Community Affairs Bureau of the Circuit Attorney's Office, which interfaces with residents of the City of St. Louis.

The Circuit Attorney's Office could also send a representative to local business and neighborhood association and ward meetings. The representative could connect with local leaders to share information and resources and determine how they can best support the neighborhood, focusing on the expansion of ongoing local efforts.

2.4. Strengthen the relationship between residents and the Public Defender's Office.

The Missouri State Public Defender (MSPD) provides legal representation to any citizen accused of or convicted of a crime in Missouri and who cannot afford a lawyer. Currently, those in need of the services of the MSPD must go to the District Office and apply in-person with little prior knowledge of the process or their rights. A lack of relationships between citizens and the MSPD is exacerbated by inadequate funding of the Public Defender's Office, making it almost impossible for it to conduct proactive outreach.

To increase awareness of the Public Defender's Office and to ensure individuals in need have access to its services, local groups could advocate for increased funding to the MSPD, including funds to support the Public Defender's Office in connecting with local leaders to determine how they can best support the neighborhood. This support should focus on building trust and increasing awareness of the services offered by the MSPD.

2.5. Encourage social service experience, required community-building field time, and joint-training for police officers in training.

Neighborhood associations and local organizations involved in violence prevention could initiate grassroots advocacy efforts to lobby the Police Academy to require social service and community-building experience for their officers in training. Trainings should include trauma-informed policing practices and racial equity training to teach officers how to engage with residents of different backgrounds. Community service experience could include supporting resident-led events, participating in activities at local schools, or other methods of interfacing with the community.

Explore ways for the SLMPD to engage community members, especially youth, in the training of police.

This could involve including community members in the development of the curriculum or sharing their experiences; or, police officers could attend local school safety assemblies or community events to hear from those they serve.

2.6. Foster positive, proactive police interactions with community members.

Getting police officers out of their cars and talking with residents is an important step to establishing a positive relationship between police and the community. The ongoing work of local community leaders and the Police Community Engagement Unit, including sports events and the "Polar Cops" ice cream truck, should be supported and expanded.

Encourage police officers to attend block parties, neighborhood events, and/or sporting programs such as the Police Athletic League as part of their official responsibilities.

Continue regular officer attendance and reporting out of police data at community meetings.

Positive, proactive police-community interactions in schools and youth-serving organizations are also important avenues for improving public safety. Regular interactions between officers and young people through programming like sports and arts are fundamental to building positive relationships. This approach to youth engagement must be built from an understanding of the experiences and needs of young people. Several local groups are already engaging youth in conversations about violence.

Support efforts to give young people the opportunity to share their story with other community members and police.

Earmark public safety funding and resources to support the solutions to violence proposed by these young people.

Potential Resources: Neighborhood associations, business associations, Department of Public Safety, Neighborhood Improvement Specialist, Violence Prevention Collaborative, Circuit Attorney's Office, St. Louis Metropolitan Police Department, Roosevelt High School, Thomas Dunn Learning Center, Cherokee Recreation Center, Dunn-Marquette Recreation Center, Cherokee Street Reach, Aldermen, community improvement districts, special business districts, State Representative, State Senator, State of Missouri, Beyond the Badge, Forward through Ferguson.

Community-Oriented Policing (San Diego, CA)

Since the 1980s, the San Diego Police Department has championed working with communities to solve problems. As one of the first cities in the country to implement community-based policing, officers are required to build relationships with residents and use community networks to help solve problems ranging from nuisance properties to violent crime.

Community-based policing begins in officer training. Recruits are encouraged to become familiar with the strengths and challenges of their future patrol areas. Through required community-building field time, trainees build relationships with individuals they will work with once they graduate. Local community leaders are engaged to help educate officers on the nuances of their neighborhood and best ways to engage residents. Officers are also required to participate in cultural competency courses, as well as a 32-hour conversational Spanish course.

In addition to their work with officers, the SDPD actively engages community volunteers – many of whom are retirees – to assist with operations and community problem solving. The Police Department has been able to complement their small force with the expertise and interests of community members, increasing their efficacy and connection to their constituents. In discussing this program, SDPD Police Chief explained, "The San Diego Police Department is a small department per capita, so we had to think of a different way of doing things…. Volunteers become conduits to the community about what the police are doing."

Figure 2.2: Police Department citizen training academy.

Figure 2.3: Residents inform police of community activity.

Co-Responder Program (Denver, CO)

Mental health workers are joining Denver police to help handle calls involving people in mental health crisis, a new program aimed at getting people into treatment instead of sending them to jail. The Co-Responder Program places social workers and clinicians from the Mental Health Center of Denver in the Denver Police Department. The effort is intended to better engage with and serve individuals with behavioral or mental health disorders. The response to this community, one that disproportionately interfaces with law enforcement, is most often to send the individual to jail. In Denver, strategies are being tailored to this community to equip them with the behavioral and mental health services they need.

In the program, a social worker or clinician is teamed up with a police officer or patrol unit. The teams respond to emergencies where mental health issues are suspected. During the first month of the program, the teams responded to 427 calls. In 408 cases, people were linked to treatment or social services instead of being sent to jail.

Figure 2.4: Police officers in Denver work with mental health professionals through the Co-Responder Program.

3. Invest in Proactively Preventing Crime

Ideally, crime is stopped before it starts. There are myriad ways in which individuals, organizations and businesses can invest in proactively preventing crime. Advocacy, crime deterrence tools, education, job training, physical improvements, and social and health services have all been proven to foster an environment in which crime is mitigated. Community members have emphasized that this is the most sustainable strategy for long-term safety.

3.1. Use public safety funding for strategies that prevent violent crime, including employment and educational opportunity.

Research featured by the Brookings Institution shows that investing in quality programs that proactively prevent crime is one of the most effective strategies for community safety. Programs that get residents of the planning area jobs and keep kids in school should receive the funding and resources necessary to meet their demand.

Prioritize investments in quality, evidence-based job and educational programs in the planning area as the City of St. Louis dedicates money for public safety.

3.2. Use violence prevention strategies to provide alternatives to gangs.

Build the capacity of families, community members, congregations, schools, out-of-school programs and service providers to work with gang involved and disconnected youth.

Through training, technical assistance, networking, community summits, and police partnerships, these individuals and organizations can develop the skills they need to redirect youth from gangs and violence.

Informed residents and community stakeholders can use existing networks and violence prevention groups to identify individuals who demonstrate violent tendencies and connect them with structured, safe services that will facilitate their growth and development. These identification and support efforts could engage the private, faith-based and community sectors to identify funding for the development of diversion programs.

The Need for Employment and Educational Opportunity

17.3% of St. Louis residents are neither working nor in school	**63%** of all crime is committed by these individuals

3.3. Advocate for state-level legislation for tighter gun control.

As of January 1, 2017, gun owners in Missouri have been allowed to carry a concealed weapon. They may also use deadly force in public without first having to back away from trouble. Police cite Missouri gun laws as a major challenge in fostering safer neighborhoods in the 3rd District.

Advocate for state-level legislative changes to tighten gun control laws.

3.4. Utilize community health workers to do proactive outreach with perpetrators and victims of crime.

The community health worker model embeds an individual at an area organization to work with residents on health-related topics such as access to healthy foods, disease prevention, community development, and safety.

Create a community health worker position in the Gravois-Jefferson area.

Part of the responsibilities of a community health worker should include coordinating with the SLMPD to conduct proactive outreach with perpetrators and victims of crime. Outreach strategies should be informed by the needs expressed by partners, including health providers, law enforcement and local organizations. Possible strategies could include hospital follow-up with victims of gun violence or coordination with service providers and law enforcement for behavioral health cases. [See Health Recommendation 2.5]

3.5. Support distribution of steering wheel locks.

Steering wheel locks are a simple, low-cost solution to prevent auto theft. The City of St. Louis offers discounted steering wheel locks to citizens through their website and at City Hall.

Offer steering wheel locks at subsidized rates at community events, neighborhood association and business association meetings, and other places where residents are gathered.

Accompany distribution with education on preventing auto theft.

3.6. Support distribution of gunlocks and gun safes.

According to the Children's Firearm Alliance, over an eighteen-month period, 14 children across Missouri were unintentionally shot by a firearm; 9 of them were in the St. Louis metropolitan area.

Make gunlocks available to residents in a variety of ways, including at community events, association meetings, libraries, and businesses.

Gunlocks are available for free through nonprofits like Women's Voices Raised for Social Justice. Gunlock providers should partner with local leaders that have the trust of neighborhood residents to promote wider distribution.

3.7. Build community awareness of strategies to prevent theft and burglary.

The St. Louis Metropolitan Police Department has a list of simple strategies to prevent crime at home and in the community. These strategies include securing your home (the Police Department provides free Home Security Surveys), illuminating your block, getting to know your neighbors, and paying attention to your surroundings.

Include building awareness of and compliance with these crime prevention standards in resident-led strategies to promote public safety.

Education on these topics could be shared in creative ways, including public posters, meeting discussions, or social media campaigns.

Potential Resources: Lock it for Love, City of St. Louis, Women's Voices Raised for Social Justice, neighborhood associations, business associations, Department of Public Safety, Neighborhood Improvement Specialists, Commercial District Managers, Violence Prevention Collaborative, Circuit Attorney's Office, St. Louis Metropolitan Police Department, Thomas Dunn Learning Center, Aldermen, State Representative, State Senator, State of Missouri, Beyond the Badge, Community Health Worker, UMSL, Washington University, Saint Louis University, Missouri Foundation for Health.

Figure 3.1: Women's Voices Raised for Social Justice distributes free gun locks.

4. Support physical improvements to promote safe neighborhoods.

The physical environment influences safety, crime, and violence. Well-maintained buildings, clean alleys, and illuminated blocks are characteristic of communities in which people feel safe and welcome. Conversely, vacant lots, deteriorating buildings and illegal dumping in the planning area contribute to feelings of danger. Improving the built environment (e.g., housing, parks, business areas, public transportation hubs) will improve public safety.

4.1. Comprehensively address nuisance properties through increased enforcement and awareness of citizen's role.

Nuisance properties are those which have had a complaint filed against them for conditions considered to be a nuisance to the surrounding community. This may include fighting, drug dealing, deteriorating conditions, or other characteristics.

Increase enforcement of nuisance property abatement procedures, especially against absentee property owners.

This enforcement must be sensitive to the needs of at-risk residents, including those who may not be able afford repairs to their homes or may be the victims of domestic violence. [See Housing Recommendations 4.8 & 5.11]

Alongside increased enforcement, educate residents on their role in the nuisance property abatement process.

4.2. Promote distribution of light bulbs and light fixtures to assist residents in illuminating their blocks, gangways, and alleyways.

Lighting is a simple solution to fostering safer streets and neighborhoods. There should be an effort to distribute light bulbs and porch light fixtures to residents to help them illuminate their blocks, gangways and alleys. In places where there is no existing electrical connection, such as gangways and vacant houses, resources should be gathered to install photovoltaic lights (low cost lights with no need for an electrical connection). [See Environment Recommendations 8.1 - 8.5]

Target the installation of porch, gangway and alley lights in dark areas, especially on vacant and abandoned properties.

4.3. Support street calming and other strategies to improve pedestrian, cyclist and driver safety.

Streets in the planning area are susceptible to speeding and other dangerous driving practices, such as disobeying stop signs and driving the wrong direction on one-way streets. To prevent collisions and traffic-related fatalities, street calming measures should be implemented based on data identifying problem areas.

Adopt one-way to two-way street conversions as recommended by studies conducted in the 20th and 25th Wards.

Build a mid-block crosswalk on Nebraska near Froebel School.

Consideration should be given to strategic stop sign addition and removal to improve traffic flow and encourage compliance.
[See Transit, Streets and Walkability Recommendation 8.2]

4.4. Invest in physical improvements in areas of concentrated violence.

City services and funding, especially those dedicated to improving the physical environment, should focus on areas of concentrated violence. This includes trash removal, cutting of overgrown lots, parks and trees, animal care and control (removal of wandering dogs), street, sidewalk and alley improvements, street signage improvements, building demolition and board ups, and nuisance property enforcement.

Focus demolition, stabilization, and the rehabilitation of properties in areas with concentrations of vacant properties and rising crime trends.

Figure 4.1: Renderings of a mid-block crosswalk at Froebel School on Nebraska. Two alternatives, one more affordable than the other, are presented.
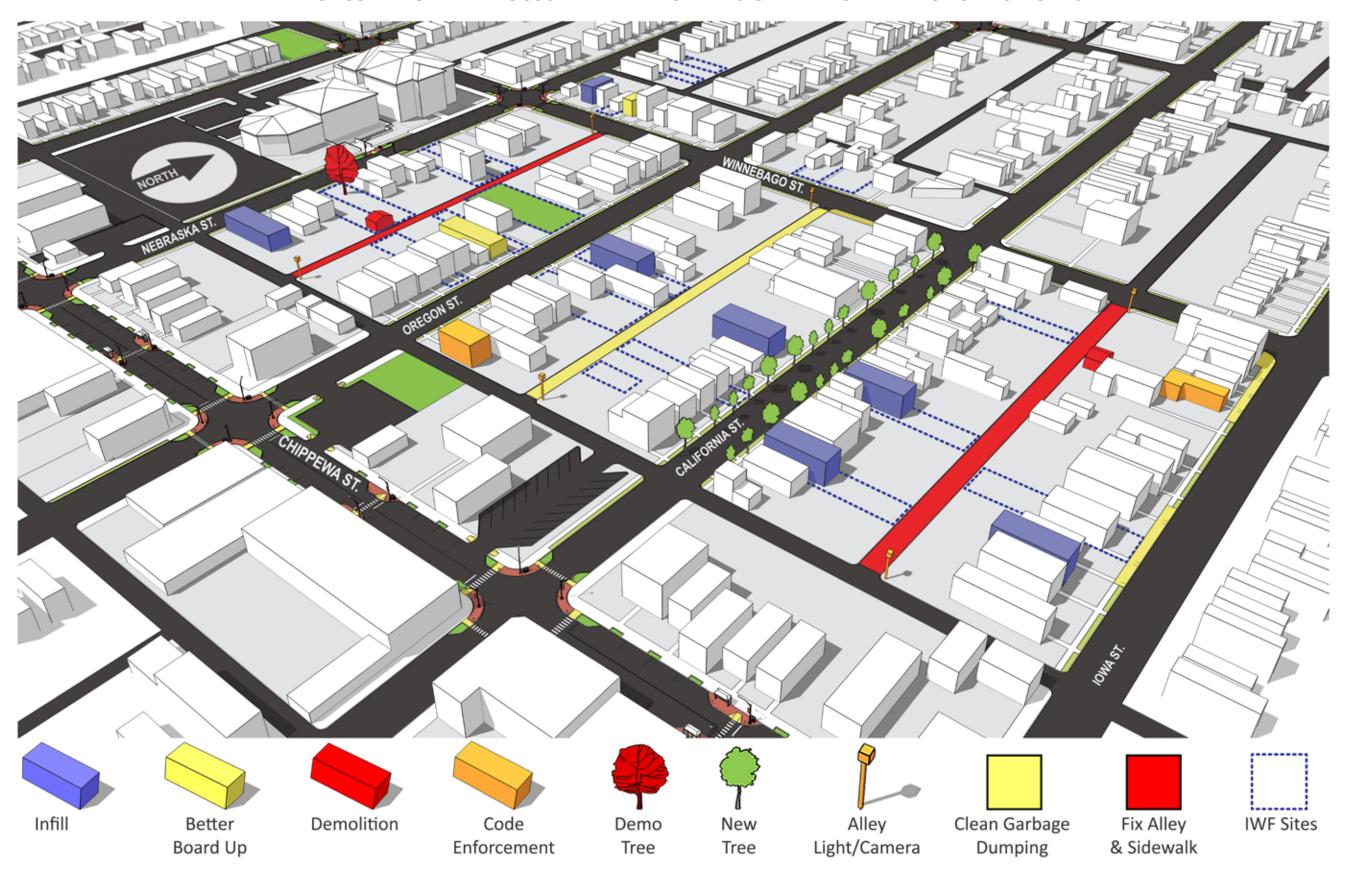
This strategy should be revisited quarterly to respond to changes in housing stock and crime rates. Collaboration between the Aldermen, the Building Division, the SLMPD, and local residents will help ensure targeted investments make the greatest impact. Data used to guide these investments can also be given to neighborhoods to help inform priorities for cleanups.

Potential Resources: Beyond the Badge, Porchlight Project, neighborhood associations, business associations, Department of Public Safety, Violence Prevention Collaborative, St. Louis Metropolitan Police Department, Aldermen, community improvement districts, local developers, Neighborhood Improvement Specialists, Aldermen, Refuse Department, City of St. Louis, Parks Division, Forestry Division, Building Division, Problem Properties Division, Traffic Division, Board of Public Service, Streets Division, St. Louis Development Corporation, Land Reutilization Authority.

4.2 ART PLACE COLLABORATIVE FOCUS AREA: MAP OF PHYSICAL IMPROVEMENTS TO PROMOTE SAFETY

Infill | Better Board Up | Demolition | Code Enforcement | Demo Tree | New Tree | Alley Light/Camera | Clean Garbage Dumping | Fix Alley & Sidewalk | IWF Sites

5. Expand trauma-informed approaches to safety

Trauma-informed practice is a framework grounded in an understanding of and responsiveness to the impacts of trauma. Members of the Gravois-Jefferson community that have been exposed to recurring violence often suffer physically, emotionally, and/or psychologically. Multiple factors make residents, especially African-Americans, in the planning area at higher risk of trauma, including physical threats to safety, higher rates of incarceration, aggressive police practices, and a run-down physical environment. Trauma-informed approaches to safety call for an increased understanding of and responsiveness to individual and community trauma.

5.1. Educate law enforcement, educators, healthcare providers, social service providers, and community members on trauma-informed approaches to safety.

Community members have expressed concern over the ways in which trauma is addressed in the Gravois-Jefferson neighborhoods. While trauma-informed approaches to care are now more common for individuals with trauma, there is still a gap in training and awareness among some law enforcement, educational, healthcare provider, and social service agencies.

Deliver training on trauma-informed approaches to fostering safer communities to law enforcement, education, healthcare provider, and social service agencies.

Recent research has focused on community-level trauma, defined in a 2015 Department of Justice report as "the product of the cumulative impact of incidents of interpersonal, historical and intergenerational violence." Just like individuals, communities must be approached in ways that acknowledge historic and ongoing trauma. Education on community-level trauma should be considered as important and necessary as understanding individual trauma-informed care.

5.2. Use mediation services and programming to address trauma and violence.

Per a recommendation set forth in the Mayor's P.I.E.R. Plan, local mediation centers were developed in the City of St. Louis to provide a peaceful process for responding to conflicts. These centers bring people in to handle conflicts through conversation, rather than having them escalate to the point of violence, calling the police or calling lawyers and

suing. Also known as Gun Violence De-Escalation Centers, the southside Mediation Center was founded in Benton Park West at Curby Memorial Presbyterian Church. With changing leadership, the Center has been closed.

Work with Mediation Center leadership to identify ways to bring mediation services to the planning area.

Build awareness of available services and dedicate funding to expanding its scope and impact.

These resources should be shared with existing organizations working in this field, including area nonprofits and law enforcement.

5.3. Link social service and medical care providers with police to promote communication and coordination.

Individuals with behavioral health challenges are more likely to have negative interactions with police. Additionally, police are not always aware of how to approach those with behavioral health issues. Social service and medical care providers working with individuals with behavioral health issues should work with law enforcement to identify vulnerable individuals in order to support positive interactions between those with behavioral health issues and the police.

Educate police on how to engage with behavioral health challenged individuals.

Figure 5.1: Alive and Well STL trains people on trauma-informed approaches to care.

5.4. Address the needs of individuals involved in sex work and sex trafficking.

The planning area has a high concentration of sex work activity, currently concentrated around South Grand and South Broadway.

Identify the needs and challenges of the sex worker community and align resources to meet these needs.

Such an effort must be sure to consider the ways in which sex work affects individuals of diverse backgrounds, including the LGBTQ community. Alongside these efforts, steps should be taken to increase awareness and help at-risk individuals, especially single mothers and disengaged youth, identify alternatives to sex work.

5.5. Comprehensively address domestic violence while protecting the wellbeing of the survivor.

The needs and challenges associated with domestic violence must be dealt with sensitively and comprehensively. Any approach should be informed by data on domestic violence calls and the experiences of those who have survived domestic violence.

Determine the challenges and needs related to domestic violence in the neighborhoods and surrounding area, focusing on ways in which partners can be identified to meet local needs.

This may include the need for a domestic violence shelter, support services for survivors, or other strategies.

Eviction cases related to domestic violence cases must also be handled in a way that protects the survivor. Too often, individuals living on their own or with children are evicted because they were victims of domestic violence brought about by someone not living in the unit. [See Housing Recommendations related to Eviction and Tenant Screening]

Dedicate resources to help domestic violence survivors navigate landlord relationships and eviction proceedings.

Potential Resources: Alive and Well STL, Barnes Jewish Healthcare, St. Alexius Hospital, neighborhood associations, Neighborhood Improvement Specialists, Alderpeople, Cherokee Street Reach, Thomas Dunn Learning Center, domestic violence shelters, Affinia Healthcare, Casa de Salud, Curby Memorial Presbyterian Church, St. Louis Metropolitan Police Department, Community Mediation Services of St. Louis.

6. Address drug-related issues in a comprehensive and humane way

There is an opportunity in the planning area to proactively combat drug abuse and trafficking while equitably treating the individuals involved. Recommendations in this section focus on reducing opportunities for drugs to be trafficked in public space and, when offenders are identified, working with them to prevent future offenses. Recommendations related to the health of those involved in drug-related issues can be found in section five of the Health Chapter.

6.1. Deter drug-traffic loitering.

Physical and programmatic interventions should be used to deter drug-traffic loitering in the neighborhoods, especially along commercial corridors.

Identify areas with high drug activity for high-impact investments, which may include beautification, cameras, signage, and/or additional strategies as identified.
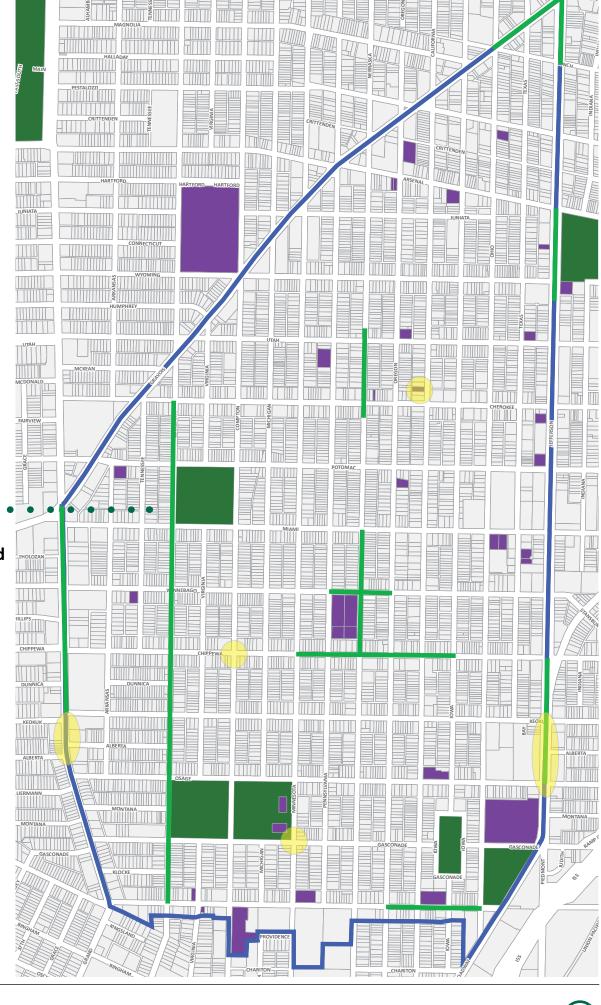
6.2. Consider alternatives to incarceration for nonviolent drug offenders.

In situations where law enforcement interacts with nonviolent drug offenders, alternatives to incarceration should be considered to prevent undue burden on the perpetrator. According to the Bureau of Prisons, minor drug offenders make up roughly 20% of all prisoners in the United States. People of color are disproportionately imprisoned for drug offenses, despite no evidence of greater use. There is an opportunity at the neighborhood scale to rethink the way law enforcement and the legal systems engage these individuals.

Identify drug-using individuals in the planning area for the explicit purpose of encouraging positive interactions between police and nonviolent drug offenders.

These interactions should favor mediation and compromise over incarceration. Over time, these relationships may help discourage drug use and abuse in the area. Neighborhood advocates could also call for state and federal legislative changes to restrict the use of mandatory minimums, extend the use of probation, and increase the discretion for judges in sentencing nonviolent drug offenders.

Potential Resources: Alive and Well STL, City of St. Louis Health Department, Mayor's Office, Barnes Jewish Healthcare, St. Alexius Hospital, neighborhood associations, Neighborhood Improvement Specialists, Aldermen, Affinia Healthcare, Urgent Care Center, Casa de Salud, St. Louis Metropolitan Police Department, St. Louis Area Restorative Justice Collaboration, Center for Women in Transition, St. Louis Alliance for Reentry, Missouri Eastern Region Reentry Group Effort, National Council on Alcoholism and Drug Abuse – St. Louis Area, Better Family Life, Inc.

CHAPTER MAP •

The safety chapter map shows existing assets and potential locations for the implementation of recommendations from this chapter.

Neighborhood Organizing Spaces (quasi-public places where people are organizing and engaging, including community centers, churches, schools and nonprofits)

Potential areas for targeted street calming

Potential areas for targeted lighting investment

YOUTH AND EDUCATION

Young people are the future. Today many young people are confronted by a range of challenges including low performing schools, limited community resources, and a lack of family support. Inadequate outreach and assistance from providers who are charged with serving young people often compound these challenges. Our failure to adequately support today's youth negatively affects the community by costing taxpayers dollars spent as a result of increased at-risk behaviors and lower numbers of young people prepared with the skills to enter the workforce. Breaking the cycle of poverty for youth requires a long-term, collaborative commitment from all sectors, including schools, government agencies, employers, and nonprofits.

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

Improved youth outcomes have the potential to increase savings, improve the quality of talent available to employers, and interrupt a cycle of poverty for youth and their families. Investment in youth is important to making the community more competitive. Local leaders have an obligation to address the needs of its youngest citizens. This plan provides a framework to help improve the quality of life for young people in the planning area.

40%

AREA YOUTH POPULATION
(AGES 21 AND UNDER)

Youth Chapter Goal: Ensure access to and coordination of resources for youth to reach their full potential.

1. **Create a place-based approach to collective impact**

   1.1. Coordinate efforts that serve youth to develop common goals and a shared agenda valuing diversity, inclusion, and transparency.

   1.2. Conduct needs assessments to determine youth interests and maintain active engagement.

   1.3. Develop referral system to professional care/educational support providers.

   1.4. Provide trauma-informed training for those providing services to youth.

2. **Build social cohesion among youth, families, and communities**

   2.1. Foster a sense of inclusion among youth.

   2.2. Support mentoring programs.

   2.3. Organize parent support groups.

3. **Establish a network of safe and easily accessible information sources**

   3.1. Launch an online program database for all youth programs, activities, and services.

   3.2. Conduct regular asset mapping of service providers in the planning area.

   3.3. Enlist more community and neighborhood-based organizations, faith groups, and local businesses to serve as safe places for youth during peak and non-peak hours.

4. **Enhance year round educational enrichment and supportive services for youth**

   4.1. Expand quality out-of-school opportunities.

5. **Empower youth through civic engagement, leadership, and advocacy**

   5.1. Convene a local youth council centered around civic engagement, leadership, and advocacy.

   5.2. Advocate for organizations, institutions, and city government to create leadership and governing roles for youth.

6. **Promote youth financial empowerment**

   6.1. Build employment pathways for disconnected youth to the existing and future job market.

   6.2. Improve youth financial capability through financial education.

Glossary

Collective impact: Commitment of a group of organizations from different sectors to a common agenda in order to solve educational and social problems. Collaborations focus on improving outcomes by aligning policy, practice, and investment.

Community-based organization: An entity that consists of a group of individuals organized by and for a particular community of people based on shared interests and/or attributes. The community could be defined geographically (e.g. a neighborhood), could contain members from diverse backgrounds, and/or could be defined on the basis of something like religious beliefs or a shared condition. Members may include various stakeholders, such as the residents, elected officials, advocacy groups, and business and community leaders.

Community infrastructure: Entities, partnerships, and programs that serve as the long-term implementer of neighborhood services and projects.

Culturally competent: Ability to understand and effectively interact with people across cultures, while developing positive attitudes towards cultural differences and gaining knowledge of different culture practices.

Emotional intelligence: Capacity of an individual to manage their behavior, navigate social complexities, and make personal decisions to achieve positive results.

Emotionally secure: Stability of an individual's emotional state where their general happiness is not easily shaken by major disturbances.

Evidence-based: Practice patterns that have produced proven results through research, evaluation, and verification and proven to be replicated.

Financial capability: The combination of attitude, knowledge, skills, and self-efficacy (one's belief in one's ability to succeed) needed to make and exercise money management decisions that best fit the circumstances of one's life.

Food insecurity: Status of an individual being without financially reliable access to a sufficient quantity of affordable, nutritious food for a healthy and productive life.

Green jobs: Jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources. They also include jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources.

Organizational capacity: An organization's level of operational, programmatic, and financial performance to advance its mission.

Place-based: Targets efforts and resources within a specific geographic area and aims to address issues that exist in that geographic area.

Social cohesion: Members of a community cooperating in order to survive and prosper.

Socially connected: Quality, meaningful, and productive relationships one has with others around them.

Trauma–informed: Understanding the vulnerabilities or triggers of trauma survivors.

Unbanked: Individuals who either do not have knowledge of available financial services resources or do not have access to them.

Underbanked: Individuals who supplement their bank account with alternative financial services, such as check cashing, payday lending, or short-term loan establishments.

Viewshed: An area that is visible from a specific location.

Youth: Individuals age 21 and younger.

Youth council: A form of engagement for young people where they have a voice in community decision-making.

1. Create a place-based approach to collective impact

There is no single policy, government department, organization or program that can tackle or solve the increasingly complex social problems facing vulnerable neighborhoods and communities. Collective impact research points to the need for public and private agencies to work with a common agenda, shared measurement processes, and organizational support. Improving access and coordination to resources for youth can help them reach their potential.

1.1. Coordinate efforts that serve youth to develop common goals and a shared agenda valuing diversity, inclusion, and transparency.

Identify an organization with strong community organizing capacity to serve as the backbone support organization to launch a collective impact initiative in the planning area.

The selected organization should facilitate a shared vision that advances collaboration and alignment among all youth service providers to ensure accountability and enhance the delivery of a high-performing support system. Communication and coordination among these actors should be focused on cultivating supportive relationships, reducing tensions or turf battles, and building political will. This will help to reduce duplication, increase impact, and acquire and sustain funding to support youth programs and activities.

Further, members working within the initiative should develop a community youth scorecard with desired outcomes for the next 10 to 15 years. The scorecard should illustrate progress or needed adjustments based on measured results. Members should annually report the outcomes to the community and funders to foster support and celebrate successes.

1.2. Conduct needs assessments to determine youth interests and maintain active engagement.

Each youth-focused service provider participating in the collective impact initiative should conduct regular needs assessments of its youth clients. It is important as youth interests evolve that programs and opportunities remain engaging. Programs should not be duplicated unless the demand by young people is higher than current providers can handle. Needs assessments can determine where more funding and efforts should be allocated.

Figure 1.1: Group of young men participating in a public speaking event

1.3. Develop referral system to professional care/educational support providers.

Create and maintain an updated online directory of youth-focused service providers to serve as a referral system for youth with multiple professional care and educational support needs.

The backbone support organization *[See Youth and Education Recommendation 1.1]* should lead in the creation of the referral system. The referral system will be helpful to connect youth to a variety of service providers located in the planning area or in close proximity. This will help to ensure a "warm" handoff among participating service providers serving youth across sectors for continuity.

1.4. Provide trauma-informed training for those providing services to youth.

Trauma-informed training should be offered regularly for staff and volunteers at youth-focused organizations. Residents and other community stakeholders should be invited to participate in the trainings for a more trauma-informed community.

Figure 1.2: A family enjoys Marquette Park at the Common Sound Festival.

Those trained will recognize signs of trauma allowing for quicker responses to youth needing immediate attention and care. A referral system *[See Youth and Education Recommendation 1.3]* will enable youth to connect to the appropriate support system and resources. Quicker awareness and intervention will help keep youth, families, and the community safer.

Potential Resources: Alive and Well STL, St. Louis Public Schools, Better Family Life, Big Brothers Big Sisters of Eastern Missouri, BJC Behavioral Health, Cherokee Street Reach, Children's Advocacy Services of Greater St. Louis, Covenant House Missouri, Gene Slay's Girls and Boys Club, Girl Scouts of Eastern Missouri, Girls Inc., Greater St. Louis Area Council – Boy Scouts of America, Guardian Angel, HandsUp United, Lutheran Family and Children's Services of Missouri, Ready by 21, Real Talk Inc. – St. Louis, Roosevelt High School Community Council, Salvation Army, South Side 4ever, SSM Behavioral Health Services, SSM Health Cardinal Glennon Children's Hospital, St. Louis Area Crisis Intervention Team, St. Louis Behavioral Medicine Institute, St. Louis Children's Hospital, St. Louis Mental Health Board, TDLC, United Way of Greater St. Louis, Urban League of Metropolitan St. Louis, Wyman Center's Teen Outreach Program, Younglife, Youth in Need, YWCA Metro St. Louis Youth Leadership Academy.

Collective Impact: Ready by 21

Ready by 21 St. Louis is a collective impact process is focused on a set of strategies designed to improve the odds that all children and youth in the City of St. Louis, St. Louis County, and St. Charles County will be ready for college, work and life. It is designed to advance a unifying agenda and the standards for leaders to work in broader, more effective partnerships that will ensure all youth have the support they need to thrive, connect, learn, lead, and work. These efforts are focused on a consistent way of doing business and applying standards for actions of leaders, organizations, and partnerships that act collectively to positively impact outcomes for youth.

The strategies of the collective impact model are: 1) Promoting a common agenda that is continually updated based on documented community need and evidence of effectiveness: 2) Catalyzing action by aligning activities across and between initiatives and organizations while removing barriers to progress; 3) Improving data through supporting the creation of data platforms and developing methods to identify where to target action and track progress; 4) Building community-wide support by engaging leaders in vision and standards of alignment for youth well-being; 5) Advancing policy by supporting an approach to build on the Ferguson Commission's Youth at the Center policy recommendations; and 6) Mobilizing funding toward building the potential of children and youth, equitably scaling what works, building the capacity of local communities to get better results.

2. Build social cohesion among youth, families, and communities

Success in young people's lives requires that they become socially connected and emotionally secure through family and community support systems. These support systems must be strong to promote social and emotional learning.

2.1. Foster a sense of inclusion among youth.

Organize social and cultural events for youth to engage each other and the community.

These events should help to build trusting relationships and foster community engagement. Many young people living in the planning area don't attend the same schools, which leads to social isolation. Opportunities to reduce social barriers and bring youth together in the planning area could entail activities such as field trips, block parties, and dances throughout the year. These events should be complemented with community health and educational fairs.

2.2. Support mentoring programs.

Expand needed youth mentoring programs to cultivate supportive and healthy relationships. Mentoring activities should include goal setting, decision making, conflict resolution, and mediation.

Offer mentors trauma-informed training. This will help equip and assist them with youth who are facing issues of bullying, depression, thoughts of suicide, peer pressure, etc. These efforts will help youth develop the emotional intelligence needed to be more successful and resilient.

One-on-one mentoring is ideal because it creates a personal relationship based on building trust. The challenge is there may be significantly more youth in need of a mentor. Group mentoring opportunities can be an alternative approach where the ratio of youth-to-mentors is supported. Further, due to the large population of youth of color in the planning area, to ensure cultural competency and support there should be active recruitment of mentors from communities of color.

2.3. Organize parent support groups.

Create parent support groups to help increase their involvement and accountability in the success of their children and other youth in the planning area.

Figure 2.1: Overview of key elements of the Collective Impact Model

Host free to low-cost family-oriented events that foster parent and family gatherings.

Regular events that integrate learning experiences through life skill development and educational seminars hosted by members of the collective impact initiative *(See Youth and Education Recommendation 1.1)* should include free daycare and meals or refreshments. Outreach campaigns should include developing a website, app, and regularly printed and distributed community circular with a comprehensive listing of community resources, supports, and upcoming events targeted toward youth and families.

Potential Resources: Better Family Life, Big Brothers Big Sisters of Eastern Missouri, Cherokee Street Reach, Children's Advocacy Services of Greater St. Louis, Covenant House Missouri, Gene Slay's Girls and Boys Club, Girl Scouts of Eastern Missouri, Girls Inc., Greater St. Louis Area Council – Boy Scouts of America, Guardian Angel, HandsUp United, Lutheran Family and Children's Services of Missouri, Ready by 21 (United Way of Greater St. Louis), Real Talk Inc. – St. Louis, Roosevelt High School Community Council, Salvation Army, South Side 4ever, St. Louis Public Schools, TDLC, Thomas Dunn Learning Center, Urban League of Metropolitan St. Louis, Wyman Center's Teen Outreach Program, Younglife, Youth In Need, YWCA Metro St. Louis Youth Leadership Academy.

3. Establish a network of safe and easily accessible information sources

Easily accessible and recognizable information hubs throughout the planning area are needed. These safe places – which may contain timely information on available youth activities, programs, and services – should be located within existing schools, faith-based institutions, and public facilities as well as a centralized location online.

Creating awareness of these sources is key to youth and families accessing information about programs and services. Successful outreach must be done through multiple channels. Further, with the growing immigrant population, multilingual and culturally competent messaging is needed. Outreach must also include expanding technology access such as free Wi-Fi and computer access in safe and accessible locations throughout the planning area.

3.1. Launch an online program database for all youth programs, activities, and services.

Coordinate the development and maintenance of a multilingual youth-focused website portal and app to serve as a virtual clearinghouse for all youth activities, programs, and services in the planning area.

The platforms should integrate text messaging for important youth-related news and information. Communication methods should leverage other popular social media platforms, such as Snapchat and Instagram. Updated information of all youth related programs, activities, and services is needed. Parents and families should be able to easily access the information.

3.2. Conduct regular asset mapping of service providers in the planning area.

Create and maintain a current listing of youth-focused service providers in the planning area.

Conduct asset mapping on a regular basis. Asset mapping should identify the location of youth service providers and details about the services they offer. This information will improve efficiency and reduce misinformation. It will also help determine places where future resources should be allocated to help improve walking distance access to services for youth.

3.3. Enlist more community and neighborhood-based organizations, faith groups, and local businesses to serve as safe places for youth during peak and non-peak hours.

Continuously solicit youth-focused service providers to increase safe spaces that are easily accessible for youth throughout the planning area.

All youth-focused service providers should work with the community to increase access to safe spaces for youth. Youth need a variety of places for activities and programs. These places should offer youth the opportunity to relax without fear of being made to feel uncomfortable or unwelcome. This is particularly important during non-peak hours, such as the evenings and summer, when the needs of many young people are unmet. When these needs are unmet and youth are unsupervised, opportunities for at-risk behavior increases.

Potential Resources: Better Family Life, Cherokee Station Business Association, Cherokee Street Reach, Cooperating School Districts, Fathers' Support Center, Guardian Angel, HandsUp United, Heartland Black Chamber of Commerce, Hispanic Chamber of Commerce, Incarnate Word Foundation, Innovative Concept Academy, Inroads St. Louis, Jobs for Missouri Graduates, Junior Achievement of Greater St. Louis, Lutheran Family and Children's Services of Missouri, MERS Goodwill, Metro St. Louis Community Reinvestment Association, Missouri Career Centers, Missouri Connections, Ranken Technical College, Salvation Army, South Side 4ever, St. Louis Agency on Training and Employment, St. Louis ArtWorks, St. Louis City and Family Court – Juvenile Division, St. Louis Development Corporation, St. Louis Internship Program, St. Louis Job Corps Center, St. Louis Public Schools, St. Louis Regional Chamber, St. Louis Unbanked Taskforce, St. Louis YouthBuild, STL Youth Jobs, TDLC, Younglife, Youth Employment Strategy Work Group of the St. Louis Children's Agenda, Youth in Need.

Figure 3.1: Slogan about the importance of youth community engagement

Figure 3.2: Art classes taught by Cherokee Street Reach.

4. Enhance year round educational enrichment and supportive services for youth

Quality out-of-school programs and activities are important. Youth participating in these programs afterschool and during the summer generally have better academic performance, school attendance, and student behavior. Involvement also fosters stronger self-confidence and relationships. Year round educational enrichment and supportive services are important for positive social development.

4.1. Expand quality out-of-school opportunities.

Provide a variety of engaging activities for youth to participate in during non-peaks hours, such as after school and in the summer.

Widen the coordination and offerings of outdoor group exercise classes at recreation centers and parks to generate greater awareness and create interest in physical activity.

Create an annual community field day to foster a culture of engagement, fun, and recreation.

The opportunity for intramural sports should focus more on engagement and physical activity rather than competition.

Community art programming can help the youth channel aggressive behaviors and express their emotions and feelings positively.

Dedicate gallery space to local youth and include outdoor and themed-mural opportunities.

Host fairs showcasing visual and performing arts involving young people to showcase their interests and talents.

Use these performances as opportunities for them to profit from their creative endeavors. This could entail them selling items or offering ticket sales to performances.

Integrate Science, Technology, Engineering, Art, and Math (STEAM) into activities and programming.

Organize fun-theme technology workshops, such as developing video and community mapping games and computer coding utilizing the application of STEAM.

Potential Resources: 21st Century Community Learning Centers, Anytown Youth **Potential Resources:** Leadership Institute (a program of the National Conference For Community and Justice of Metropolitan St. Louis), Association of Settlement Houses, Better Family Life, Big Brothers Big Sisters of Eastern Missouri, CHARACTERplus, Cherokee Street Reach, Children's Advocacy Services of Greater St. Louis, Covenant House Missouri, Cultural Leadership, Epworth Children & Family Services, Gene Slay's Boys and Girls Club, Girl Scouts of Eastern Missouri, Girls Inc., Greater St. Louis Area Council – Boy Scouts of America, Guardian Angel, HALO (Helping through Action, HandsUp United, Love & Outreach) Project Inc., Lutheran Family and Children's Services of Missouri, Real Talk Inc. – St. Louis, Safe Connection's Teen Dating Violence Prevention Education Program, Salvation Army, South Side 4ever, SSEHV (Sathya Sai Education in Human Values) Service – St. Louis, St. Louis Public Schools, Stop The Killing Initiative Project, TDLC, the SPOT (Supporting Positive Opportunities with Teens), United 4 Children, Urban League of Metropolitan St. Louis, Voices For Children, Wyman Center's Teen Outreach Program, Younglife, Youth & Family Center, Youth At Risk: Finding Solutions Together, Youth in Need, YWCA Metro St. Louis Youth Leadership Academy.

Figure 4.1: Alpha Phi Alpha Fraternity, Inc. mentoring youth at Roosevelt High School

5. Empower youth through civic engagement, leadership, and advocacy

Youth need opportunities to develop their creativity and problem-solving skills. They need opportunities to be contributing members of the community. Empowering youth leads to youth-led community development and fosters a more diverse, representative generation of civic leaders and neighborhood champions.

5.1. Convene a local youth council centered around civic engagement, leadership, and advocacy.

Establish and support local youth councils, such as Southside Youth Council, to ensure the voices of youth are valued, respected and included in decisions and efforts that impact the planning area. Supporting young people in developing and advocating for local legislative priorities is important to empowering their civic engagement, leadership, and advocacy.

Support opportunities for youth to organize volunteer efforts.

Focus volunteer efforts on community development activities that address key challenges in the area, such as stabilizing abandoned buildings, supporting public safety efforts, etc.

5.2. Advocate for organizations, institutions, and city government to create leadership and governing roles for youth.

Expand leadership opportunities for youth in the planning area.

Launch youth advisory groups where the younger generation's perspective and ideas are voiced.

These advisory groups should participate in discussions, analyze issues, and offer recommendations. These efforts will increase the interest and involvement of youth in the community. It will develop their leadership skills and encourage civic responsibility.

Potential Resources: Asian-American Chamber of Commerce, Bosnian Chamber of Commerce, Cherokee Station Business Association, Cherokee Street Reach, Guardian Angel, HandsUp United, Heartland Black Chamber of Commerce, Inc., Lutheran Family and Children's Services of Missouri, Regional Chamber, Rise Community Development, Salvation Army, South Side 4ever, Southside Youth Council, St. Louis Hispanic Chamber of Commerce, TDLC, Thomas Dunn Learning Center, Urban League of Metropolitan St. Louis, Younglife, Youth in Need.

Figure 5.1: Youth activities hosted by Cherokee Street Reach.

Youth Council of the City of Riverside, California

The City of Riverside California launched its 28-member youth council in 2015. Its goals are to increase youth civic engagement and mobilize more young people by increasing collaboration; organize and participate in special projects, events, and leadership opportunities; engage youth in participatory governance through youth liaisons to city boards and commissions, augment the city's public relations efforts as a means to keep young people informed and civically connected; it supports the success of the Riverside Youth Court as a juvenile crime diversion and prevention program through accountability and education; and promotes service and volunteerism through its Season of Service campaign featuring Service Saturdays.

In its inaugural year Riverside was able to track 1,769 hours of logged volunteer service by youth from members of its youth council. From 2016 to date, over 3000 hours of volunteer service has been logged. Riverside also hosted its first ever Youth Leadership Summit. The summit helped equip youth with the tools they need to be positive contributors in the community and become strategic partners in city's overall future.

Hire One Youth Campaign

The Hire One Youth campaign is an opportunity for Baltimore's private-sector employers to help shape the future workforce by interviewing and hiring at least one 16- to 21-year-old who is responsible, motivated, and engaged. Job-ready young people are available for summer or year-round positions.

Program Model
- Hire One Youth participants must be Baltimore City residents, 16-21 years of age
- Youth are pre-screened and complete six hours of job-readiness instruction before being available for interviews
- Each workplace is assigned a job coach whose responsibility is to ensure employer/ employee satisfaction
- Businesses can choose to hire youth directly on their payroll, or elect to have Baltimore City serve as the employer of record and perform all payroll functions
- Hire One Youth participants are guaranteed a minimum of 120 hours of summer employment at minimum wage or higher

Benefits
- Hire One Youth participants are able to explore varied career opportunities, gain essential workplace skills and form valuable relationships with the business community
- Youth gain a competitive advantage in the workforce as well as a connection to high-growth industries
- Enlisting private-sector businesses increases investment in summer jobs, allowing the city to employ youth in greater numbers
- Employers add qualified young adults to their staff
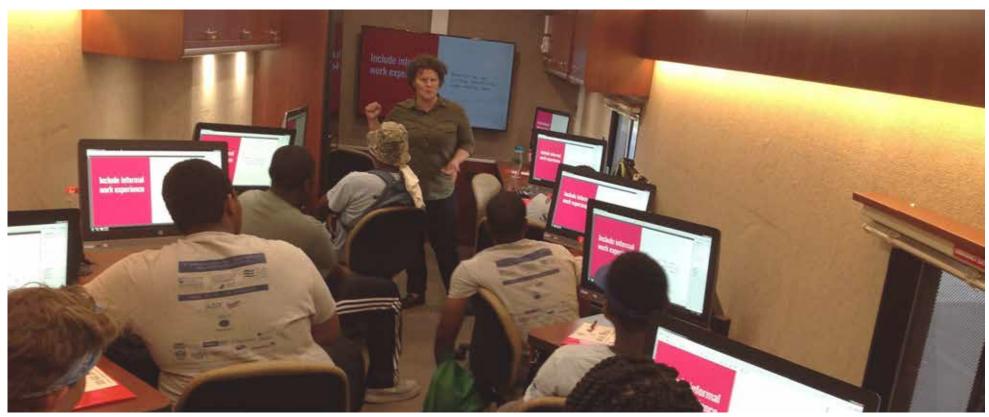
Figure 6.1: Youth employment training class in mobile job center

6. Promote youth financial empowerment

Job opportunities and career programs must be accessible by all residents in the area. With a population composed 40% of young people and 80% of people of color, cultivating a career-oriented Hind readiness culture is essential to an economically diverse, equitable, and stronger community. Placing young people in jobs lowers the number of unengaged youth, builds life skills, and increases opportunity for future success.

6.1. Support year-round youth employment opportunities and improve outreach to connect youth to jobs.

Launch a place-based youth employment campaign for the planning area.

This campaign should encourage area employers to hire at least one local young person between the ages of 16-21 from the community.

Utilize a mobile career center *(See Employment and Business Development Recommendation 2.4)* to improve outreach and provide employment training to youth.

Develop funding and additional resources from the private and philanthropic sectors to go toward job readiness instruction, job coaches to ensure employer/employee satisfaction, and payroll functions to keep administrative costs low for employers in the area.

6.2. Build employment pathways for disconnected youth to the existing and future job market.

Involve youth needing employment and training resources currently not in school or connected to programs or services to improve their immediate and future job prospects. Services provided by youth employment organizations should also be offered to those not in school and who are not working. These service providers should also ensure there are opportunities for former youth offenders. Help link disconnected youth to federal grants and scholarships that can get them enrolled into job training and apprenticeship programs.

6.3. Improve youth financial capability through financial education.

It is important to assist young people with improving their knowledge, skills, and access to managing financial resources effectively. This is especially important to disadvantaged youth who may have limited resources and access to financial education and services. Youth who are disconnected from the banking systems lack opportunities for economic mobility and financial security in their adulthood. Financial education is

most effective when people feel the information is relevant to their lives. Providing financial education, a bank account, and matching incentives to young workers will allow for their long-term financial wellbeing.

Expand incentives for youth to save in addition to increasing awareness and outreach.

Incentives should include dollar matching opportunities for youth who stay employed for a period of time and maintain an open savings account. Matching opportunities should be flexible to include youth setting their own savings goals in consultation with financial management professionals.

Potential Resources: Better Family Life, Cherokee Station Business Association, Cherokee Street Reach, Chippewa-Broadway Business Association, City of St. Louis Treasurer's Office, Cooperating School Districts, Fathers' Support Center, Downtown Dutchtown Business Association, Federal Reserve Bank of St. Louis, Guardian Angel, HandsUp United, Heartland Black Chamber of Commerce, Hispanic Chamber of Commerce, Incarnate Word Foundation, Inroads St. Louis, Jobs for Missouri Graduates, Junior Achievement of Greater St. Louis, Lutheran Family and Children's Services of Missouri, MERS Goodwill, Metro St. Louis CRA Association, Missouri Career Centers, Missouri Connections, Salvation Army, South Side 4ever, St. Louis Agency on Training and Employment, St. Louis Development Corporation, St. Louis Internship Program, St. Louis Job Corps Center, St. Louis Public Schools, St. Louis Regional Chamber, St. Louis Unbanked Task Force, St. Louis YouthBuild, STL Youth Jobs, TDLC, United Way of Greater, Urban League of Metropolitan St. Louis, Young Life, Youth Employment Strategy Work Group of the St. Louis Children's Agenda, Youth in Need.

CHAPTER MAP ●

The youth and education chapter map shows existing assets and potential locations for the implementation of recommendations from this chapter.

Youth-serving organizations and places (including parks, recreation centers, nonprofit organizations, churches, schools, public libraries, and more)
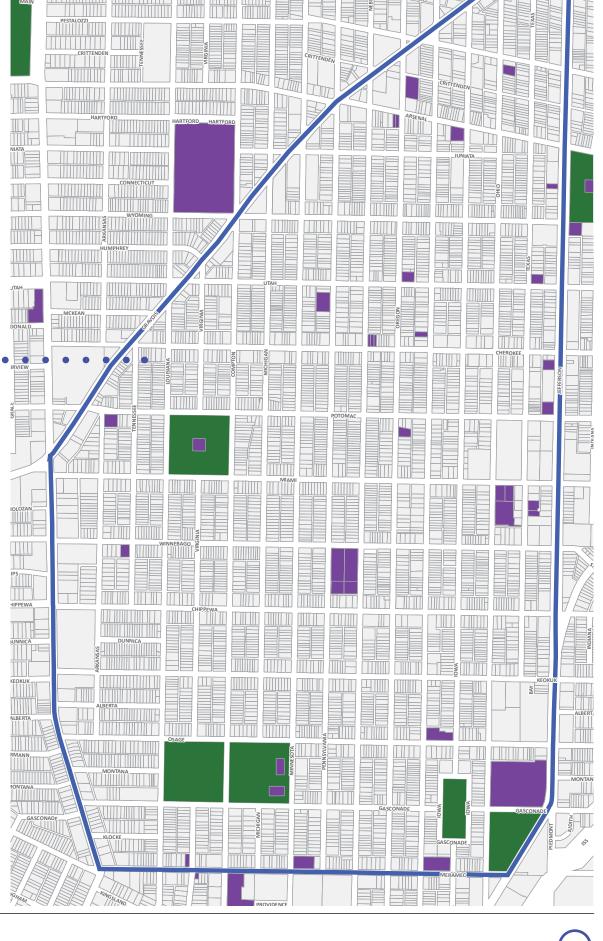
Figure 0.1: Kim Bond, owner of Gooseberries on Chippewa Street. Photo by David Carson, St. Louis Post-Dispatch.

EMPLOYMENT AND BUSINESS DEVELOPMENT

The Gravois-Jefferson planning area has an abundance of historic architecture, with dense residential, commercial, and mixed-use development. The rich history and culture of the area help create a unique identity. This uniqueness is difficult to replicate, creating a niche that has the potential to attract businesses and customers. Unfortunately, alongside these strengths, the planning area is adversely affected by perceived and actual crime, high unemployment, under-maintained and vacant properties, and the threat of continuing disinvestment. There are additional substantial barriers to economic mobility for many in the planning area that must be overcome to generate jobs that are inclusive of everyone who lives there.

Economic opportunities in the planning area must be expanded to reduce the cycle of poverty. Fostering a favorable investment climate is key to job creation. Market realities must be considered when designing equitable business development and job creation strategies. Local business associations, chambers of commerce, job training and employment services, social service providers, along with government and elected officials, must work together more effectively to attract investment and support needed job training programs that better connect all residents to employment opportunities.

Gravois-Jefferson

Historic Neighborhoods Plan

Benton Park West • NE Dutchtown • Gravois Park

MEDIAN ADJUSTED HOUSEHOLD INCOME
(Pew Research Center 2014)

$43,000
Black and Latino Households

$71,300
White Households

$77,900
Asian American Households

Employment and Business Development Chapter Goal: Foster a favorable investment environment that retains, expands, and attracts quality businesses and connect residents to jobs and resources to support economic mobility.

1. Improve access to reputable financial services

1.1. Expand financial capability through education, grassroots outreach, and greater use of services offered by reputable service providers and financial institutions.

1.2. Limit the concentration of short-term loan establishments operating around the planning area.

1.3. Increase hiring of multilingual employees at financial institutions to provide service, marketing, and outreach.

2. Increase employment among youth, people of color, and immigrants

2.1. Support a network of workforce development resources that equip individuals with job readiness skills.

2.2. Attract a technical or trade school to provide apprenticeship programs.

2.3. Develop green jobs training program aimed at increasing employment opportunities for planning area residents.

2.4. Create a mobile career center that connects job opportunities to residents seeking employment.

2.5. Promote youth employment opportunities in the community development field.

3. Support development and growth of small, minority, women, and immigrant-owned businesses

3.1. Market the planning area to small businesses, especially those that seek to connect to a multicultural and multilingual employee and consumer base.

3.2. Build cultural competency that supports inclusion of multicultural businesses and is welcoming to residents and consumers.

3.3. Provide mentoring, one-on-one coaching, and training seminars for business development and growth.

4. Enhance major corridors and commercial districts

4.1. Invest in high impact, high visibility commercial district improvements.

4.2. Explore Jefferson-Broadway-Chippewa as a potential Community Improvement District.

4.3. Designate a high-impact portion of Gravois Avenue with Historic Main Street status (as part of the original Route 66).

4.4. Develop a Management Assistance Program for vacant storefronts.

4.5. Coordinate diverse public events and programming to attract visitors.

4.6. Develop a unified marketing campaign.

5. Support commercial development opportunities

5.1. Maintain a list of available commercial properties and a community profile of the planning area.

5.2. Recruit desired businesses to the planning area.

5.3. Strengthen existing resale, antique and collectible businesses.

5.4. Support the development of the fastest growing segments in the entrepreneurial ecosystem: minority-, women-, and immigrant-owned businesses.

5.5. Improve and expand counseling, training, and networking related to starting and growing businesses.

5.6. Promote food entrepreneurship.

5.7. Foster cultural entrepreneurship.

5.8. Promote Cherokee Street as an "International Corridor."

5.9. Strengthen connections between S. Grand, Gravois, Cherokee, Chippewa and Broadway commercial districts.

5.10. Connect South Grand and Dutchtown CIDs to improve South Grand corridor.

5.11. Encourage commercial reuse of historic buildings along commercial corridors.

5.12. Encourage the development of underdeveloped sites along commercial corridors.

5.13. Ensure the development of new sites along commercial corridors follow design guidelines.

Glossary

Bricks and mortar: Traditional business serving customers in a building as contrasted to an online business or temporary space.

Community Improvement District (CID): A political subdivision with the power to impose special assessments and/or real estate taxes to pay for public improvements. CIDs can be used for a wide variety of projects and improvements as long as the projects are for public use in blighted areas.

Community infrastructure: Includes the entities, partnerships and programs that serve as the long-term implementer, guardian, or funder of important neighborhood services, programs and projects.

Conditional use permit: A conditional use permit allows the city to consider uses which may be essential or desirable, but which are not allowed as a matter of right within a zoning district, through a public hearing process. A conditional use permit can provide flexibility within a zoning ordinance.

Façade Program: City of St. Louis Neighborhood Commercial District Improvement Program offer grants to small businesses and neighborhood commercial districts located in eligible areas of the city. Eligible applicants may request forgivable loans up to $20,000 for facade improvement work, depending on the project's scope and level of private investment. Secured forgivable loans of greater amounts are considered on a case-by-case basis.

Financial capability: The combination of knowledge, skills, attitudes and ultimately behaviors that translate into sound financial decisions and appropriate use of financial services.

Main Street businesses: Businesses defined as retail, food services, accommodation, and neighborhood services.

Micro-segmentation: An advanced form of market segmentation that groups consumers into very specific audiences within various niche markets so that priority is based on customer data that is most meaningful resulting from analyses of individual behaviors.

Mixed-use development: Development that blends residential, commercial, cultural, institutional, or industrial uses, where those functions are physically and functionally integrated.

Neighborhood Revitalization Strategy Area: A special designation by the U.S. Department of Housing and Urban Development that allows a local jurisdiction greater flexibility in the use of CDBG funds within a prescribed geography.

Overlay district: A regulatory tool that creates a special zoning district, placed over an existing base zone(s), which identifies special provisions in addition to those in the underlying base zone. Regulations or incentives are attached to the overlay district to protect a specific resource or guide development within a special area. A "use" is essentially how a property is used. Some uses are allowed by right, other uses are limited or require a conditional use review. Finally, some uses are prohibited and are not allowed in the zone at all. Base uses are those uses allowed on a specific property and the required development standards that apply (such as maximum height and required setbacks).

Promise Zone: High poverty communities where the federal government partners with local leaders to increase economic activity, improve educational opportunities, leverage private investment, reduce violent crime, enhance public health and address other priorities identified by the community. The St. Louis Promise Zone encompasses portions of the City of St. Louis and St. Louis County including the communities of: Bellerive Acres, Bel-Nor, Bel-Ridge, Berkeley, Beverly Hills, Cool Valley, Country Club Hills, Dellwood, Ferguson, Flordell Hills, Glen Echo Park, Greendale, Hazelwood, Hillsdale, Jennings, Kinloch, Moline Acres, Normandy, Northwoods, Pagedale, Pine Lawn, Riverview, University City, Uplands Park, Velda City, Velda Village Hills, and Wellston.

Public realm: Areas to which the public has access (such as roads, streets, parks, and open space). This includes the publicly accessible space between buildings, along with the spaces and the buildings or other structures that enclose them.

Retail leakage: Occurs where there is an imbalance between what people in a local market spend on certain items and the volume of those items sold in that same local market. Positive leakage occurs when the options for purchasing goods and services in an area are limited, so those who live in the area must travel outside the area to purchase those goods and services. Negative leakage occurs where ample options for purchasing goods and services in an area attract spending from people who live outside the area.

Request for Proposals: A document that solicits proposals from potential suppliers or service providers on behalf of an agency or company interested in the procurement of a commodity, service, or valuable asset.

Special taxing district: Units of local government or quasi-governmental entities with power to raise revenue by taxation, special assessment, or charges for services.

Tax abatement: Development tool designed to assist the redevelopment of property in blighted areas. It freezes the property tax assessment at the pre-improved value for a specified number of years

Tax increment financing: A financing tool designed to spur private redevelopment. It allows for a defined period of time, for the use of a portion of the increased property taxes and sales tax revenues generated by the redevelopment activity within a defined "blighted," "conservation" or "economic development" area to pay either the debt that was incurred to make the improvements or for future improvements.

Transit-oriented development: An approach to development that focuses land uses around a transit station or within a transit corridor.

Transportation Development District (TDD): Separate subdivision of the State of Missouri, established to undertake a variety of transportation-related projects. Property owners within the District agree to impose an additional sales tax (up to 1%) in order to generate the revenue to pay for the proposed projects. The TDD is administered by a board that is city controlled with a provision that existing property owners and businesses will maintain some measure of control over the types of projects.

Unbanked: Individuals who either do not have knowledge of available financial services resources or do not have access to them.

Underbanked: Individuals who supplement their bank account with alternative financial services, such as check cashing, payday lending, or short-term loan establishments.

Wayfinding signs: Directional signage that offers information that guides people through a physical environment and enhances their understanding and experience of the space. Often seen in urban areas, college campuses, transportation facilities and healthcare institutions.

1. Improve access to reputable financial services

The St. Louis region has one of the largest unbanked populations of any major city in the United States. A 2013 survey of households by the Federal Deposit Insurance Corporation (FDIC) found that 4 percent of households in the St. Louis metropolitan area did not have a bank account. Additionally, more than 19 percent of the metropolitan area's residents were underbanked. The City of St. Louis is even higher. Based on 2013 estimates by the Assets and Local Data Opportunity Center, 37.1% of the city's population was unbanked or underbanked. This is a barrier to economic mobility because un/under-banked individuals often lack access to reliable loans and lines of credit, which are critical for making big purchases and providing financial security. Economic hardship influences behavior and decision-making, often forcing individuals and families to resort to using the services of predatory lenders. The end result is long-term financial instability for the families and individuals and a chronic distrust of the financial sector.

African-Americans make up the vast majority of the unbanked population in the St. Louis region. Thirteen percent of African-American households in the region are unbanked compared to 18% nationally. With the poverty rate in the Gravois-Jefferson planning area at 40% and a population that is 80% people of color, primarily African-American, there is a need for financial literacy and banking services targeted at those who are unbanked and underbanked.

1.1. Expand financial capability through education, grassroots outreach, and greater use of services offered by reputable service providers and financial institutions.

Provide area residents with the knowledge and skills to help them make sound financial decisions.

A trusted and proven nonprofit organization that can help educate individuals on how to build assets should focus on helping residents build trust and familiarity with banks and financial institutions. The organization should help financial institutions establish a welcoming local presence in the community through sponsorships, marketing, grassroots outreach, and special events. Messaging on financial services should be multilingual and responsive to local racial and generational diversity.

Conduct a study to determine the feasibility of launching a mobile career center, such as a converted RV or bus, with staffing and computer work stations that can be used to provide opportunities for financial training, workshops, and counseling.

The mobile career center concept should be marketed to financial institutions who could collaborate on providing mobile financial education services and underwriting the cost. To maximize opportunity for usage and financial support, the mobile career center should also serve the St. Louis Promise Zone.

The collaboration among financial institutions and the Promise Zone could leverage and align their funding with the City, increasing opportunities for effective grassroots marketing and outreach. This cross sector collaboration could also help service providers better align their measurements, report on data and outcomes, share evidence-based approaches that can be used to advance racial equity, and establish a model for other neighborhoods and communities.

For more details about other services offered by a proposed mobile career center [See Youth and Education Recommendation 2.3].

1.2. Limit the concentration of short-term loan establishments operating around the planning area.

Restrict the availability and growth of financial establishments that do not provide traditional banking services.

Local planning and zoning codes can restrict the proliferation of short-term loan establishments. City of St. Louis Ordinance 70391, Section 2 and Subsection 7 gives the Commissioner of the Building Division the authority to prescribe additional code enforcement regulations. Community leaders should continue to monitor the impact of these establishments within the planning area and, if necessary, they should propose stricter regulations to the Commissioner.

Collaborate with consumer advocacy groups in developing a public service campaign to inform residents about alternatives to short-term loans, such as traditional banking and nonprofit financial services.

The more accessible these alternatives are the less likely residents will become trapped in the cycle of high cost borrowing.

Take positions on bills in future local and state legislative sessions that help reduce the predatory nature of short-term loan establishments.

These efforts should be coupled with city government incentives that encourage nonprofit financial services and traditional banks to develop alternative non-predatory loan products that meet the same consumer need.

Midwest BankCentre and Friendly Temple Missionary Baptist Church

Midwest BankCentre and Friendly Temple Missionary Baptist Church opened a full-service bank at the church's campus in April 2017 to serve previously unbanked and underserved residents and businesses in the rebounding Wells-Goodfellow community in the City of St. Louis. Through this partnership, five new full-time positions were created. The branch has two indoor teller stations, computer kiosks, and a community meeting room with a big screen TV, free WiFi and a whiteboard. The community meeting room is available for use free of charge to community groups. The community meeting room is often used for financial education and counseling aimed at expanding financial capability among the church's 12,000 members along with area residents. The branch also has two drive-up lanes, one with a 24-hour ATM. A second ATM is located inside the church lobby.

The bank is more than just an economic catalyst, it is a community anchor that represents safety and stability. It also adds credibility to the neighborhood. Short-term, residents have a reputable alternative to predatory check cashing and payday lending. Longer-term, small business owners offering needed neighborhood services will have greater confidence in locating there. The church and bank working together improves grassroots outreach for greater use of needed financial services to help expand financial capability that educates and equips individuals and families with the financial tools to succeed.

Figure 1.1: Friendly Temple MidWest BankCentre location.

1.3. Increase hiring of multilingual employees at financial institutions to provide service, marketing, and outreach.

Boost multilingual bankers working at financial institutions in the area. In order to engage residents, banks and financial institutions should use appropriate language and communication methods. In the planning area, these methods must include multilingual outreach.

Organize meetings with decision makers at banks and financial institutions to share data on the multilingual demographics in the planning area.

This data, alongside anecdotal evidence from the public engagement process, may help make the case for hiring multilingual employees. Efforts should be made to hire individuals who live in the planning area. Financial service employees hired from the neighborhood may have a greater appreciation for the cultural background of residents and the language skills needed to communicate with members of the community.

Local hiring may foster neighbor-to-neighbor financial service advocates who regularly inform fellow residents about available services. Financial institutions that hire from the planning area may benefit from building trust and familiarity with the local community.

Potential Resources: Aldermen, Legal Services of Eastern Missouri, Asian American Chamber of Commerce, Better Business Bureau, Bi-Lingual International Assistant Services, Bosnian Chamber of Commerce, City Zoning Section, Consumers Council of Missouri, Federal Consumer Financial Protection Bureau, Federal Reserve Bank of St. Louis, Hispanic Chamber of Commerce, International Institute, Justine Petersen, Metro St. Louis Community Reinvestment Association, St. Louis Unbanked Task Force, State of Missouri Consumer Protection Office.

2. Increase employment among youth, people of color, and immigrants

Young people, people of color and immigrants are more likely to live in poverty, face higher levels of unemployment and earn significantly less than their white counterparts. Immigrants may face additional barriers accessing jobs and economic stability because of language differences and possible lack of documentation. Seventy-eight percent of the 13,000 planning area residents are people of color. Nearly 40 percent of the planning area's households live below the poverty line. The combination of rising inequality, stagnant wages, and persistent racial and economic disparities are placing the planning area's long-term economic future at risk.

2.1. Support a network of workforce development resources that equip individuals with job readiness skills.

Build a network of workforce development providers to serve the area. Workforce development agencies, employment training providers, and chambers of commerce should establish formal collaborative partnerships and approaches. Effective coordination among the partnerships should spur alignment in their goals and measurable outcomes.

2.2. Attract a technical or trade school to provide apprenticeship programs.

Recruit schools offering apprenticeship programs to serve residents seeking job training and careers.

There is currently no technical nor trade school that provides apprenticeship programs south of Interstate 44 in the City of St. Louis. A technical or trade school could utilize the large supply of vacant commercial space in the planning area to build educational facilities, adding a significant and needed anchor to the area. This institutional anchor may increase commercial activity and jobs in the area. It could also provide apprenticeship programs that tap into a population of young adults, people of color, and an emerging immigrant population.

Baltimore Mobile Job Center

The City of Baltimore, Maryland launched a three-year mobile job center in 2017, which is being funded for three years at a cost of approximately $600,000. This investment is being funded by Baltimore Gas and Electric along with Exelon, which each company share the naming rights on the converted large camper. The Mobile Job Center offers computers, books, information, and assistance for city residents seeking jobs and career changes. It is highly visible and is on a set schedule that lists regular locations and times. It frequents community events where large crowds are present to maximize exposure and usage of its services.

The vehicle features twelve individual computer workstations, a print collection, and library staff to help with: basic computer assistance, creating résumés and cover letters, databases on careers and test preparation, information on training programs, job searching and completing applications, preparing for job interviews, referrals to job and career organizations, referrals to adult basic education and GED classes, and signing up for an email address. The Mobile Job Center is also equipped with a handicap lift as well as a large HDTV screen inside the vehicle for presentations, classes, and demonstrations. An awning and additional exterior HDTV screen allow for expanded group presentations. It is operated by the public library of the city. There are plans to launch another two mobile job centers in the coming years.

Figure 2.1: Mobile Job Center from Baltimore, Maryland.

3. Support development and growth of small, minority, women, and immigrant-owned businesses

The planning area has an antique district and a diverse collection of small businesses that provide goods and services to support the local community. It also has one of the greatest concentrations of multilingual residents in the region. This makes the Gravois-Jefferson planning area unique and competitive; it can't be easily replicated in other areas of the city or region. Despite economic challenges, the location of the planning area, its historic character, unique business mix, and ethnic and cultural diversity, give it advantages that help attract new businesses, support entrepreneurs, and grow existing businesses. This growth and investment should benefit residents by providing employment opportunities and meeting consumer needs.

According the Small Business Administration (SBA) Survey of Business Owners, minority businesses are likely to hire other minorities at a higher rate than nonminority-owned businesses. Further, the number of minority-owned businesses is likely to grow faster than the number of non-minority owned businesses. The development and growth of minority-owned businesses can play an important role in making the planning area more attractive to live, work, and visit.

3.1. Market the planning area to small businesses, especially those that seek to connect to a multicultural and multilingual employee and consumer base.

Recruit businesses for a culturally diverse residential base and that can attract visitors to the area.

Convene regularly scheduled meetings to market the planning area to small businesses in the St. Louis region. Meetings should involve local business associations, Community Improvement Districts (CIDs), St. Louis Development Corporation Commercial District Managers, regional and local chambers of commerce, property managers, and real estate agents.

There is positive restaurant leakage in the planning area due to a lack of food establishments. Additional restaurants should be recruited to capture restaurant spending leaking from the area. A considerable leakage in spending on apparel suggests the opportunity for additional retail businesses in the planning area.

2.3. Develop green jobs training program aimed at increasing employment opportunities for planning area residents.

Prepare residents in the green jobs sector and to participate in development projects addressing the needs of the area.

A green jobs training program should equip residents with the skills needed to engage in emerging green job growth opportunities, including energy efficient construction, natural resource conservation, and environmental advocacy. Employment training providers, contractors, and trade unions could collaborate on developing and implementing such a program. A green jobs program could enable area residents to participate in local development projects. Developers and contractors should be encouraged to hire local talent.

2.4. Create a mobile career center that connects job opportunities to residents seeking employment.

Use mobile service to improve outreach in connecting residents in the area to jobs. To build trust with the community, organizers of the mobile career center should partner with churches, food banks, and other social service providers in the planning area. The mobile career center should be developed and operated through a public-private partnership that involves the City of St. Louis and businesses.

2.5. Promote youth employment opportunities in the community development field.

Facilitate youth-led community development by introducing youth to the field and to available employment opportunities.

Develop a youth in community development program that fosters awareness of the field. The program should provide employment experience at organizations, institutions, government, and businesses involved in some functional area of community development. The program should include opportunities for mentorship, facilitate youth-led community development, and foster a more diverse, representative generation of civic leaders and neighborhood champions.

Potential Resources: Thomas Dunn Learning Center, St. Louis Agency on Training and Employment, St. Louis Internship Program, Asian American Chamber of Commerce, Bosnian Chamber of Commerce, Heartland Black Chamber of Commerce, Hispanic Chamber of Commerce, International Institute, local colleges and universities, Missouri Division of Workforce Development, Near Southside Employment Coalition, Ranken Technical College, Regional Chamber, SLU Center for Workforce and Organizational Development, St. Louis Mosaic Project, St. Louis Public Library, St. Louis Public Schools, St. Louis Public Schools Foundation, St. Louis Youth Jobs, St. Public Library Foundation Board.

EMPLOYMENT AND BUSINESS DEVELOMPMENT

3.2. Build cultural competency that supports inclusion of multicultural businesses and is welcoming to residents and consumers

Provide proactive support to entrepreneurs needing education, including their understanding of the local government regulatory business process. Clarify licensing and inspection processes that are helpful for non-English speaking entrepreneurs.

There is need to train businesses to better understand and successfully connect with a diverse market of local consumers. Cultural competency trainings may ensure that membership and leadership of area business associations are open to all, including leadership positions.

3.3. Provide mentoring, one-on-one coaching, and training seminars for business development and growth.

Offer educational and business relationship opportunities to support entrepreneurs

Professional and organizational development trainers, along with local university business schools, could connect with local business associations, local chambers of commerce, and St. Louis Development Corporation Commercial Business District Managers to offer regularly scheduled training programs and seminars. These trainings could include topics such as diversity, inclusion, cultural competency, and marketing to diverse consumer bases.

Trainings should also include social networking opportunities focused on partnering businesses and entrepreneurs with business mentors and coaches. Recognized leaders and experts could attend and offer additional opportunities for mentorship. These events should also be an opportunity for immigrant entrepreneurs to increase their knowledge of regulatory and licensing requirements.

Potential Resources: Asian American Chamber of Commerce, Better Family Life, Bosnian Chamber of Commerce, Center for the Acceleration of African-American Businesses, City of St. Louis Business Assistance Center, City of St. Louis Business Assistance Center, City of St. Louis Business Development Center, City of St. Louis Treasurer's Office, Grace Hill Women's Business Center, Heartland Black Chamber of Commerce, Hispanic Chamber of Commerce, International Institute, Missouri Small Business Development Center, Regional Chamber, Small Business Administration, St. Louis Development Corporation, St. Louis Minority Business Council local colleges and universities, St. Louis Minority Business Development Agency, St. Louis Mosaic Project, St. Louis Youth Jobs.

4. Enhance major corridors and commercial districts

Prioritize enhancements at the gateways of major commercial districts and corridors that will have a positive and memorable impression. These enhancements should be targeted to the Gravois-Jefferson-Sidney intersection; Arsenal and Jefferson; Cherokee and Jefferson; Cherokee and Gravois, Chippewa-Jefferson-Broadway intersection, Chippewa and S. Grand, Broadway and Meramec, and S. Grand and Meramec. These gateways are the first view visitors see and they serve as portals into the community.

Prioritize funding of visually distinctive capital improvements and street enhancements at these entry points using uniform signage, lighting, and landscaping. These improvements will play an important role in attracting investment and visitors to the community.

Maintain these gateways as aesthetically pleasing sites that promote community identity among residents, visitors, and investors. Further, ensure the public realm is well maintained with regularly scheduled cleaning and maintenance services along with security cameras for public spaces. A clean public realm contributes to the sense that a community is safe and healthy, in addition to improving the overall perception of the community.

4.1. Invest in high impact, high visibility commercial district improvements.

Improve vitality in commercial areas to attract investment and patrons.

Foster the creation of a pedestrian-oriented shopping environment that enhances the quality of the shopping experience by integrating improved sidewalks and curbs with color and texture, pedestrian scale streetlights, street trees, street banners, boldly detailed pedestrian crosswalks, and hanging baskets and tubs.

Encourage and support mixed-use developments within the commercial districts to help contribute to local social and cultural diversity. Local business associations, in collaboration with the arts community, may increase place-making opportunities by advocating for the increased use of art in public spaces [See Arts and Culture Recommendation 2.4]. Restaurants should consider providing outdoor seating as a way to activate streetscapes and encourage economic development. Outdoor seating has the capacity to attract more patrons and bring vibrancy to the commercial districts and major corridors. The restaurants benefit from the expanded seating capacity while helping to reinforce the image of a thriving area.

Figure 4.1: View down a potential future for Chippewa Street.

4.2. Explore Jefferson-Broadway-Chippewa as a potential Community Improvement District.

Develop tools to generate revenue to provide needed services.

Business and community leaders around the Jefferson-Broadway-Chippewa intersection should consider establishing a Community Improvement District (CID) to generate funds for public improvements. If a CID for the Jefferson-Broadway-Chippewa corridor is wanted, organizers should consider extending an existing CID into the corridor rather than creating a separate entity. Doing so would leverage existing capacity and spur cross-corridor collaboration.

4.3. Designate a high-impact portion of Gravois Avenue with Historic Main Street status (as part of the original Route 66).

Attract national marketing resources to build historic preservation tourism opportunities.

Consider applying to the National Main Street Center (a subsidiary of National Trust for Historic Preservation) to designate a portion of Gravois Avenue with Historic Main Street status. This designation can help expand access to tools and resources that can be used to preserve and build upon the historic character of the area, and create new marketing opportunities.

4.4. Develop a Management Assistance Program for vacant storefronts.

Establish a management assistance program in the planning area. In partnership with property owners, launch an initiative to manage vacant storefront windows. This program should assist entrepreneurs by connecting them with government and private financing resources to assist with build out of the spaces. Incentives should ensure that businesses renting storefronts activate the spaces to improve streetscapes and overall vitality. The number of buildings being used for storage and with unattractive window coverings should be reduced.

The program may be enhanced through collaboration with the arts community. Artistic interventions in vacant storefronts can make the properties appealing for prospective businesses and enhance the vitality of the streetscape. Windows are opportunities to integrate aesthetically pleasing art into the historic buildings to reflect the historical events and culture of the planning area.

Consider designating the area as a Neighborhood Revitalization Strategy. This will help the feasibility to operate the Management Assistance Program by leveraging federal resources. Consider including the management of residential properties [See Housing Recommendation 4.1].

4.5. Coordinate diverse public events and programming to attract visitors.

To attract visitors to the planning area's commercial districts, host public events that reflect the variety of local cultures. Organizers should coordinate with the Office of Special Events in the Mayor's Office and other city departments as necessary, particularly to assist vendors navigate any related fees and licensing requirements.

4.6. Develop a unified marketing campaign.

Establish a marketing committee to promote the planning area's commercial corridors.

Responsibilities of the marketing committee should include leveraging financial resources to promote the planning area's commercial corridors. The marketing campaign should be aimed at reaching investors, entrepreneurs, businesses, residents, and potential visitors. The effort should integrate a logo and slogan that can be used consistently to enhance branding through the use of brochures, social media, signage, street banners, and gateway markers.

Figure 4.2: Marketing campaigns may include signage, banners, public amenities and more.

Potential Resources: Asian American Chamber of Commerce, Better Family Life, Bosnian Chamber of Commerce, Center for the Acceleration of African-American Businesses, Cherokee Street Business Association, Chippewa Broadway Business Association, City of St. Louis Business Assistance Center, City of St. Louis Business Development Center, City of St. Louis Treasurer's Office, Downtown Dutchtown Business Association, Dutchtown South Community Corporation, Grace Hill Women's Business Center, Heartland Black Chamber of Commerce, Hispanic Chamber of Commerce, International Institute, local colleges and universities, Missouri Small Business Development Center, Regional Chamber, Small Business Administration, St. Louis Development Corporation, St. Louis Minority Business Council, St. Louis Minority Business Development Agency, St. Louis Mosaic Project, St. Louis Youth Jobs.

5. Support commercial development opportunities

To understand local market demand for the area is to know the most immediate opportunities and needs for entrepreneurs and businesses. At a time when many markets are saturated, inner city markets remain poorly served—especially in retailing, financial services, and personal services. Some of the notable qualities of the planning area are its geographic size, diversity, multiculturalism, location, and density. Even though the average household income in the planning area is relatively low, the high population density results in aggregate purchasing power that translates into the potential for sales growth.

5.1. Maintain a list of available commercial properties and a community profile of the planning area.

Develop a database that serves as a clearinghouse of updated information on available vacant properties and demographics in the planning area. Local commercial and mixed-use property owners should collaborate with city officials and local business associations to maintain an updated database of vacant properties throughout the planning area. This database should be accessible by individuals who need space for food, retail, and professional services.

The unified marketing campaign should help promote the area as a whole, not just individual properties, as business location decisions are more heavily based on geographic locations and not specific buildings [See Employment and Business Development Section 4.6]. Marketing materials should include information on the benefits of the area, including the multicultural population. Marketing materials should also be multilingual and complemented with useful information on government assistance programs that help new businesses start-up and existing businesses grow.

5.2. Recruit desired businesses to the planning area.

Attract businesses that build on the area's uniqueness of diversity and large concentration of population. Community improvement district managers should work together to address ways to encourage retail concepts, entertainment, and other services. Promote the area as an emerging hot spot. Strive to achieve a good mix of businesses to serve diverse residents and attract a wide variety of customers.

5.3. Strengthen existing resale, antique and collectible businesses.

Professionalize business practices in the planning area by creating a products association of compatible categories involving the resale, antique, and collectible stores.

The current collection of resale stores along with the close proximity of antique shops just east of the planning area, should work together to professionalize business practices through the creation of a products association. Efforts should include joint advertising, conducting targeted events, establishing and monitoring standards of merchandising and appearance, placing a distinctive group logo on the stores of members, recruiting additional quality operators, and creating a collaborative e-commerce presence to take advantage of online retail sales to capture a broader market.

5.4. Support the development of the fastest growing segments in the entrepreneurial ecosystem: minority-, women-, and immigrant-owned businesses.

Develop a long-term intentional focus of providing resources and opportunities to minority and disadvantaged entrepreneurs.

Growth in the number of women, minority, and immigrant entrepreneurs creating businesses leads to higher employment rates among all minority groups because women, minority and immigrant entrepreneurs hire other women, minorities, and immigrants at higher rates compared to nonminority entrepreneurs. Helping these entrepreneurs build businesses and participate fully in the city's economic life presents a vital opportunity to foster and support a more inclusive economy. The planning area's ethnic and cultural diversity is a strength that can foster the whole entrepreneurial ecosystem. This diversity is a unique quality of the planning area that can't be easily replicated in other areas in the region.

5.5. Improve and expand counseling, training, and networking related to starting and growing businesses.

Expand opportunities to provide knowledge for navigating systemic and institutional barriers and offer training in general business management practices.

Foster inclusive connections and learning through engaged counseling, training, and networking opportunities. These opportunities should be regularly scheduled to connect entrepreneurs and share business information. Efforts should ensure that information and outreach are sensitive to the cultural and language needs of aspiring entrepreneurs.

5.6. Promote food entrepreneurship.

Build a new food economy for the area, helping attract visitors seeking culturally diverse dining and food options.

There is an opportunity to promote food entrepreneurship among an ethnically diverse emerging population base. This should include organizing a food consortium where members are locally-owned food businesses – urban farmers, caterers, bakers, picklers, distributors, corner stores, and cafes – who support each other in the process of growing and improving their individual businesses. Support these businesses in taking active steps together towards a more delicious and healthy food economy.

Allocate and leverage public and private funding to launch the operation of a commercial kitchen/food incubator by an experienced operator.

The incubator should be used to help support the development and growth of food entrepreneurs, creating food businesses that can spin-off into vacant spaces within the planning area's commercial districts.

5.7. Foster cultural entrepreneurship.

Build an economy that supports the artist community and creates opportunities to enliven building spaces in the planning area.

Foster cultural entrepreneurship to help attract entrepreneurs in publishing, advertising, music, design, and architecture. Cultural entrepreneurship provides an opportunity to support the diversity of the planning area. Artists can improve the local economy and enhance place making. Artists generate income from outside the community through the export of the artist community's creations—books, recordings, visual art—and by traveling to perform and exhibit their work. These entrepreneurs may also enliven the area through place making and using buildings as live/work spaces in addition to attracting other skilled residents and employers. Commercial property owners could create equipment-sharing artists' spaces, artist studios and live/work buildings.

5.8. Promote Cherokee Street as an "International Corridor."

Leverage the strength of the planning area's ethnic and cultural diversity by designating Cherokee Street as a business district and marketed as the "International Corridor."

With the wide variety of immigrant communities that call the planning area home, there is an opportunity to establish a number of unique shopping experiences, eateries, and business services that can contribute to the vitality of the area. By designating an "International Corridor," businesses can work toward establishing an attractive shopping and dining experience and business district that highlights the emerging multicultural appeal of the area.

5.9. Strengthen connections between S. Grand, Gravois, Cherokee, Chippewa and Broadway commercial districts.

Commercial districts should work together to shape the business mix through more strategic leasing, the design and appearance of public realm improvements, and unified marketing and promotional efforts.

Business owners and associations from across the planning area should come together to identify opportunities for collaboration. These collaborative efforts should focus on sharing resources, addressing safety, and coordinating public improvements.

Install wayfinding signage to make it easier for visitors to navigate the area and connect the commercial districts. (See Transit, Streets, and Walkability Recommendation 13.4).

5.10. Connect South Grand and Dutchtown CIDs to improve South Grand corridor.

Explore potential Transportation Development District (TDD) to assist with improvements for the area between the S. Grand Community Improvement District and the Dutchtown Community Improvement District.

Explore creating a TDD on S. Grand between Utah Street to the north and Meramec to the south. This will enable this stretch of S. Grand to focus on a variety of potential transportation-related projects. [See Transit, Streets, and Walkability Chapter].

If a TDD is implemented the city controlled established board could contract with the South Grand Community Improvement District or the Dutchtown Community Improvement District for other services such as security, cleaning, marketing, parking management, etc.

5.11. Encourage commercial reuse of historic buildings along commercial corridors.

Preserve the historical character of the area by targeting incentives to historic rehabilitation with a priority of buildings in commercial corridors.

FIGURE 5.1: PROPOSED TRANSIT-ORIENTED DEVELOPMENT ALONG MAJOR COMMERCIAL CORRIDORS

Key components include multi-model transit stops, a mix of housing typologies, mixed-income living, mixed-use development (retail and commercial on ground floor), and pedestrian and bike-friendly infrastructure.

Buildings restored to their original appearance can serve as magnets for commercial development. Promote the area's history by utilizing vacant storefront properties with displays of art and photography that help visitors understand the historic character of buildings and the community. Provide training to property owners on the use of state and federal historic rehabilitation tax credits. Allocate additional public funding for façade improvements and other incentives that can be set-aside for the exterior rehabilitation of historic buildings that are converted for commercial uses. These incentives should be targeted to specific locations. Selection of these locations should be in highly visible areas, such as intersections and along commercial corridors. Concentrating these incentives can help build momentum to stimulate faster private sector investment.

5.12. Encourage the development of underdeveloped sites along commercial corridors.

Leverage tax increment financing along with other tools and incentives for developers that can develop the highest and best use for city-owned property along commercial corridors with great visibility.

Identify and prioritize high impact opportunity sites with high traffic volumes and good visibility along the S. Grand, Gravois, Jefferson and Broadway corridors. Evaluate opportunities where property tax abatement and tax increment financing can be applied and leveraged as potential incentives to maintain density, create jobs, and promote mixed-used developments.

Vacant parcels owned by the City, such as the site at the southwest corner of Jefferson Avenue and Arsenal Street, should be prioritized because of site control. Market the site by issuing a request for proposals to attract a developer for the highest and best use.

5.13. Ensure the development of new sites along commercial corridors follow design guidelines.

Ensure new construction respects the massing and siting of the area's historic built environment to help preserve the historic character of the planning area.

High-profile intersections along commercial corridors should be used for higher density, mixed use development. Concentrate development opportunities in close proximity to public transportation and encourage transit oriented development (See Figure 5.1).

The Gravois-Jefferson community has set forth general design guidelines

for development. The intent of the standards for the design guidelines is to enhance the pedestrian, transit and personal auto experience [See Transit, Streets, and Walkability Recommendation 5.1] in regards to those corridors that have been established in the plan as commercial corridors (See Appendix A2 for prescribed guidelines detailing standards and guidelines for developing along commercial corridors in the Gravois-Jefferson Planning Area).

Tax increment financing and other public incentives should only be considered if design guidelines are met and for developments that propose the highest and best use of the site.

This should be a particular priority when seeking an experienced developer to develop city-owned property.

Potential Resources: Asian American Chamber of Commerce, Better Family Life, Bosnian Chamber of Commerce, Center for the Acceleration of African-American Businesses, City of St. Louis Affordable Housing Commission, City of St. Louis Business Assistance Center, City of St. Louis Business Development Center, City of St. Louis Community Development Administration, City of St. Louis Treasurer's Office, City Zoning Section, Grace Hill Women's Business Center, Heartland Black Chamber of Commerce, Hispanic Chamber of Commerce, International Institute, local colleges and universities, Missouri Small Business Development Center, Regional Chamber, Small Business Administration, St. Louis Development Corporation, St. Louis Minority Business Council, St. Louis Minority Business Development Agency, St. Louis Mosaic Project, St. Louis Youth Jobs.

Figure 5.2: Proposed Mobile Job Center (see Employment and Business Development Recommendation 2.4) parked at TOD area.

CHAPTER MAP
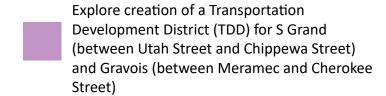
The employment and business development chapter map shows existing assets and potential locations for the implementation of recommendations from this chapter.
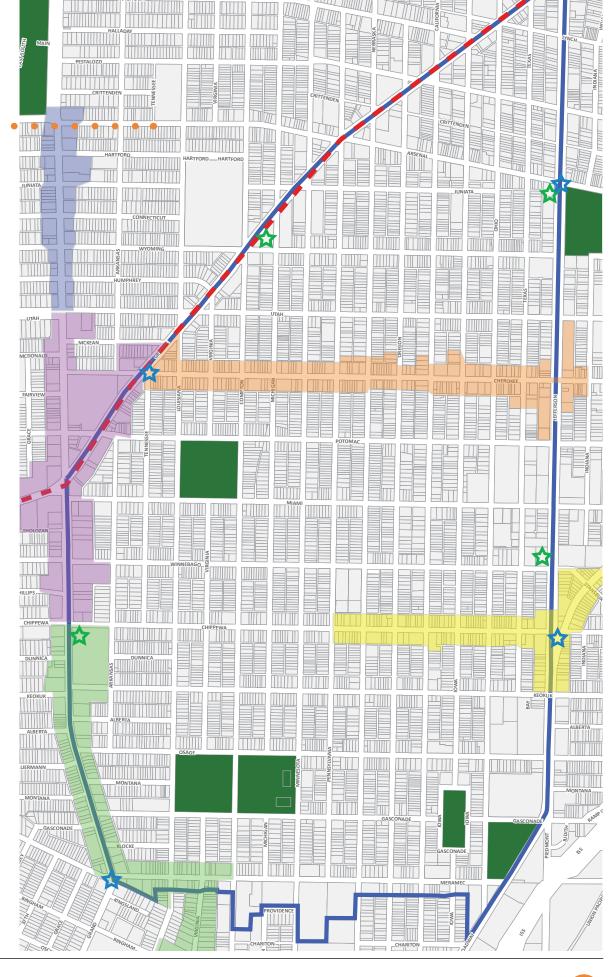
Potential sites for Transit-Oriented Development

Potential areas for gateway markers to enhance streetscapes

Explore creation of a Transportation Development District (TDD) for S Grand (between Utah Street and Chippewa Street) and Gravois (between Meramec and Cherokee Street)

Explore Historic Main Street Status designation for Gravois Avenue (Original Route 66)

Existing Chippewa Broadway Business Association

Existing Cherokee Street Community Improvement District

Existing Dutchtown Community Improvement District

Existing South Grand Community Improvement District

HOUSING

The Gravois-Jefferson area is one of the most densely built environments in the City of St. Louis. The area is home to the Gravois-Jefferson Streetcar Suburb National Register Historic District, the largest national register district in the state of Missouri. The period of construction for a majority of the buildings in the area is between 1870 and 1920. Preservation of the area's historic building stock is a significant challenge. Older buildings require specialized maintenance, which is often costly. This challenge is made more serious given the high rates of poverty among area residents and the predominantly low housing market values.

The area also has one of the City's highest population densities, but it is also has one of the highest vacancy rates—8% of the planning area is vacant lots. The housing stock is predominantly rental (48% rental; 23% owner occupied; 29% vacant). Average monthly rents are $785 in Benton Park West, $751 in Gravois Park, and $756 in the Dutchtown area. Median home sale prices in the planning area ($83,300)

Gravois-Jefferson
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Benton Park West • NE Dutchtown • Gravois Park

are well below the overall citywide median ($130,000), but are still unaffordable to most area residents. To assist renters and other low and moderate-income residents of the area in becoming homeowners, the Plan proposes a range of community based homeownership counseling and down payment assistance strategies.

To build a more inclusive community, where all residents feel engaged and welcome, the Plan proposes strategies to increase the participation of the renter population in community life.   To strengthen the overall level of community engagement and resident well-being, the Plan proposes a targeted set of community-based housing strategies, including nonprofit management of rental properties and landlord training, formation of a tenant or renter association, and establishment of a neighborhood development review board.

1. **Preserve housing affordability and neighborhood diversity**
   1.1. Encourage mixed-income rental and for-sale developments.
   1.2. Encourage long-term housing affordability by supporting community-driven, for profit and nonprofit owned and managed rental housing.
   1.3. Provide operating support to nonprofit community development organizations developing affordable housing.
   1.4. Adopt housing affordability strategies such as inclusionary zoning for publicly assisted rental and for sale developments.
   1.5. Encourage moderate rehabilitation as a strategy to preserve existing housing at more affordable development costs.
   1.6. Establish a local development review board to consider housing development proposals seeking public assistance.
   1.7. A local CDC should build relationships with local financial institutions to expand lending and investing in market rate and affordable housing.
   1.8. Engage the minority and renter population in the area's housing market early on at the project planning level and during ongoing marketing efforts.
   1.9. A local CDC should coordinate with community organizations and local real estate agents working in the planning area to promote the community, avoid steering, and ensure fair housing.

2. **Stabilize and improve property values**
   2.1. Utilizing the City's Market Value Analysis, target new developments near areas of stronger market value.
   2.2. Utilize HUD's Neighborhood Revitalization Strategy designation for use of CBDG funds to underwrite development costs of producing market rate, single family, for sale housing.
   2.3. Remove severely dilapidated buildings and, when possible, make land available as side yards or sites for new housing.
   2.4. Attract quality anchors, schools, and neighborhood amenities to help increase demand for housing.

3. **Foster access to homeownership**
   3.1. Expand access to and resources for down payment assistance programs for planning area residents.
   3.2. Tailor specialized homeownership training and education programs for low and moderate income households.
   3.3. Encourage LIHTC lease-purchase developments when constructing new homes.
   3.4. Promote home ownership in marketing the Gravois-Jefferson neighborhoods.
   3.5. Encourage a mix of affordable and market rate for-sale home development when using publicly subsidized financing.
   3.6. Encourage and support investment from within the community.

4. **Facilitate home repair and maintenance**
   4.1. Expand home repair services to elderly and low-income area homeowners.
   4.2. Establish a below market interest rate loan program to assist middle income households with home repairs and improvements.
   4.3. Develop a resource manual and training program to assist area residents in the care and maintenance of the area's historic housing stock.
   4.4. Coordinate home repair initiatives with larger development investments and neighborhood initiatives.
   4.5. Expand access to information about the City's lateral sewer and water line insurance programs.

5. **Stabilize and improve the health of the rental housing market**
   5.1. Expand the inventory of local rental properties owned and/or managed by community based organizations.
   5.2. Expand and market landlord training and support programs for owners of small rental properties.
   5.3. Expand support services for the renter community.

5.4. Coordinate with City of St. Louis to target funding for the acquisition and rehabilitation of owner-occupied 2-4 family buildings.

5.5. Encourage on-site management of larger, multi-family rental properties.

5.6. Strengthen the capacity of area residents and community organizations to encourage better stewardship of residential property.

5.7. Support stronger enforcement of Housing Conservation District and St. Louis Housing Authority housing inspections.

5.8. Create a below-market rate loan program to assist owners of smaller rental properties.

6. Foster resident well-being

6.1. Create a community welcome center to serve as a centralized location for housing information and to welcome new residents to the area.

6.2. Develop an outreach program to welcome new residents to the area.

6.3. Encourage outreach by community organizations and associations to engage renters as valued members of the community.

6.4. Provide counseling support to renters transitioning from unsafe housing.

6.5. Strengthen resources to assist homeless service providers.

6.6. Support creation of a citywide tenant bill of rights.

6.7. Support the formation of a renters association.

6.8. Improve access to renter resources to inform them about their rights, responsibilities and available resources.

6.9. Expand use of free mediation services to resolve landlord/renter disputes.

6.10. Deter unlawful or abusive eviction practices.

6.11. Ensure that tenants are informed during a nuisance. abatement process and encourage alternative abatement procedures.

6.12. Support community collective action on neighborhood housing issues based on the Neighborhood Ownership Model.

6.13. Strengthen the enforcement of occupancy permits.

6.14. Enforce Fair Housing.

6.15. Explore tools to increase civic and community engagement in the planning area.

7. Remedy dangerous and unhealthy building conditions

7.1. Organize systematic lead testing in the planning area, with priority for households with children or pregnant women.

7.2. Design and implement a lead and asbestos awareness campaign tied to home repair programs and landlord outreach.

7.3. Increase targeted strategic demolition of dangerous buildings in places proximate to youth activity.

7.4. Track inadequate living conditions.

7.5. Work with the Building Division and the City of St. Louis to increase the enforcement of building codes from the point of purchase at tax sale to occupancy.

7.6. Provide upfront notification to investors about code enforcement and housing quality expectations.

8. Act on vacant and abandoned properties

8.1. Create a training ground for construction trades with tax-deductible incentives.

8.2. Explore partnership between community development organizations and local residents to act upon nearby vacant properties.

8.3. Encourage vacancy prevention through increased resident awareness and services.

8.4. Target stabilization of vacant properties in areas around schools, parks, and youth-frequented spaces.

8.5. Reprogram demolition funds for stabilization of vacant properties.

8.6. Advocate for higher municipal fines for ordinance violations.

8.7. Explore options for more durable board up and securing of vacant buildings.

8.8. Advocate for support for stabilization of vacant and abandoned properties.

9. Prioritize targeted and inclusive community-based development

9.1. Prioritize use of development incentives for rehab of existing buildings over new construction.

9.2. Maintain parcel boundaries within residential areas to preserve neighborhood density.

9.3. Encourage the rehabilitation of vacant buildings in a manner that responds to current market demands.

9.4. Maintain the existing unit mix of occupied buildings.

9.5. Encourage new construction designs that complement the historic architecture of the planning area.

9.6. Promote mixed-income, mixed-use developments along commercial corridors.

9.7. Utilize the City's Market Value Analysis (MVA) to prioritize the planning area for redevelopment.

9.8. Advocate for long term affordability when providing public assistance to rental housing developments.

9.9. Limit demolition of buildings that are listed as contributing to the Jefferson Streetcar National Register Historic District.

Figure 0.1: A single family home in he planning area

Glossary

Affordable Housing Commission (AHC): Administers the Affordable Housing Trust Fund of the City of St. Louis, a source for financing the development of affordable housing for low and moderate income households.

Community Development Administration (CDA): City of St. Louis agency responsible for the City's Consolidated Plan, which is required for the City to receive four formula entitlement grants from the U.S. Department of Housing and Urban Development (HUD)—Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), Housing Opportunities for Persons with AIDS (HOPWA), and Emergency Solutions Grant (ESG). CDA administers the CBDG and HOME programs.

Community Development Block Grants (CDBG): Funding provided by the HUD to state and local governments to help carry out a range of programs that must either benefit low and moderate income people or areas or prevent or eliminate slum or blighted conditions. Activities that are eligible for funding with CDBG include public facilities and improvements, housing development, housing programs, economic development and community services.

Development Review Board: A representative local body of area residents and community stakeholders, either formal or advisory, charged with reviewing proposals for new real estate developments to determine whether proposed projects are consistent with local area plans. Upon approval, may issue letters of community support to other funders and development officials.

Emergency Solutions Grants (ESG): Funding provided by HUD to assist the homeless. Administered by the City of St. Louis Department of Human Services.

Fair Housing: Federal law prohibiting discrimination of protected classes (race, color, religion, national origin, sex, disability, and familial status)

in the marketing, sale, rent, and financing of housing. Supplemented in St. Louis by additional state and local protections. The City of St. Louis extends protections to people regardless of their sexual orientation, source of income, and marital status.

Housing Opportunities for Persons with AIDS (HOPWA): Funding provide by HUD used to provide housing assistance to people with AIDS. Administered by the City of St. Louis Department of Health.

Improvement Districts: Special taxing districts approved by businesses and residents to fund prescribed improvements and services within the district boundary. Funded through a mix of special assessments of property and/or sales taxes. Includes Special Business Districts (SBD), Community Improvement Districts (CID), and Transportation Development Districts (TDD).

Healthy Home Repair Program: A program administered by CDA to provide financial assistance to low-moderate income households (at or below 80% of area median income) to make home repairs. High program demand causes long waits for new applicants.

Historic Tax Credits: Federal and Missouri state programs offering tax credits for qualified rehabilitation expenses (QREs) incurred on eligible buildings (buildings either individually listed on the National Register of Historic Places or buildings counted as contributing to a National Register Historic District). The Gravois Jefferson Streetcar Suburb Historic District encompasses nearly all buildings located within the Gravois Jefferson Historic Neighborhoods Planning Area.

Home Buyer Assistance: Financial assistance designed to help eligible households purchase homes, often targeted to first-time homebuyers.

HOME: Program funded by HUD designed exclusively for the purpose of financing, repairing, and developing affordable housing for households at or below 80% of area median income. Administered by CDA.

Housing Conservation Districts: Areas within the City of St. Louis requiring inspections of homes and apartments by the City of St. Louis Building Division prior to occupancy. The entire Gravois Jefferson Historic Neighborhoods planning area is in Housing Conservation Districts.

Inclusionary Zoning: Zoning which requires a percentage of new housing developed to be set aside as affordable to low and moderate income households.

Land Reutilization Authority (LRA): The land bank for the City of St. Louis. Tax foreclosed properties that go unsold at Sheriff's Sale are transferred to the LRA for purposes of holding and reselling for redevelopment. LRA is established by state law and is included under the umbrella of St. Louis Development Corporation (SLDC). It also works closely with CDA.

Low Income Housing Tax Credits (LIHTC): Federal and State income tax credits awarded for the development of affordable rental housing. LIHTC housing must be affordable to households at or below 60% of area median income. The program has additional lower income targeting features as well. Tax credits are awarded competitively and are administered by the Missouri Housing Development Commission (MHDC).

Metropolitan Sewer District (MSD): The special taxing district that provides storm water and sanitary sewer service to the City of St. Louis and St. Louis, Missouri metropolitan area.

Missouri Housing Development Commission (MHDC): Missouri's State housing finance agency. MHDC administers the State and Federal low income housing tax credit program, Affordable Housing Assistance Program, HOME funds allocated to the State, the State's housing trust fund, and mortgage revenue bonds. MHDC leverages State and Federal resources with local resources to produce affordable housing throughout the state of Missouri. Funds and tax credits are awarded competitively.

Moderate Rehabilitation: Generally any rehabilitation with costs under $25,000 per unit. It typically does not involve full systems replacement, interior demolition, or full window replacement or masonry reconstruction.

Neighborhood Revitalization Strategy Area ("NRSA"): A special designation by HUD that allows a local jurisdiction greater flexibility in the use of CDBG funds within a prescribed geography.

Non-Profit Operating Support: Unrestricted grant funding support for the general operating expenses of nonprofit organizations. This type of support fills gaps between non-profit organization operating revenues and operating expenses.

Occupancy Permits: Issued upon satisfactory inspection to allow housing to be occupied. Occupancy permits are valid for one year and are required for all housing within Housing Conservation Districts.

Real Estate Tax Abatement: Authorized by three Missouri statutes under Chapters 99, 100 and 353, administered by SLDC through the Land Clearance for Redevelopment Authority (LCRA) and the Planned Industrial Expansion Authority (PIEA). The issuance of tax abatement requires first a finding of blight within a prescribed geographic area; then the establishment of a redevelopment plan for the blighted area by local ordinance. Tax abatement freezes the property taxes at the pre-improved value of the property for a term of years ranging from 5-15 years and may be partial for a portion of the term (for example, 100% of the taxes on the increased value of the property abated for the first 5 years; then 50% of the taxes on the increased value of the property for the second 5 years).

Renters' Association: An organization of renters living in one or more rental housing developments, for purposes of providing information, representation, and support for persons residing in rental housing.

St. Louis Development Corporation (SLDC): Quasi-governmental nonprofit corporation that serves as the City's economic development arm and the umbrella agency providing professional staff support for various state-chartered development boards, including LRA, LCRA, the Industrial Development Authority (IDA), PIEA, the Local Development Company (LDC) and the Port Authority.

Tenant Bill of Rights: Generally enacted at the municipal level, tenant bills of rights set forth the rights, protections, and responsibilities of owners/landlords and persons living in rental housing.

U.S. Department of Housing and Urban Development (HUD): Federal agency responsible for the CDBG, HOME, HOPWA, ESG and Public Housing programs, as well as a variety of other Federal housing and community development programs. The City of St. Louis is a recipient of HUD funding for housing, community development, neighborhood revitalization, public housing and homeless services programs.

1. Preserve housing affordability and neighborhood diversity

A key priority of the Gravois Jefferson Historic Neighborhoods plan is to strengthen and embrace the area's diversity. Housing strategies are designed with this goal in mind. These include building community participation in the housing planning and development process, including the possible formation of a local development review board; engaging residents of color, including renters, in community development and housing activities; and strengthening the capacity of nonprofit community development organizations to carry out their housing and community development missions. Additional strategies include the creation of mixed-income and long-term affordable housing developments, and working to engage local and state governments and financial institutions in the development and financing of affordable housing.

1.1. Encourage mixed-income rental and for-sale developments.

Target incentives to develop projects with a mix of market rate and affordable rental and for sale housing.

Developers, local government, and community organizations can help accomplish this goal by using targeted tax abatement, multi-unit CDBG, HOME, LIHTC and AHC financed developments, and by having the area designated as a Neighborhood Revitalization Strategy Area (NRSA) by United States Department of Housing and Urban Development (HUD).

Figure 1.1: Single family homes in Benton Park West

1.2. Encourage long-term housing affordability by supporting community-driven, for profit and nonprofit owned and managed rental housing.

Working with local and state housing agencies and funding sources, both for profit and community-based organizations developing, managing, and owning affordable housing, have the ability to produce housing with rents at levels affordable to low and moderate income residents. Further, through these public-private partnerships, they can develop housing with long term affordability.

Residents should support this work by participating in housing planning meetings, providing input to their local community housing development organization, and serving on housing committees and the boards of directors of local community organizations.

Community-based organizations should work to ensure low income residents serve significant roles on boards and committees.

1.3. Provide operating support to nonprofit community development organizations developing affordable housing.

Nonprofit organizations rely on charitable financial support to fund their operations. They serve a public purpose and are eligible to receive tax-deductible contributions. Effective nonprofit community development organizations operate as small businesses, with professional staffing

Figure 1.2: Apartment Building in Dutchtown

supported by diverse funding streams and served by well engaged and contributing boards of directors. Grant funding for nonprofit operating support varies, including both public and private dollars.

Make reliable financial support available to sustain a robust community development organization in the planning area. [See Implementation Section]

1.4. Adopt housing affordability strategies such as inclusionary zoning for publicly assisted rental and for sale developments.

Require that residential developments provide for long term housing affordability by reserving a minimum percentage of units in developments as affordable housing when the strength of the local housing market has improved to the point where financial subsidies are not required, but developers still seek other forms of City assistance, such as tax abatement.

These affordability requirements can be enforced through deed restrictions and adding claw-back provisions to development agreements.

1.5. Encourage moderate rehabilitation as a strategy to preserve existing housing at more affordable development costs.

Most buildings in the planning area were constructed between 1870 and 1920. The majority of buildings are full masonry construction with flat roofs. Costs for full gut rehabilitation of properties in the area often exceed market value, discouraging investment and leading to an increase in the number of vacant buildings.

Moderate rehabilitation is less costly than full rehab, and encourages neighbors and other property owners to invest in their properties as well.

Explore moderate rehabilitation as an option for weather tight, currently or recently occupied properties.

Develop a range of work plans and scopes of work to provide guidance to property owners and potential rehabbers.

1.6. Establish a local development review board to consider housing development proposals seeking public assistance.

Form a community-led development review board to enforce the vision statement of the Gravois-Jefferson Historic Neighborhoods plan and to ensure that new housing developments in the planning area that seek City assistance contribute to the vision for a diverse and engaging environment.
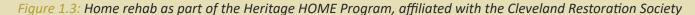
To ensure its long term viability, the development review board should be organized as a committee of a larger community development organization serving the area. The review board would provide letters of community support for projects consistent with the goals of the plan. The composition of the review board should include representatives from throughout the planning area, and include housing and design professionals, along with community residents. The board should consult regularly with local elected officials and City development agencies and meet with developers whenever new projects seek public assistance.

1.7. A local CDC should build relationships with local financial institutions to expand lending and investing in market rate and affordable housing.

Developers, including nonprofit housing organizations, require private financing to rehab housing and develop new housing. Financial institutions benefit from providing development financing in areas like the planning area because it helps them meet their federal Community Reinvestment Act responsibilities.

Expand the network of area banks making construction loans to home builders, building improvement loans to investors, and purchase loans to homebuyers to increase real estate lending in the planning area.

Figure 1.3: *Home rehab as part of the Heritage HOME Program, affiliated with the Cleveland Restoration Society*

Cleveland Moderate Rehabilitation Loans

The City of Cleveland, Ohio, through the Mayor's office, has organized area purchase and rehab loan information into a "one-stop shop" resource. The information helps homebuyers and rehabbers access current information for a wide range of loan products, streamlining the marketing and application process for current and potential homeowners, helping them access both private and public loan options. Loans are geared for both owner-occupied and investment properties, ranging from 1-4 family in size. Some rehab loans available for projects in excess of after-improved appraised property value. Incentives are available for low-to-moderate income homebuyers as well as non-income restricted homebuyers.

Rehab loans are available that include up to 50% of the loan amount for repairs. Non-profit organizations work with area banks to serve the widest range of homebuyers possible. Below market rate loans are available for low and moderate income households. The program includes information regarding employer and community based down payment assistance programs. It also provides referral assistance for Fair Housing inquiries and how rehabbers can access real estate tax abatement.

1.8. Engage the minority and renter population in the area's housing market early on at the project planning level and during ongoing marketing efforts.

To increase equity and equal housing opportunities, work to empower all residents in the planning, decision making, and marketing of housing developments, paying particular attention to under-represented groups, including low income, renter, and minority populations.

1.9. A local CDC should coordinate with community organizations and local real estate agents working in the planning area to promote the community, avoid steering, and ensure fair housing.

Neighborhood marketing is important in building interest for living in and moving to the planning area. Joint neighborhood marketing and the promotion of fair housing opportunity helps preserve neighborhood diversity, increases home ownership, and engage renter households in the area.

Develop a marketing and fair housing campaign to promote the area and ensure fair housing for existing and new residents.

Local real estate agents are experts in the area housing market. They understand property values, rents, property maintenance, area amenities and resources that assist potential homebuyers and area homeowners. Local agents develop a network of potential buyers and renters for area properties, and are a primary gateway for potential residents as they select a neighborhood.

Build a network of area real estate agents to actively promote the Gravois-Jefferson area.

House tours, homebuyer fairs, and sales promotions are all effective tools available to support area real estate professionals in their marketing efforts for the community.

Potential Resources: Dutchtown South Community Corporation, other housing and community development organizations, area housing counseling agencies, St. Louis Equal Housing and Community Reinvestment Alliance, Missouri Housing Development Commission, City of St. Louis Community Development Administration, City of St. Louis Affordable Housing Commission, St. Louis Development Corporation, area banks, Saint Louis University Nonprofit Law Clinic, Metropolitan Equal Housing Opportunity Council, area architects and contractors, housing developers, community residents, area elected officials and other stakeholders.

2. Stabilize and Improve Property Values

Median residential property values in the planning area are approximately 36% lower than the City as a whole. Low property values make it difficult for potential buyers and property owners to obtain financing to purchase and reinvest in the area's housing stock. Property values must be stabilized and improved for the long term stability and economic health of the area.

2.1. Utilizing the City's Market Value Analysis, target new developments near areas of stronger market value.

The City of St. Louis Market Value Analysis (MVA) classifies city block groups based on the relative strength of their for-sale housing markets over a certain period of time.

To support the expansion of stronger housing market areas, target the use of development incentives for new residential developments to sites adjacent to areas with stronger housing markets as indicated by the MVA.

2.2. Utilize HUD's Neighborhood Revitalization Strategy designation for use of CBDG funds to underwrite development costs of producing market rate, single family, for sale housing.

HUD's CDBG Neighborhood Revitalization Strategy Area rules provide for a more flexible approach to meeting CDBG's low and moderate income benefit requirements, thereby allowing CDBG funds to be used in the development of mixed-income for sale housing.

Coordinate new infill housing construction with other area investments and a neighborhood marketing plan led by an area CDC.

Note: new housing construction is not an eligible use of CDBG funds unless it is undertaken by a nonprofit organization that meets the CDBG definition of a Community Based Development Organization ("CBDO") and is certified as such by CDA.

2.3. Remove severely dilapidated buildings and, when possible, make land available as side yards or sites for new housing.

Abandoned, severely dilapidated buildings depress property values and discourage investment.

When rehabilitation has been determined financially infeasible, and

where demolition has community support, remove derelict properties and encourage the vacant lot be sold or donated to neighboring properties to expand side yards.

2.4. Attract quality anchors, schools, and neighborhood amenities to help increase demand for housing.

Housing market strength is reflected in local demand for housing. Demand for housing increases when a community offers the kinds of amenities homebuyers want. Those amenities include high quality housing stock, strong school options, nearby shopping, convenient transportation, and other neighborhood services.

To improve the demand for housing in the area, build upon and increase neighborhood- serving amenities as set forth in recommendations throughout the Gravois-Jefferson Historic Neighborhoods Plan.
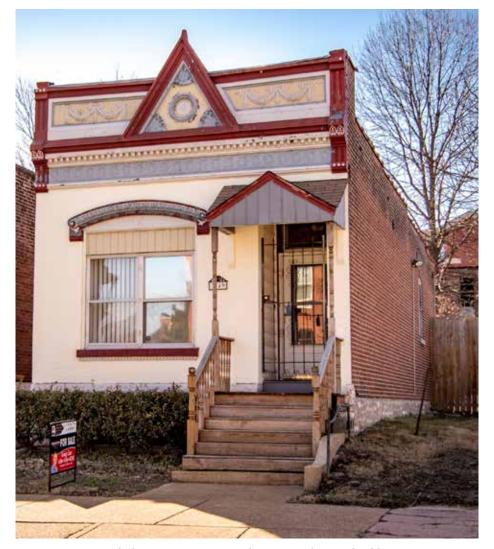
Figure 2.1: For sale home in Benton Park West with attached lot

3. Foster Access to Homeownership

The residential properties in the planning area are 23% owner-occupied, 48% rental and 29% vacant. Median sale prices are low compared to the City of St. Louis overall ($83,300 compared to $130,000 citywide), yet remain unaffordable to most area residents. The Gravois-Jefferson Plan includes a number of strategies to increase the rate of homeownership in the planning area.

Key to the implementation of these efforts is to build a network of partners, each carrying out a vital role in the home ownership initiative. Homebuyer counseling agencies, lenders, real estate agents, and developers all play a role. Also vital is the role of a local community development organization to coordinate home ownership initiatives in the area, helping to connect potential homebuyers with available resources.

3.1. Expand access to and resources for down payment assistance programs for planning area residents.

Lack of savings for a down payment is often the biggest barrier to homeownership. Improving access to down payment assistance programs helps low-income households bridge that financial barrier.

Expand access to down payment assistance programs. Centralize information and access to resources, connecting potential homebuyers with available down payment assistance.

3.2. Tailor specialized homeownership training and education programs for low and moderate income households.

The purpose of homeownership counseling is to assist potential homebuyers in developing budgets, improving credit scores, and setting realistic timeframes for purchase.

Establish a support network for moving through the home buying process.

This support network should include a real estate agent with local market expertise, a home ownership counseling agency, a lender, a home inspector, and a contractor for needed repairs.

Combining down payment assistance with homeownership training increases a low income household's likelihood of successful homeownership. HUD provides assistance to local organizations to become certified as housing counseling agencies, thereby expanding

Homeownership Rates by Race

● ●

| **50%** | **20%** |
| of white households are homeowners | of black households are homeowners |

local access to home ownership counseling and down payment assistance programs.

Provide homeownership training targeted to low and moderate income households.

3.3. Encourage LIHTC lease-purchase developments when constructing new homes.

Vacant sites in the planning area create the opportunity for new housing construction using LIHTCs. The LIHTC program may be used to build single-family or attached housing intended for future home ownership after the expiration of the mandatory 15-year low income housing tax credit compliance period.

Encourage developers who propose the construction of single-family or attached housing using LIHTCs to explore the potential for developing the housing with the long-term plan of converting the properties to home ownership.

Encouraging residents of LIHTC-financed lease purchase housing to become owners of the homes they have been renting can be a hedge against inflation and gentrification. The homes are made available to the residents at affordable prices designed to avoid any increase in their total housing cost when they convert from renters to homeowners.

3.4. Promote home ownership in marketing the Gravois-Jefferson neighborhoods.

Create a consistent market strategy to promote the Gravois-Jefferson neighborhoods as a place to live, work, and enjoy.

Identify key target markets and audiences and tailor the marketing plan and messaging to their interests

Leverage existing building stock for creative homeownership

opportunities, including converting four-families to two family townhomes and two-families to single-family homes, and the adaptive re-use of small/obsolete commercial buildings for housing use, particularly in areas outside of the planning area's commercial corridors.

3.5. Encourage a mix of affordable and market rate for-sale home development when using publicly subsidized financing.

When the cost of producing housing exceeds what the private market can support in terms of rents and sale prices, public subsidies in the form of tax credits and gap financing are required to make housing developments financially feasible. Public subsidies are available for both market rate and affordable housing developments

To increase owner-occupied housing in the planning area, encourage a mix of affordable and market-rate housing when providing public subsidy to new developments.

3.6. Encourage and support investment from within the community.

To help stabilize and grow the population of the area, use homeownership counseling, housing referrals, neighborhood marketing, housing fairs and other assistance to help renter households stay in the area as they transition from renting to home ownership.

To increase the supply of quality rental housing as the area's housing market becomes increasingly successful, work with local housing investors to help them expand their investments in the area.

Potential Resources: Area housing counseling agencies, MHDC, CDA, Affordable Housing Commission, SLDC, area lenders, real estate professionals, housing developers, neighborhood groups, Dutchtown South Community Corporation, other housing and community development organizations, Rise Community Development, area elected officials.

Figure 4.1: Interior home repairs in Dutchtown

4. Facilitate Home Repair and Maintenance

Twenty-three percent (23%) of the housing in the planning area is owner-occupied. Median annual household income in the planning area is $24,503. The planning area is home to 5,669 total households (average size 2.66 residents). Of these, 4,100 households (72%) are at or below 60% of the area median income (eligible for low income housing tax credit rental housing), and of these, 3,700 households (65%) are at or below 50% of the area median income (very low income). Many homeowners in the planning area are below median household income levels for both the City and the metropolitan area.

The majority of housing in the planning area was constructed between 1870 and 1920, making it much older, on average than the housing stock in the region as a whole and generally more expensive to maintain.

One strategy to prevent properties from becoming vacant is to assist residents in the area to remain in their homes. Expanding the range of home repair services available to area residents, especially low income and elderly residents, will help accomplish this strategy.

4.1. Expand home repair services to elderly and low-income area homeowners.

The City of St. Louis Healthy Home Repair program is administered by CDA, but there is a very long waiting list for assistance and the City does not have sufficient funding to meet the needs of all planning area residents. Select area nonprofit and service organizations also provide low cost or free home repair services to elderly and low-income residents. Other potential sources of funding for home repair assistance include grants from the Federal Home Loan Bank and MHDC (Missouri Housing Trust Fund).

Connect eligible planning area residents to home repair service organizations.

4.2. Establish a below market interest rate loan program to assist middle income households with home repairs and improvements.

Most resources available for low cost home repair and improvement programs are targeted to low income households (at or below 80% of

area median income).

To attract and retain middle income households (between 80 and 150% of AMI), establish a repayable loan pool to make below market interest rate loans to area middle-income homeowners for home repairs and improvements.

4.3. Develop a resource manual and training program to assist area residents in the care and maintenance of the area's historic housing stock.

The planning area's historic housing stock is a valuable asset. However, due to its age and mostly full masonry construction, repairs and maintenance are costly and present a challenge to the area's lower income households.

Develop a home repair training program for residents through a collaboration of housing professionals and community organizations.

This training could teach home repair skills and simple and affordable historic building maintenance strategies. The resource manual and

training should be prepared in consultation with local architects, preservationists, housing organizations and contractors specializing in the repair and renovation of historic buildings.

Offer classes through a local CDC in collaboration with housing industry professionals, to supplement the resource manual and assist area residents in home repair, green cleaning techniques, and maintenance.

Encourage participation by local home repair contractors to help expand knowledge on the unique challenges and solutions for maintaining the area's existing housing stock.

4.4. Coordinate home repair initiatives with larger development investments and neighborhood initiatives.

Identify development projects during the planning stages and provide home repair resources to nearby residents to leverage the investment and increase community engagement.

4.5. Expand access to information about the City's lateral sewer and water line insurance programs.

Property owners pay annual fees on their property tax bill to fund a lateral sewer line insurance program. The program pays for the cost of sewer repairs under the public right of way. It does not cover the cost of repairs on private property. The program is administered through the City of St. Louis Streets Department and MSD.

Similarly, all property owners paying a City of St. Louis water bill pay a fee for water line replacement insurance. The insurance covers the cost of repairs to water lines from the City's side of the tap to the street. Water line damage on the property owner's side of the tap is the responsibility of the property owner. The City of St. Louis Water Department administers the water line insurance program.

Provide information and printed material at community meetings and offices to make residents aware of the services that are available and how to access them.

Potential Resources: Dutchtown South Community Corporation, Rebuilding Together, Humanitri, Harambe, Missouri Energy Care, Senior Home Security, CDA Healthy Home Repair Program, City Comptroller, MHDC, Habitat for Humanity, St. Louis Community Reinvestment Act member banks, Senior Home Security (dba as Home Services, Inc.) St. Louis Water and Streets Departments, Metropolitan Sewer District, Thomas Dunn Learning Center, area architects and contractors, neighborhood organizations, area elected officials.

Austin Home Repair Coalition

Started in 2008, the Austin Housing Repair Coalition has worked to provide home repairs and other housing assistance to low income households in the Austin area.   The coalition leverages multiple funding resources and repair organizations to ensure that low income households have safe, decent, and energy efficient housing.

The coalition includes a wide range of social service and housing organizations working together as an interagency referral network to respond to each client's needs. Nonprofits, for profits, and government agencies are all part of the network.

Repairs include accessibility modifications; electrical, plumbing, and mechanical repairs; structural repairs; and, other health and safety improvements on a case-by-case basis. In 2015, the program integrated the nationally recognized "Green and Healthy Homes Initiative".

To qualify, properties must be owner-occupied, be current on real estate taxes, and be insured.   Applicants must be at or below 80% of area median income.

Figure 4.1: Before and After photo of a single-family home rehab completed in Texas. Courtesy of the Austin Home Repair Coalition

5. Stabilize and improve the health of the rental housing market

Nearly half of the planning area's households are renters. Poorly managed or maintained rental properties lead to market instability, vacancy and neighborhood decline. Stabilizing the health of the rental housing market is key to the community's long term viability. Some effective strategies to strengthen the area's rental housing market are: community-based organization ownership and management of rental property; prevention of abusive landlord practices; professional equitable tenant screening; financing for the improvement of small rental property portfolios; owner occupancy and on-site management of rental properties; landlord training; and code enforcement.

5.1. Expand the inventory of local rental properties owned and/or managed by community based organizations.

Rental housing owned and managed by community-based organizations provide for accountability, consistent marketing, and increased services to rental property residents. It may also provide a source of operating income for local community development and housing organizations.

Management assistance programs provide services to assist the owners of smaller rental properties in the day-to-day management of their property portfolios. In exchange for a low fee, management assistance programs, typically staffed by a nonprofit professional property management company, provide assistance to rental property owners in leasing, maintenance, and management of small rental housing portfolios. Similar to community-based organization owned and managed properties, properties managed under management assistance programs have consistent marketing, services, and accountability to area residents.

Establish a management assistance program in the planning area.

Establish mechanisms to give area residents, particularly low income and minority residents, a voice in the planning, development, and management of the rental property owned and managed by community based organizations.

5.2. Expand and market landlord training and support programs for owners of small rental properties.

Landlord training is a classroom approach to providing less experienced landlords with the skills of sound property management. To increase participation, classes are offered free of charge when grant funding is

Non-Profit, Community-based, Owned and Managed Rental Properrty

Community based ownership and management of rental housing is an effective approach to stabilizing the local housing market and preserving and expanding the supply of quality affordable and market rate rental housing. St. Louis has four successful examples of nonprofit, community-based owned and managed rental housing programs: DeSales Community Development/Fox Grove Management, North Newstead Association, Northside Community Housing, Inc., and Tower Grove Neighborhoods CDC.

When nonprofit, community based organizations develop and manage rental housing, a local organization is accessible and accountable to the community it serves. In addition, developing and operating rental housing provides nonprofit organizations an opportunity to generate another source of operating income, further diversifying their revenue streams.

In addition, residents of community-based rental housing are often served by social service programs coupled with housing and offered by qualified service providers. Taken together, community-based ownership and management of rental property helps to increase the supply of professionally managed, quality affordable rental housing; increases accountability between property managers and the local community; and connects area residents to supportive services and quality affordable housing.

Figure 5.1: Fox Grove Management in the Fox Park neighborhood

available. Courses address such topics as fair housing, lead hazards, tenant selection, financing the acquisition and rehab of properties, and real estate contracts.

Landlord associations are organizations that enable landlords to work together, learn best practices for managing rental property, meet industry experts, share information, and learn about available resources for the purpose of assisting them in successfully managing their properties. Benefits to landlords include ensuring compliance with fair housing laws, establishing eligibility for rental assistance through the St. Louis Housing Authority, decreasing tenant turnover and increasing rental income, and increasing the pool of prospective tenants.

Form one or more landlord associations in the planning area.

5.3. Expand support services for the renter community.

Low income residents frequently face challenges in leasing apartments due to lack of funds for security deposits or poor credit histories. A supportive system geared to assist prospective and current low income renters can help stabilize their housing and financial condition, and assist people entering or staying in the housing market. Supportive mechanisms include pre-leasing credit counseling, eviction prevention programs ("EPP"), low interest loans to fund security deposits, creating alternative forms for establishing credit, and secondary reviews of all application denials.

Cash assistance for rent arrears is a proven homelessness prevention activity. A 2009 HUD report found that 2% - 3% of families who were offered cash assistance became homeless within twelve months of receiving assistance, compared to 20% of families who did not have
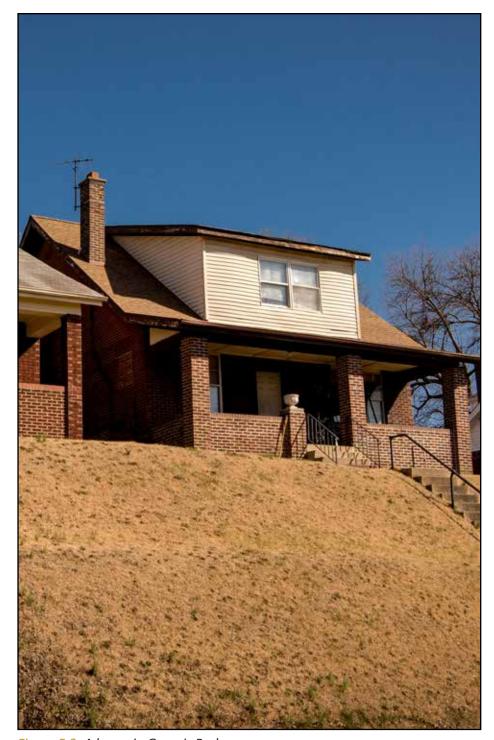
Figure 5.2: A home in Gravois Park

access to cash assistance. Examples of such assistance include rent and utility assistance.

Programs to assist low income residents, including EPP, need to be administered by a central organizing entity, preferably a local CDC or supportive service provider.

5.4. Coordinate with City of St. Louis to target funding for the acquisition and rehabilitation of owner-occupied 2-4 family buildings.

Small two- to four-family rental properties in the planning area were historically owner-occupied but many are now absentee-owned. Having an owner residing in the same building as tenants provides a more hands-on, accessible, and directly accountable landlord-renter relationship. In an owner-occupied 2-4 family property, income from the 1-3 rental units can make the cost of owning more affordable and provide a source of secondary income to the owner.

Support programs and applications for City funding (CDA, AHC) that propose a mix of owner-occupied and rental housing to increase the level of owner-occupied, 2-4 family properties.

5.5. Encourage on-site management of larger, multi-family rental properties.

Work with landlords and investors to expand the presence of property managers living on site at rental developments to increase landlord accountability with residents and the community.

Provide manager contact information to area community development and neighborhood organizations, and encourage participation by property managers in local community affairs.

5.6. Strengthen the capacity of area residents and community organizations to encourage better stewardship of residential property.

Weak property management and poorly maintained rental properties are rated as high priority concerns of the planning area. These properties are often the source of nuisance behaviors and contribute to neighborhood decline.

To give greater weight to resident concerns, use neighborhood organizations and local community development organizations to organize area residents through block units to apply pressure on bad landlords and City agencies to enforce applicable ordinances regarding property maintenance and codes of conduct.

Pursue increased code enforcement and nuisance property suits against serious violators of area housing codes and nuisance ordinances.

To prevent abusive landlord practices and the proliferation of substandard housing, develop a community based referral network for assisting area renters in connecting with responsible landlords.

5.7. Support stronger enforcement of Housing Conservation District and St. Louis Housing Authority housing inspections.

The City of St. Louis requires housing occupancy permits in areas designated as "Housing Conservation Districts," including the entire Gravois-Jefferson Historic Neighborhoods planning area. These permits are required every time an owner occupied property is sold, or whenever rental property is turned over to a new tenant. Further, for rental housing to qualify for occupancy by tenants receiving Section 8 rental assistance, it must pass a Housing Quality Standards ("HQS") inspection by the St. Louis Housing Authority.

To ensure stricter adherence with these ordinances and regulations, encourage area residents and local community organizations to share information with City building officials, the St. Louis Housing Authority, and the City's Neighborhood Stabilization Team whenever new residents move into area housing and there is a question as to whether appropriate permits and inspections have been completed.

5.8. Create a below-market rate loan program to assist owners of smaller rental properties.

Loans on non-owner occupied residential properties typically have conservative maximum loan-to-value ratios (50-75%) requiring large down payments. For owners lacking significant equity in rental property, there are few options for financing repairs.

Create a targeted, below-market interest rate, increased loan-to-value loan fund to assist owners of 2 to 4 family properties in their efforts to provide decent, safe, and sanitary housing.

Potential Resources: DeSales Community Development, Dutchtown South Community Corporation, area housing counseling agencies, Tower Grove Neighborhoods CDC, Saint Louis University Nonprofit Law Clinic, St. Louis Housing Authority, City of St. Louis Neighborhood Stabilization Team/Department of Public Safety, St. Louis Citizen's Service Bureau, Metropolitan Equal Housing Opportunity Council, Arch City Defenders, local landlords and renters, housing developers, community residents, area elected officials and other stakeholders.

6. Foster Resident Well-Being

A strong sense of community where all residents feel connected, engaged and valued enhances community health and resident well-being. Supporting the needs and concerns of the area's significant rental population; welcoming the area's new and diverse residents; connecting people to local services, neighborhood infrastructure, and community life; deterring unlawful eviction practices; expanding the Neighborhood Ownership Model to include housing and other quality of life issues; and building the level of community engagement are all important tools toward fostering a greater level of resident well-being.

6.1. Create a community welcome center to serve as a centralized location for housing information and to welcome new residents to the area.

Establish a resource and information center (possibly located in a community organization's office) to welcome new residents, both homeowners and renters, to the community.

The center should be designed to help familiarize new residents with

Figure 6.1: A ommunity engagement meeting in Benton Park West

local businesses and community services, and help connect them with local organizations and activities. To ensure the greatest reach possible, the center should provide housing information, both rental and ownership opportunities, in multiple languages consistent with the area's multi-lingual population. Information should be updated regularly for accuracy.

Consider establishing a community empowerment center where housing, employment, and educational resources and services can be co-located.

6.2. Develop an outreach program to welcome new residents to the area.

Outreach programs can share community information and resources, including coupons for local businesses, and extend an introduction to neighbors, community organizations, and the local block captain and/or neighborhood organization.

Together with establishing a physical space to serve as a welcome center for new residents, provide outreach to new residents, possibly through the work of volunteers and neighborhood block captains, to

welcome new renters and homeowners into the community.

6.3. Encourage outreach by community organizations and associations to engage renters as valued members of the community.

Renters often feel less welcomed and appreciated than the homeowner population. However, the high level of renter households in the planning area presents an opportunity to build a greater sense of community with the area's renter population.

Bring the renter population more into the overall efforts of community building and resident engagement by intentionally creating leadership and membership opportunities within the area's various community organizations and project initiatives.

6.4. Provide counseling support to renters transitioning from unsafe housing.

When a renter is forced to move from a rental property due to unsafe, unhealthy, or any other condition rendering the property uninhabitable, the circumstance is a form of eviction known as "constructive eviction". Under constructive evictions, tenants have legal recourse to stop paying rent and vacate a premise prior to the termination of a lease.   Renters must document the conditions rendering the property uninhabitable and serve notice on the landlord in writing of the negative condition of the property and of their intent to vacate the unit.

To assist rental households through this difficult situation, connect residents with services to assist them in responding to landlords and in securing short and long term housing alternatives.

The Equal Housing Opportunity Commission (EHOC), Civil Rights Enforcement Agency (CREA), and HUD Office of Fair Housing and Equal Opportunity are all agencies available to assist tenants facing constructive evictions.

For temporary, emergency housing assistance, establish a referral network to assist renters facing unplanned moves based on unsafe housing conditions.

6.5. Strengthen resources to assist homeless service providers.

Permanent Supportive Housing (PSH) is the most effective evidence-based solution to providing housing to those hardest to reach.

Increase investments in a diverse portfolio of PSH programming,

including congregate sites for community members with severe behavioral disorders and chronic disabling conditions; and scattered site for those who might be more independent (single room occupancy units tend to be more affordable).

Risk Mitigation Funds (RMF) are funds set aside to assist landlords in renting to previously homeless persons. Several cities have operationalized risk mitigation funds. A RMF, in general, is a fund that landlords can tap into for financial support to recoup some of the loss from tenancy. It is designed to be an incentive tool for property managers and landlords who are considering moving in tenants with a history of homelessness. The fund can be used to recoup costs of property damage from a tenant, and in some cities, can be used to cover the costs of missed rent from tenants up to a certain cap. Any landlord who partners with a homeless consortium, such as a Continuum of Care, should be eligible to apply for funds without any fees attached.

In cities where a RMF has been implemented, landlords applied for an average of $2,000 of coverage (slightly more than the standard costs of make-readies), and landlords did not find it necessary to apply for assistance. The implication of these findings is that leasing to formerly homeless tenants did not produce a significant cost burden to landlords. A similar fund in St. Louis could add some incentive for landlords to engage the COC. Homeless service providers active in the planning area could engage the COC to explore the establishment of a RMF to serve the Gravois-Jefferson area.

6.6. Support creation of a citywide tenant bill of rights.

To increase the protections of community residents living in rental housing, some cities have established a tenant advocacy infrastructure, housed within local government or a nonprofit organization. One vehicle to formalize the infrastructure is for local government to adopt a tenant bill of rights. The bill of rights sets out the rights and responsibilities of landlords and tenants in the rental of housing and serves as a platform for advancing the interest and protecting the rights rental housing tenants, landlords, and the community at large.

6.7. Support the formation of a renters association.

Support the formation of a renters association to help build a more inclusive and equitable community. When doing so, pay special attention to engaging low income and minority residents to help organize the new renter association.

Connect tenant associations and neighborhood groups to help renters feel more a part of the greater community.

6.8. Improve access to renter resources to inform them about their rights, responsibilities and available resources.

Until a tenant/renter association is formed, build a resource and support services network that assists renters in accessing information about rental housing, resources, and landlord and tenant responsibilities.

6.9. Expand use of free mediation services to resolve landlord/renter disputes.

Free mediation services are available in St. Louis to resolve neighborhood disputes, including landlord/tenant disputes, through Community Mediation Services of St. Louis (www.mediationstl.org). Either party to a potential mediation can bring a case to the organization. The organization specializes in mediating rental housing disputes between landlords and tenants. A full range of their services to assist in rental housing disputes is available online.

6.10. Deter unlawful or abusive eviction practices.

An attempt by a landlord to illegally evict tenants is called a "lockout". Such methods include changing locks, removing front doors, or disconnecting utilities. Any attempt to remove a tenant without a court judgement is an unlawful eviction. All such actions can result in tenants suing landlords for damages. To deter these illegal and abusive activities, inform tenants of their rights through housing advocacy organizations,

Figure 6.2: Fair Housing logo

neighborhood or other community organizations, or the formation of a tenant association and tenant bill of rights.

Help connect low income members of the community to low cost and free legal services by providing a community based referral network to lawyers providing pro-bono services.

6.11. Ensure that tenants are informed during a nuisance abatement process and encourage alternative abatement procedures.

To mitigate nuisance cases, establish procedures to notify tenants as well as property owners when there are nuisance complaints against occupied rental properties.

Engage voluntary and free community mediation services.

In cases involving domestic violence and abuse, connect victims with support services to provide emergency assistance and support.

6.12. Support community collective action on neighborhood housing issues based on the Neighborhood Ownership Model.

The "Neighborhood Ownership Model" is a partnership between organized neighbors, the Circuit Attorney's Office, and the St. Louis Metropolitan Police Department. It has been primarily used to strengthen cases against those charged with crimes against persons to increase the likelihood of conviction and stronger sentences against violent offenders. Strategies used through the Neighborhood Ownership Model include citizen patrols, formation of neighborhood victim support teams, neighborhood court advocates, neighborhood impact statements, police and aldermanic partnerships, and victim support training.

To address nuisance property concerns, consider establishing a community collective action program built upon the principles of the Neighborhood Ownership Model.

6.13. Strengthen the enforcement of occupancy permits.

Occupancy permits are required for the occupancy of housing located in City of St. Louis Housing Conservation Districts. The entire Gravois Jefferson Historic Neighborhoods planning area is included within Housing Conservation Districts. The purpose of Housing Conservation Districts is to ensure basic housing quality standards are maintained in the City's housing stock. New occupancy permits are required whenever a home is sold to a new owner occupant, or when rental properties turn over to new tenants. Permits are valid for a period of one year.

The Building Division receives a notification whenever utility accounts change to a new name. If one year has expired since the last inspection, this notification triggers a new occupancy permit inspection. However, some landlords have learned that to avoid conservation district inspections, they simply get around the system by keeping utility connections in their own name.

The most effective form of increasing enforcement is through the active involvement of neighborhood residents and community organizations working in concert with the City's Building Division, Neighborhood Stabilization Team, and Citizen's Service Bureau. Whenever questions arise regarding illegal occupancy, turnover of housing to new occupants, and whether required inspections have occurred, residents should report their concerns to the Citizen's Service Bureau for follow up.

6.14. Enforce Fair Housing.

Fair Housing complaints are handled through HUD, the City of St. Louis Civil Rights Enforcement Agency, and the Metropolitan St. Louis Equal Housing and Opportunity Council.

Expand the availability of and access to fair housing resources and information to increase the enforcement of Fair Housing law.

Connect area residents to the appropriate agencies whenever there are concerns or questions related to housing discrimination or violations of the Fair Housing Act.

6.15. Explore tools to increase civic and community engagement in the planning area.

Many of the recommendations in this plan rely on community organizing that requires a continuous effort with clear goals and an action plan to achieve the required levels of civic and community engagement. Setting goals for civic and community engagement within organizational strategic plans of community and neighborhood organizations is an effective way to track progress.

Potential Resources: Dutchtown South Community Corporation, Legal Services of Eastern Missouri, Arch City Defenders, Metropolitan Equal Housing Opportunity Council, Missouri Commission on Human Rights, St. Louis Civil Rights Enforcement Agency, HUD Office of Fair Housing and Equal Opportunity HUD Kansas City Field Office, Washington University Brown School of Social Work, Peter and Paul Community Services, Almost Home, the St. Louis Continuum of Care, Humanitri, St. Patrick's Center, League of Women Voters, area elected officials, CDA, Affordable Housing Commission, and St. Louis Housing Authority.

7. Remedy Dangerous and Unhealthy Building Conditions

The area's historic housing stock is one of its key assets, but an aging building inventory also brings with it inherent risks and challenges. Addressing the health risks associated with lead paint and asbestos building materials, securing vacant buildings, strategic demolition of severely dilapidated properties, consistent code enforcement, and communication with current and potential property owners about the care and maintenance of the area's century old built environment are key components to promote and improve the community's quality of life.

7.1. Organize systematic lead testing in the planning area, with priority for households with children or pregnant women.

The majority of the housing in the planning area was constructed and maintained during the period when lead paint was in common use. As a result, there is a high risk of lead exposure for children in the planning area. To address this concern, it is important to test for lead and practice safe building maintenance procedures to minimize lead exposure risk. To this end, systematic lead testing within the planning area is a continuing priority.

Link lead testing with community education and public safety initiatives, highlighting the risks associated with lead paint to help reduce the incidence of lead poisoning in the planning area.

Lead testing providers should give their contact information for lead testing programs and services to local community centers and community development organizations to improve outreach to residents. These efforts should be coordinated with daycare providers and women's centers to offer widely-publicized, free, opportunities for area families. Offer child developmental screening at these events to test for lead presence in children; when lead is found to be present offer health services to affected children and their families.

Explore adding lead testing to the Building Division's housing and conservation district inspections.

7.2. Design and implement a lead and asbestos awareness campaign tied to home repair programs and landlord outreach.

In addition to lead paint risks, many of the older buildings in the planning area contain asbestos materials, primarily in flooring materials and insulation. If damaged, asbestos materials can become "friable" (crumbled and easily airborne) and pose a serious health risk if

Figure 7.1: A borded up home adorned with colorful art in the planning area.

inhaled. Residents, landlords, and rehabbers need to know about the risks associated with working in and living around lead and asbestos environments.

Organize a public health and safety campaign to educate the community on the risks associated with lead and asbestos in older buildings, and provide referrals to sound home repair and maintenance methods for working on and living in older buildings.

7.3. Increase targeted strategic demolition of dangerous buildings in places proximate to youth activity.

Consistent with the community vision of the Gravois-Jefferson Historic Neighborhoods Plan, demolition of the area's historic building stock should be taken as a very last resort. It is always preferable to secure a vacant building for its immediate preservation and future rehabilitation than to degrade the value of the area's historic fabric through demolition. Unfortunately, some buildings become so severely dilapidated that demolition is the only option available to protect the health and safety of the community.

Establish a criteria-based strategy for prioritizing the targeting of demolition of severely deteriorated properties in cases where preservation, stabilization and rehabilitation are not feasible. The strategy should include a rating system based on impact on the community and threat to public safety.

Given the limited funding available for publicly funded demolition, prioritize such demolitions in close proximity to locations where youth are present, such as near parks, schools, and recreation centers.

7.4. Track inadequate living conditions.

Track building code violations, lead test results and remediation efforts, pest infestation citations, lack of water and heat, and the presence of mold and follow up with property owners regarding resources to make necessary repairs.

Track tax sales and LRA purchases to hold purchasers accountable for creating safe living conditions.

7.5. Work with the Building Division and the City of St. Louis to increase the enforcement of building codes from the point of purchase at tax sale to occupancy.

Track properties in the planning area purchased at tax sale and the code enforcement, building permit applications and condition of those properties after the sale.

Report to the community on the level of tax sale activity, the condition of properties, and the issuance of occupancy and building permits.

7.6. Provide upfront notification to investors about code enforcement and housing quality expectations.

Uphold housing quality standards throughout the historic Gravois-Jefferson planning area by tracking property transfers in the planning area and providing owners of investment property information regarding housing quality and building code standards, housing conservation district inspections and occupancy permit requirements.

Potential Resources: City of St. Louis Building Division, Citizen's Service Bureau, Neighborhood Stabilization Team, architects and contractors, City Health Department, Dutchtown South Community Corporation, Metropolitan Equal Housing Opportunity Council, other area housing organizations, neighborhood groups, Rise Community Development, area schools and recreation centers, Missouri Foundation for Health, area foundations with youth and health focus, Saint Louis University Nonprofit Law Clinic, area elected officials.

8. Act on Vacant and Abandoned Properties

Without proper stabilization and weatherization efforts, vacant buildings rapidly deteriorate. Strategic interventions are needed to preserve the historic building stock of the planning area: coordinating with larger citywide vacancy initiatives; increasing community capacity for stabilizing vacant buildings; encouraging vacancy prevention; carrying out selective demolition in limited cases where preservation is no longer a feasible alternative; and advocating for increased financial resources to support vacancy intervention.

The City of St. Louis and many neighborhoods have been focusing their attention increasingly on the issue of vacant buildings. In March 2015 a team focusing on urban land use and redevelopment represented the City of St. Louis at the Center for Community Progress Leadership Institute (CPLI) at Harvard University Law School to learn and share best practices of tackling vacant, abandoned, and other problem properties. The City of St. Louis was selected for CPLI, an invitation-only, competitive application process, because of its demonstrated leadership and commitment to developing new solutions for vacant, abandoned, and other problem properties. In September 2015, the Center for Community Progress (CCP) selected the City's LRA as one of three successful applicants for CCP's Technical Assistance Scholarship Program. This is a competitive merit scholarship program for communities that are ready to engage in a forward-thinking technical assistance process to assess, reform,

Figure 8.1: Exteroir home repairs in the planning area

develop and/or implement systems to address large-scale vacancy and abandonment in their communities. As the nation's oldest land bank established in 1971, the LRA requested support in evaluating the policies and systems impacting their inventory of properties, which has remained steady in size over the past four decades with approximately 11,000 properties, although the physical and marketable quality of the inventory has continued to decline. This engagement resulted in CCP's June 2016 publication of Developing a Shared Vision and Strategies to Address Vacancy and Abandonment in the City of St. Louis, which recommends nine strategies (4 prioritized and 5 additional strategies), beginning with the recommendation to create a task force and commit to the elimination of vacancy and abandonment as a top City priority.

In addition, through its status as a Strong Cities, Strong Communities (SC2) awardee, the City, having identified vacancy and abandonment as a priority, was able to tap into technical assistance from the Environmental Protection Agency (EPA), which funded an assessment of LRA's land bank performed by Asakura Robinson to identify opportunities for the LRA to improve existing processes and adopt new policies and programs to address vacancy and abandonment. The St. Louis Land Bank Assessment was issued in February 2017. The Assessment lists six key categories of recommendations, focused on defining a forward-looking LRA mission and vision; formalizing policies and procedures; managing vacant properties from the time they become vacant until they are sold to a new owner by the LRA; fostering clear communication and transparency to build trust in the community; growing the LRA's staffing and financial resources; and building and solidifying partnerships with other public agencies.

Effective efforts to combat vacancy in the planning area will have the most impact when organized and coordinated with these larger, citywide efforts.
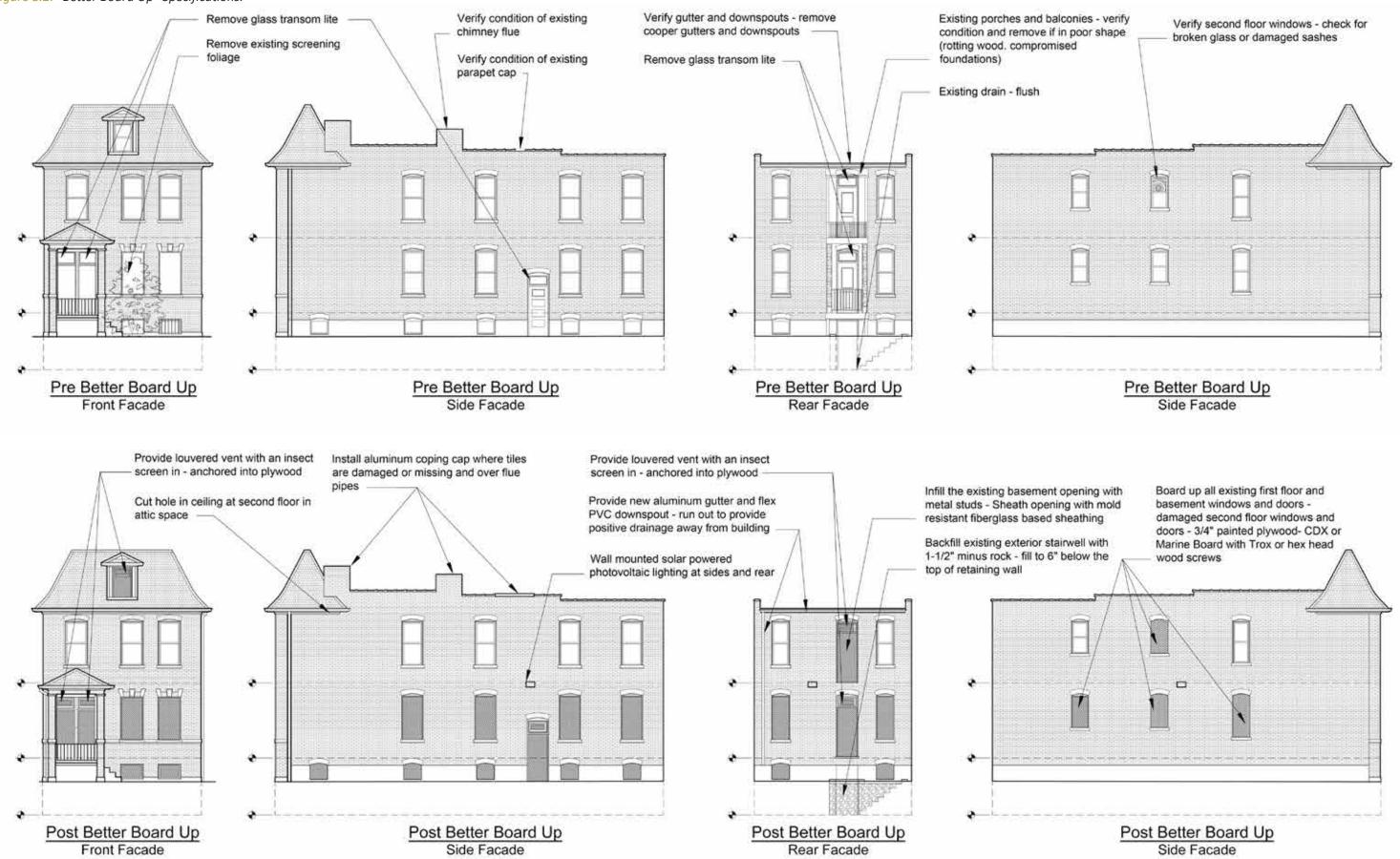
8.1. Create a training ground for construction trades with tax-deductible incentives.

Encourage apprenticeship training in the construction trades to focus on the maintenance and stabilization of vacant buildings.

Expand training programs in the emerging deconstruction trade in cases where demolition is necessary.

Encourage the recycling of building materials locally to the greatest extent feasible and encourage charitable contributions to offset program costs.

Remove glass transom lite

Remove existing screening foliage

Verify condition of existing chimney flue

Verify condition of existing parapet cap

Verify gutter and downspouts - remove cooper gutters and downspouts

Remove glass transom lite

Existing porches and balconies - verify condition and remove if in poor shape (rotting wood. compromised foundations)

Existing drain - flush

Verify second floor windows - check for broken glass or damaged sashes

Pre Better Board Up
Front Facade

Pre Better Board Up
Side Facade

Pre Better Board Up
Rear Facade

Pre Better Board Up
Side Facade

Provide louvered vent with an insect screen in - anchored into plywood

Cut hole in ceiling at second floor in attic space

Install aluminum coping cap where tiles are damaged or missing and over flue pipes

Provide new aluminum gutter and flex PVC downspout - run out to provide positive drainage away from building

Wall mounted solar powered photovoltaic lighting at sides and rear

Provide louvered vent with an insect screen in - anchored into plywood

Infill the existing basement opening with metal studs - Sheath opening with mold resistant fiberglass based sheathing

Backfill existing exterior stairwell with 1-1/2" minus rock - fill to 6" below the top of retaining wall

Board up all existing first floor and basement windows and doors - damaged second floor windows and doors - 3/4" painted plywood- CDX or Marine Board with Trox or hex head wood screws

Post Better Board Up
Front Facade

Post Better Board Up
Side Facade

Post Better Board Up
Rear Facade

Post Better Board Up
Side Facade

HOUSING

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8.2. Explore partnership between community development organizations and local residents to act upon nearby vacant properties.

Encourage neighborhood residents to engage in community networks to monitor and report concerns regarding vacant properties to community organizations and appropriate City departments, including the Department of Public Safety, Neighborhood Stabilization Team, and the Citizen's Service Bureau.

Explore opportunities to establish pre-apprenticeship and employment opportunities for young people and others interested in the construction trades to learn skills connected with working on vacant buildings and lots, including preservation and maintenance of vacant buildings, cleanup of vacant lots, and deconstruction processes in building demolition.

Strive to strengthen the connections between community engagement, youth engagement, neighborhood pride, improving the environment and job training.

8.3. Encourage vacancy prevention through increased resident awareness and services.

Organize training and special events that connect area residents with services to avoid foreclosures and deter vacancy, including beneficiary deed clinics, housing counseling, and utility assistance.

8.4. Target stabilization of vacant properties in areas around schools, parks, and youth-frequented spaces.

When prioritizing the stabilization of vacant buildings, target stabilization activities in locations with high youth activity, including schools and parks.

8.5. Reprogram demolition funds for stabilization of vacant properties.

Explore alternatives to demolition, including establishing procedures to secure vacant properties using funds budgeted for demolition.

Target properties for stabilization based on rehab potential, community impact, and location in market areas with the greatest potential to attract private investment.

8.6. Advocate for higher municipal fines for ordinance violations.

Maximum City of St. Louis municipal fines of $500 for ordinance violations, including building code violations, are too low to create an incentive for building owners to maintain properties.

Support increased municipal fines for ordinance/code violations to create stronger incentives for property owners to maintain their properties and address building code violations.

8.7. Explore options for more durable board up and securing of vacant buildings.

To better secure vacant buildings from break in and weather damage, consider more durable board ups by sealing all openings, providing roof, gutter and downspout repairs, a ventilated interior, securing/closing gangway access, and securing basement entrances by reinforcing openings from the interior and backfilling basement stairwells with rock. [See Figure 8.2]

8.8. Advocate for support for stabilization of vacant and abandoned properties.

City funds for the stabilization of vacant and abandoned properties are limited, and resources are not currently available to carry out more durable building board ups.

Raise private funding support for more secure boarding and stabilization of vacant buildings.

Potential Resources: Missouri Foundation for Health, Landmarks Association of St. Louis, National Trust for Historic Preservation, Trulaske Foundation, YouthBuild, Energy Care, Saint Louis University Nonprofit Law Clinic, Justine Petersen, LRA, St. Louis Association of Community Organizations (SLACO), Dutchtown South Community Corporation, Lutheran Development Group, City of St. Louis Building Division, Citizen's Service Bureau, Neighborhood Stabilization Team, area elected officials.

Figure 8.3: In-Fill New Construction Massing Guidelines (specifies width, height, fenestration, and setback)

Diagram Variables
AVG. = Average
S = Space Between Building
X = Building Setback From Street
Y = Building Width
Z = Building Height

Front Facade Fenestration
Window surface area to overall front facade surface area
Minimal 30%
Maximum 50%

9. Prioritize Targeted and Inclusive Community-Based Development

Engage residents and other stakeholder to build an engaged community that values its historic status; preserves diversity; maintains long term affordability; prioritizes the use of incentives for rehab over new construction; encourages new construction that respects the scale and proportion of the historic environment; encourages mixed income developments; builds upon existing assets and market strength; and limits demolition of historic buildings,.

9.1. Prioritize use of development incentives for rehab of existing buildings over new construction.

Given the planning area's National Register Historic District status, community residents and stakeholders have expressed a strong preference for the preservation of existing buildings over new construction.

Prioritize the rehabilitation of existing buildings over new construction when awarding public incentives such as gap financing and tax abatement.

9.2. Maintain parcel boundaries within residential areas to preserve neighborhood density.

The planning area's primary lot layouts are narrow and deep, with off-street parking accessed through alleys.

To help preserve the historic character of the area, City agencies should discourage the consolidation of parcels into larger lots for new construction (unless to create higher density) and the placing of curb cuts and driveways through front yards and sidewalks.

9.3. Encourage the rehabilitation of vacant buildings in a manner that responds to current market demands.

Encourage designs that suit the tastes of today's homeowners and renters when evaluating design alternatives for currently vacant buildings.

Alternatives may include such things as converting 2-family flats into single family homes, converting 4-family flats into 2 attached townhome, removing interior partition walls to create larger rooms, and creating larger, second floor bedroom suites with private bath and shower areas.

Figure 9.1: Lafayette Square in Autumn

Local Development Review Boards

Local development review boards serve as the community's voice and reviewing body to ensure that community plans are followed. St. Louis has two successful examples of local development review boards: the Lafayette Square Restoration Committee (LSRC) Development Committee and the Forest Park Southeast Development Committee, a subcommittee of Park Central Development Corporation.

The LSRC Development Committee is responsible for overseeing all aspects of development in the Lafayette Square neighborhood and ensuring that projects are consistent with the Lafayette Square Historic District and code. The Development Committee functions as the official body representing the LSRC to city appropriate city agencies and the neighborhood. The Forest Park Southeast Development Committee reviews projects for consistency with the Forest Park Southeast neighborhood plan and form based zoning code.

Development review boards are comprised of volunteers from the community or individuals with special related skills, such as architects or urban planners. Care should be taken that the committee is representative of the community it serves, including individuals representing the geographic service area, minority populations, and a diverse economic background. Development review boards can be established by local ordinance, serving as an advisory body for the planning commission and Board of Aldermen.

9.4. Maintain the existing unit mix of occupied buildings.

Work with property owners to preserve the current design, layout and number of units in occupied buildings to help preserve the stock of affordable housing.

Create targeted loan programs and support for landlords and small investors to preserve and improve existing rental housing.

9.5. Encourage new construction designs that complement the historic architecture of the planning area.

Encourage the construction of new infill housing that respects the massing and siting of the area's historic built environment to help preserve the historic character of the planning area. (See Figure 8.3, Page 40)

Examples include maintaining existing front and side yard setbacks, avoiding consolidation of lots for larger buildings, providing rear parking, and following patterns of area roof designs.

Explore the development of a form-based code.

Consider the creation of a Neighborhood Design or Development Review Committee to review development project proposals. (See recommendation 1.6)

The committee would review proposals for consistency with the Gravois Jefferson Historic Neighborhoods plan to determine whether it makes a positive or negative community recommendation for projects requesting public assistance, conditional use approvals, or rezoning.

9.6. Promote mixed-income, mixed-use developments along commercial corridors.

To increase street level activity and residential density in support of commercial uses, promote mixed-use developments along commercial corridors, including Meramec, Chippewa, Cherokee, S. Jefferson, Gravois, and S. Grand.

In support of this objective, permit all "E" Multiple-Family Dwelling District uses in properties designated in the City's zoning code as "F: Neighborhood Commercial."

9.7. Utilize the City's Market Value Analysis (MVA) to prioritize the planning area for redevelopment.

The neighborhoods adjacent to the planning area enjoy stronger housing markets compared to the neighborhoods of the planning area. The City's Market Value Analysis ("MVA") designates neighborhoods adjacent to the planning area—Benton Park, Tower Grove East, Fox Park and Tower Grove South—as market types "C" through "F," with "A" being the strongest market type and "I" being the weakest market type in the City.

The market types in the Gravois Jefferson Planning Area are on the weaker end of the spectrum that prevails in the adjacent neighborhoods; it is primarily comprised of the "F" market type. Benton Park West includes some category "E" housing market and the Dutchtown portion of the planning area includes some category "G" housing market.

To build from the strength of the housing markets in adjacent neighborhoods, target investments in areas connected to these stronger market areas. This approach should be particularly applied by investing in the S. Grand, Gravois, and S. Jefferson corridors that connect these different market types.

Where possible, further prioritize targeting of investments in areas with high levels of youth and inter-generational activity, including parks and schools.

9.8. Advocate for long term affordability when providing public assistance to rental housing developments.

To preserve long term housing affordability for low and moderate income households in the planning area, except in cases of LIHTC lease purchase conversions from rental to homeownership, encourage and incentivize maximum affordability periods for rental housing developments seeking local or State development incentives. Enforce affordability provisions through recorded land use restriction agreements.
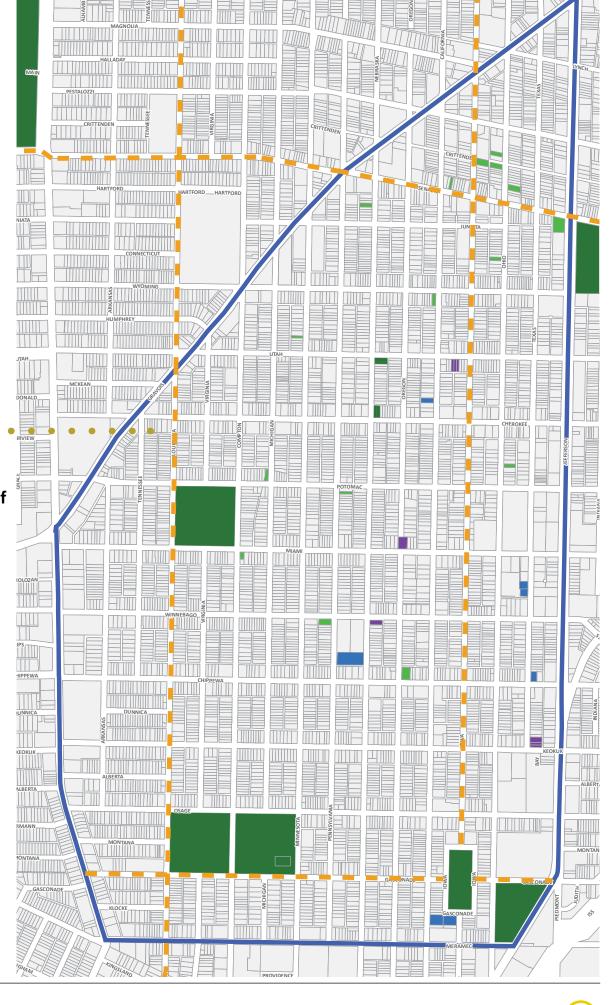
Encourage and incentivize larger rental developments seeking local or State development incentives to be mixed income, with a percentage of the housing set aside as affordable for low and moderate income households.

Consider establishing affordability set-aside percentages in relation to the level of public assistance provided to the development.

9.9. Limit demolition of buildings that are listed as contributing to the Jefferson Streetcar National Register Historic District.

Identify and catalogue vacant buildings for preservation, with an emphasis on stabilizing buildings that are listed as contributing to the National Register Historic District.

Potential Resources: Community owned management assistance organizations, community banks, local housing organizations, Missouri Housing Development Commission, Federal Home Loan Bank, City of St. Louis Affordable Housing Commission, CDA and St. Louis Development Corporation.

CHAPTER MAP

The housing chapter map shows existing assets and potential locations for the implementation of recommendations from this chapter.

- **■** Existing Gardens

- **■** Existing Parks

- **■** Potential sites for high-impact vacant lot transformations (public space, gardens, etc.)

- **■** Potential sites for stormwater management infrastructure (rain gardens, pervious surfaces, green roofs, etc.)

- **- -** Corridors to integrate parks into surrounding neighborhoods (including Louisiana Calm Street)

Figure 0.1: Kids practicing yoga at Love Bank Park on Cherokee Street.
Photo courtesy of Anne McCullough.

HEALTH

Health is the condition of being well and free of illness or injury, being sound in body, mind and spirit. Thus, health is not just a tool or a capacity, it is a goal. And yet, the overall health status of St. Louisans is worse than that of the State of Missouri and the U.S. population on 18 out of the 22 indicators selected for the Community Health Assessment, including in reproductive and sexual health, overall mortality, deaths from heart disease, and homicides.

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

The local reports For The Sake of All and Forward Through Ferguson have evidenced the interconnectedness of health with socioeconomic factors. Access to food, education, and social services, employment opportunities, decent housing, and safety impact health. Reciprocally, health impacts these many aspects of life, and more. Thus, the members and partners of the community must act on all fronts easing access to services, improving physical and mental healthcare provision, increasing opportunities for healthy eating and active living, and stepping up risk prevention. To guarantee greater health outcomes, practitioners and decision-makers must approach health not only as a medical condition, but also as a behavioral one that encompasses these many aspects of life.

The planning area counts many assets, such as community gardens, health facilities, food pantries, and above all, residents that deeply care about the well-being of the community. The following strategies build upon these strengths and the values of the community, to recommend accessible, inclusive, and sustainable solutions to improve the health of all residents.

Health Chapter Goal: Improve the health of all residents, fostering sustainable habits and improving access to care.

1. **Improve the access to quality health care with comprehensive measures**
   1.1. Assist under-insured and non-insured residents in evaluating their eligibility for medical insurance or opportunities for affordable care.
   1.2. Broaden the presence of bilingual medical staff or interpreters for immigrant patients.
   1.3. Prioritize cultural-competency among healthcare providers to address the needs of minority populations.
   1.4. Educate service providers on how to work with LGBTQ populations.
   1.5. Use technology and interactive tools to connect the community with health resources and partners.
   1.6. Pursue efforts to provide safe and affordable transportation services to connect patients with appropriate health care providers.

2. **Foster the provision of quality and affordable medical care**
   2.1. Organize semi-annual Community Health Fairs to bring services and information into the neighborhoods.
   2.2. Connect local healthcare providers to their surrounding community through increased engagement in neighborhood events.
   2.3. Invest in school-based health centers to provide students access to comprehensive care and services.
   2.4. Increase opportunities for youth to access women's healthcare and pregnancy prevention.
   2.5. Work with community health professionals to train residents on health issues and refer patients to appropriate medical providers.

   2.6. Promote the presence of mobile clinics providing basic healthcare and dental care to residents and workers.
   2.7. Facilitate referrals among community partners.

3. **Support the residents suffering from mental health conditions**
   3.1. Implement a trauma-informed approach in local schools, after-school programs and community centers.
   3.2. Advocate for stress management support and activities.
   3.3. Invest in mental health support centers or qualified staff to screen, support and treat residents exposed to violence for post-traumatic stress.
   3.4. Facilitate seamless transitions from primary healthcare to mental health care.
   3.5. Develop a campaign in schools and in the community to decrease the stigma of mental illness and build awareness of available resources.

4. **Enable the prevention of sexually transmitted infections**
   4.1. Increase prevention and sexual education in after-school programs and community centers.
   4.2. Provide regular free screenings in schools and community centers.
   4.3. Increase access to free STI prevention methods in the community.

5. **Lower substance abuse with responsible and informed practices**
   5.1. Provide honest and informative drug education, with a reality-based approach.

   5.2. Advocate for local ordinances preventing the outside advertising of tobacco and alcohol products.
   5.3. Integrate substance use treatment and rehabilitation programs into the community.
   5.4. Prioritize Harm Reduction Strategies for drug users.

6. **Create a healthy and supportive food environment**
   6.1. Increase access to free and safe drinking water in the parks.
   6.2. Support and continue to strengthen the coordination of food pantries.
   6.3. Increase access to healthy food options through local food systems.
   6.4. Promote the use of the Double Up Food Bucks program in local grocery stores and farmers markets.
   6.5. Connect community gardens to school garden programs.
   6.6. Support culinary and nutrition education programs in the planning area.

7. **Promote active living and physical activity**
   7.1. Install complementary outdoor athletic facilities suitable for children, adults and seniors.
   7.2. Encourage the development and improvement of gym facilities.
   7.3. Advocate for the use of schools as public recreation space.
   7.4. Leverage partners and resources to increase the offering of athletic programs for residents of the area.
   7.5. Organize biking and walking advocacy groups.
   7.6. Encourage sports equipment rental services in the neighborhood.

Glossary

Behavioral health: A field that encompasses everything that connects behaviors to health and can have an impact on the physical or mental well-being of an individual. It includes eating habits, physical activity, sexual activities, substance abuse, physical and mental conditions, etc. Behavioral healthcare is a relevant approach to health because many health issues are caused by certain behaviors rather than medical conditions.

Chronic diseases: A disease that persists for 3 months or more according the U.S. National Center for Health Statistics. Risk behaviors, such as drug use, lack of physical activity, and poor eating habits, are major contributors to chronic diseases. They tend to become more common with age. The leading chronic diseases include arthritis, cardiovascular disease, cancers, diabetes, and obesity.

Community gardens: Gardens that are maintained by a group of residents to produce fresh produce and plants for their own consumption or for the community. Community gardens can be divided into individual plots or fully shared among the gardeners. They usually adopt sustainable practices, such as organic gardening and polyculture. Beyond producing fresh and responsibly-grown produce, they contribute to building a sense of community, sustainability, and resiliency in the neighborhoods they serve.

Community Health Worker: A community health worker is a frontline public health worker who is a trusted member of a community and has a close understanding of the people and place they serve. This trusting relationship enables the worker to serve as a liaison between health/social service providers and the residents to facilitate access to services and improve the quality and cultural competence of service delivery. A community health worker also builds individual and community capacity by increasing health knowledge and self-sufficiency through a range of activities such as outreach, community education, informal counseling, social support and advocacy (APHA).

Community Supported Agriculture: A system that connects the producer and consumers, through a subscription to the harvest of a certain farm or group of farms. Typically, subscribers receive a weekly box of fresh and seasonal produces and farm goods. It is an alternative economic model in the food system that supports local and responsible agriculture.

Cultural competence: The ability to interact effectively with people of different cultures helps to ensure the needs of all community members are addressed. "Culture" is a term that goes beyond just race or ethnicity.

It can also refer to such characteristics as age, gender, sexual orientation, disability, religion, income level, education, geographical location, or profession. Cultural competence means to be respectful and responsive to the health beliefs and practices—and cultural and linguistic needs—of diverse population groups.

Food insecurity: A point at which consistent access to adequate food for an individual is limited by a lack of money and other resources at times during the year.

Food pantry: A location where an organization or a group of people sort, package, and donate food to people in need. A community food pantry's purpose is to directly serve local residents who suffer from hunger and food insecurity. Independent community food pantries are self-governing and usually distribute food to their clients on a weekly basis.

Healthcare provider: A person, business, or organization that provides healthcare services to patients. Their purpose is to identify, prevent, or treat illness or disability; they can target specific population and provide specific medical services.

Healthy food: Any food that provides the nutrients needed to be healthy, including protein, vitamins, carbohydrates, fat, water, and minerals. Organic and responsibly-grown produce are more likely to be nutrient-rich. What matters the most for the health is how one consumes the food. Healthy eating means consuming a variety of healthy food at regular intervals, and adapted to the daily energy requirements of each individual.

Mental Health: It is one's emotional, psychological, and social well-being. Mental health affects how people think, feel, and act. It also helps determine how people handle stress, relate to others, and make choices.

Physical activity: Any movement of the body that uses energy, such as biking, running, playing basketball, dancing, or simply walking and

gardening. Regular physical activity improves your overall health and fitness, and reduces your chances of chronic diseases. Physical inactivity has been identified as the fourth leading risk factor for global mortality, and adults who are inactive pay $1,437 more per year in healthcare costs than physically active adults. Yet, in St. Louis City, 25.2% of residents are physically inactive.

School connectedness: The belief held by students that adults and peers in the school care about their learning as well as about them as individuals. Research has shown that young people who feel connected to their school are less likely to engage in many risk behaviors, including early sexual initiation, alcohol, tobacco, and other drug use, and violence and gang involvement. Students who feel connected to their school are also more likely to have better academic achievement, including higher grades and test scores, have better school attendance, and stay in school longer. Source: CDC.

Telemedicine: The scope of medical services – diagnostic, treatment, and prevention - that can be provided remotely. Telemedicine uses all kinds of means of telecommunication and information technology to connect patients with clinicians. The purpose is to overcome distance barriers and improve the access to health care for underserved communities

Trauma-informed approach: It is an approach to care, education, or other social services based on the knowledge that a traumatic event may have impacted the life of the individual or community who is served. Trauma occurs as a result of loss, neglect, bullying, domestic violence, extreme poverty, war, accident, racism, homophobia, and other traumatic experiences. Thus, trauma-informed care considers the impact of trauma, ensures that the environment of care is welcoming and engaging, and the services relevant and impactful.

Treatment gap: The difference between the true prevalence of a disorder in the population, and the proportion of individuals treated for it. In other terms, it reflects the number of people who need to be treated for a disease or a condition, but are not.

1. Improve the access to quality health care with comprehensive measures

Although St. Louis enjoys state-of-the-art medical facilities and highly competent medical staff, not everyone in the city benefits from it. Even within the city, access to quality health services depends on geographical, cultural and socio-economic factors. Service providers must make social equity a central goal in their agenda, which means providing all the residents, regardless of their age, gender, sexual identity, sexual behaviors, race, origins, or income, with culturally-competent, affordable, and physically accessible care.

1.1. Assist under-insured and non-insured residents in evaluating their eligibility for medical insurance or opportunities for affordable care

In the planning area, one resident out of three between 18 and 65 years of age does not have health insurance. The weakening of employer-based insurance, the rising health care costs, and the instability of public programs often put health insurance out of reach for low-income residents. The complexity and financial burdens associated with the health care system can be very dissuasive. People without insurance coverage have even more limited access to care; they are less likely to be reached by preventive care and chronic disease services. Everyone should benefit from health security, and health costs should not be a life burden.

Develop the capacity of healthcare provider and health-oriented community-based organization staff members - community health workers and case managers – to assist residents in navigating the insurance system and to adapt their coverage to their needs.

They should also allocate time and resources to inform patients about the possibility of negotiating medical expenses and strengthen their capacity to do so.

Facilitate group workshops with the residents and to circulate accurate digital or printed information on Medicaid and health assistance programs.

1.2. Broaden the presence of bilingual medical staff or interpreters for immigrant patients

Access to healthcare is not only a matter of transportation or money, it also involves understanding. Many members of the community are not native English speakers and the lack of common language can be an obstacle in accessing all sorts of services, including healthcare. Cultural differences may also create a gap between providers and their patients. Language and cultural barriers can dissuade patients from reaching out to physicians. These barriers can also make informational material unusable or irrelevant, and eventually create medication problems.

Prioritize bilingual and culturally-competent professionals in service providers' recruitment processes.

If this recommendation cannot be met, consideration should be given to hiring interpreters from the community, especially Hispanic/Latinx or Vietnamese, the two largest non-English speaking populations in the area, to support their non-bilingual service-provider staff.

Spanish and Bosnian interpreters

A couple of miles north of the planning area, Casa de Salud is an inclusive and diverse healthcare facility. With bilingual staff and interpreters, patients can easily communicate and receive the support they need. Although Casa focuses on Hispanics, they serve all community members in need. In the planning area, St. Alexius Hospital employs a full-time Bosnian interpreter to adequately serve the large Bosnian population in South city.

Figure 1.1: Casa de Salud offers health services to a diverse community.

1.3. Prioritize cultural-competency among healthcare providers to address the needs of minority populations.

The planning area is home to several communities with different cultural backgrounds, belief systems, and lifestyles. The quality of a diagnostic exam and the success of a treatment may heavily depend on these cultural factors. Hence, providers should adapt their services to the cultural context of their patients' lives, educate themselves about the health needs and concerns of importance to their patients, and reflect upon personal attitudes that might prevent them from providing quality and equitable care. As of today, immigrant communities and African Americans are underrepresented in health professions, but they are the majority population – and potential patients – in the area.

Prioritize the recruitment of service provider clinicians and health workers who reflect the cultural diversity and the demographics of the area and help staff members to develop cultural competency skills through training and community engagement.

1.4. Educate service providers on how to work with LGBTQ populations

The stigma and discrimination that LGBTQ individuals still face today, combined with a lack of access to informed health care, create and reinforce multiple health disparities in the community. They have higher rates of sexually transmitted infections (STI), substance abuse, unhealthy weight control, smoking, depression, violence victimization and lower rates of screening than their heterosexual counterparts. The lack of informed access to health and the minority stress – often accumulated with other inequalities associated with social class or race – can result in a predicament of behavior disorders and unmet medical needs. The first step toward reducing the treatment gap is to create an inclusive environment where LGBTQ patients feel welcome, with comprehensive informational material and non-discrimination policies. Identifying the sexual orientation and gender identity of patients is essential to better meeting their health needs. Collecting sexual orientation and gender identity (SO/GI) data in electronic health records is essential to guarantying patient-centered care to LGBTQ individuals.

Train all health professionals to learn how to care for the LGBTQ population, including behavioral health, HIV prevention, and transgender care, through partnerships with LGBTQ advocacy groups or members of the community.

The National LGBT Education Health Education Center provides guidelines for collecting SO/GI data and training materials for LGBTQ patient care.

1.5. Use technology and interactive tools to connect the community with health resources and partners.

The use of technology in healthcare has revolutionized the way services are provided; beyond administrative tasks, it is increasingly playing a clinical role. Technology can improve, complete, prepare, or follow traditional clinical processes. Healthcare providers aren't always readily available, the waiting list may be long, and the medical facility

hard to reach. Distance and time barriers increase the disparities in health and healthcare between communities. To fill this gap, service providers increasingly resort to telecommunication and information technology, using video-chat or protected data platforms. These tools connect patients with medical professionals or services, facilitating remote diagnosis, treatment, and prevention. Local medical providers and clinics could potentially increase their capacity and improve their services by partnering with larger entities or renowned practitioners through telemedicine.

Through internet, patients can now access their personal information, learn more about health, and communicate easily with providers. With self-monitoring and support platforms, patients suffering chronic diseases can schedule reminders for preventive screening, access tips for healthy behaviors, or reference the dates of doctor appointments on their mobile devices.

Promote the use of technology by healthcare consumers in a moderate and well-informed way to improve the access to health-related information and services.

These health platforms and applications can be presented to residents during medical appointments, but also during community fairs and neighborhood events. Clinicians,
 workers, and students of medicine or social work could work together to facilitate and spread the use of technology in the community. The residents whose decisions and health conditions call for regular screening or treatments (chronic disease, substance abuse, unprotected sexual relations) should in particular be urged to use these tools.

1.6. Pursue efforts to provide safe and affordable transportation services to connect patients with appropriate health care providers.

Many city residents struggle to find reliable transportation to access health services, resulting in missed appointments, disrupted treatment, and overall poor case management. The costs of transportation can add to the financial burden of low-income patients and add to health disparities. Metro Call A Ride provides curb-to-curb van service in St. Louis with wheelchair-accessible vehicles. With an advanced reservation, anyone can use this service to access medical facilities, and it is free for Medicaid patients.

Provide more information about this service through community health workers and service providers and advocate for the expansion of affordable transportation to all patients.

Potential Resources: Affinia Healthcare, Barnes Jewish Hospital, Boeing, Casa de Salud, Children's Hospital, Community Health Workers, Cortex Innovation Community, Dutchtown South Community Development Corporation, employment agencies, Family Healthcare center, Forward Through Ferguson, Health Literacy Missouri, hospital social workers, Hospital social workers, Incarnate Word Foundation, International Institute, Mental Health Board of St. Louis, Metro Trans Umbrella Group, Metropolitan Saint Louis Transit Agency, Missouri Foundation For Health, MO HealthNet Division, National LGBT Education Health Center, Office of Minority Health, Office of Refugee Resettlement, Pride St. Louis, SAMHSA Office of Behavioral Health Equity, Signature Healthcare Foundation, SSM Health Foundation, St. Alexius Hospital, St. Francis Community Services, St. Louis Black Pride, St. Louis City Health Department, St. Louis Integrated Health Network, St. Louis Regional Health Commission, St. Louis University, The Foundation for Barnes-Jewish Hospital, University of Missouri Extension, Washington University.

Figure 1.2: St. Alexius Hospital is located in the planning area.

Figure 2.1: Gun locks being distributed at the Marquette Park PIER Community Health Fair.

2. Foster the provision of quality and affordable medical care

Although daily actions often have the largest impact on health and well-being, people sometimes face medical issues that require the help, the expertise, and the care of a professional. In a community where chronic diseases are prevalent, health service providers must be able to serve the population in a direct and impactful way. The residents need to be informed about the health challenges of their community and the best ways to address them.

Health is largely influenced by socio-economic factors. Underserved communities struggle to access quality and affordable care. More than a lack of facilities, it is a lack of information and comprehensive care. Health service providers must reconnect with the community, notably by reinforcing their physical presence in the neighborhoods, to guarantee a continuum of care for all residents.

2.1. Organize semi-annual Community Health Fairs to bring services and information into the neighborhoods

Healthcare providers may be disconnected from their surrounding communities. Community Health Needs Assessments, required of tax-exempt hospitals by the Patient Protection and Affordable Care Act, barely fill this gap. Healthcare providers need to bring their services into the neighborhood space to have a real impact on the health conditions of their surrounding communities. By bringing needed health screenings and information to the residents, they can reduce the disparities created by the cultural and financial barriers to accessing traditional care settings. Community health fairs can address the unmet needs of residents for low-cost services, prevention, and education, as well as provide opportunities for youth and families to more effectively connect with health professionals and care facilities.

The health institutions serving the area should partner with the PIER Neighborhood Fair, hosted annually in Marquette Park, and collaborate to expand the services and information provided at this event. This collaboration should also work toward organizing a second community health fair during the winter in a community space in Gravois Park or Benton Park West.

2.2. Connect local healthcare providers to their surrounding community through increased engagement in neighborhood events.

A continuous presence at neighborhood association meetings, community events, neighborhood facilities, or other thematic fairs, is

School-based Clinics in Hancock Place and Roosevelt High School

Going to the doctor's office may be challenging for students and their families. To not compromise school attendance and improve access to care, the not-for-profit Institute for Family Medicine (IFM) has established a unique in-school medical office in the St. Louis area at the Hancock Place School District. Opened in 2002, the facility is not a school clinic but a school-based community clinic: all Lemay residents, whether they are associated to the school or not, can utilize the services. The clinic operation is partially funded by St. Anthony's Medical Center, which highlights in its Community Health Needs Assessment (2016) that access to care is the primary health needs of the community in their service area.

From Monday to Thursday, the Hancock Health Center provides mental healthcare on Tuesdays and women's healthcare the first Wednesday of the month. It mostly serves low-income residents, there is no out-of-pocket fees, and visits are free of charge when patients do not have insurance. In 2012, the IMFN received the Community Service Award for its ongoing work in Hancock Place from the Lemay Chamber of Commerce.

Roosevelt High School, in which many of the youth from the planning area are enrolled, also opened a school clinic thanks to a partnership between St. Louis Public Schools, Mercy, and funding from The Boeing Company. Open during school hours since 2012, it exclusively serves the High School staff, students, and the students' children who participate in the Parent/Infant Interaction Program in the school's nursery. The clinic is also equipped with a videoconference interpreting system for non-English speaking patients and telemedicine technology. This great initiative allowed many students who did not regularly see a doctor to access healthcare and simplified physical exams for school athletes.

Figure 2.2: Roosevelt High School, the St. Louis Public High School serving the planning area.

necessary to build a strong relationship with the community. Connecting health services to the residents' daily needs and occupations is an efficient *way to build awareness and prevent health issues. For example,* studies have shown that unemployment is strongly linked to poor physical and mental health for individuals, their families, and their community (For the Sake of All, 2015). Job fairs and employment training are a powerful allies for the health sector in targeting at-risk populations with chronic disease prevention, nutrition training and stress management. With a strong presence in the neighborhoods, health institutions can increase information on care and access to care, develop outreach and service capacity, and eventually align their community assessments and improvement plans with the real service needs of the community.

Health institutions can partner with neighborhood associations and community leaders to engage with the community and increase their impact on the neighborhoods by advertising their services and the disclosure of healthcare institution assessments.

2.3. Invest in school-based health centers to provide students access to comprehensive care and services

Health and education are strongly interrelated. On one side, people with higher education are more likely to be in good health and make healthy decisions. On the other side, health affects learning and education. If children do not have ready access to quality health care, treatable illnesses can become serious problems that require hospital stays and undermine the capacity to focus. Repeated school absences interrupt learning and increase school dropout rates. Chronic diseases such as asthma can have negative impacts on behavior and motivation, and limit school connectedness. In-school medical clinics can provide direct basic

care and counselling to students, as well as serve as entry points for programs advocating healthy behaviors.

Schools could coordinate their health education curriculum with the prevention work of health institutions. Experts and professionals from local facilities could intervene in classes, facilitate workshops, and share information about the services they provide. It would be an opportunity for teachers, students, and healthcare professionals to share technical expertise and knowledge of the community's needs. With full-time medical services available in schools, students benefit from direct and simple access to care that reduces visits to emergency rooms and minimizes time lost from school for health reasons. This type of facility and the programs it provides make school a safer, more considerate and honest environment, while improving the understanding of risks and healthcare.

2.4. Increase opportunities for youth to access women's healthcare and pregnancy prevention

In the City of St. Louis, the birth rate for teens between 15 and 19 has continuously decreased over the last ten years. Nonetheless, with 60 birth per 1000 women of that age range in 2015, teen pregnancy remains high in St. Louis. At the national level, this rate is 22.3 per 1000 (National Center for Health Statistics, 2017). Undesired pregnancy and early parenting can be very disruptive for young men and women. Teen parents face higher school dropout, unemployment and poverty rates. Many teenagers cannot rely on their families for sexual education and support. Community-based organizations, after-school programs and local providers have an important role to play in providing information on contraception, STIs and sexual behaviors, as well as supporting teens who experience pregnancy.

Honest and experience-based programming helps young women reduce their risk for unintended pregnancies and STIs, and improves access to appropriate healthcare facilities and services. Community partners should also have an open dialogue with parents to strengthen family support and knowledge. Schools are powerful but limited allies because of the Missouri State Law which requires abstinence-focused sex education. Nonetheless, they can provide support for teens going through pregnancy and parenting with schedule flexibility, training, and social support.

2.5. Work with community health professionals to train residents on health issues and refer patients to appropriate medical providers.

The complexity of the health care system is a challenge. The difficulty in finding the right medical services and daunting medical costs can dissuade people from seeking the care they need to be healthy.

A community health worker is a case manager that can accompany patients through the health care system, providing support for financial aid applications, giving health or social service referrals, conducting home-visits and community outreach. Community health workers have a significant impact on the communities they serve. They are the liaisons between the healthcare system and residents, facilitate access to services, and improve the quality and cultural competence of service providers. Hence, their work combats the ethnic and racial disparities of the medical sector and helps to alleviate the negative impacts of socio-economic determinants. They provide resources and strategies to decrease the financial burden of health on the community.

A community health worker should be hired by and affiliated with a community-based organization or healthcare provider that serves the planning area.

2.6. Promote the presence of mobile clinics providing basic healthcare and dental care to residents and workers.

Mobile clinics provide quality, cost-effective and preventive healthcare. They remove barriers to care and improve the health of the community. A retrofitted and well-equipped medical RV, van, or bus, stopping regularly in a nearby parking lot, can provide basic health services, give referrals and provide prevention services so people do not wait hours in the emergency rooms (ERs), spend money for transportation, and do not miss time in school or at work. Moreover, a visible, proximate, and trusted medical infrastructure can be an incentive to visit medical professionals regularly.

A neighborhoods-based mobile clinic could strengthen the ties between the community, the schools, and medical workers, give weight to prevention programs, and allow for continued conversations between vulnerable residents and healthcare providers.

Investing in mobile operations can result in saving greater costs in avoided ER visits or late-stage chronic disease treatment. Children's Hospital and Affinia Healthcare operate mobile health units in the area today, offering medical and dental services for children, and coordinating with school districts and school nurses. The Siteman Cancer Center operates a Mammography Van. These mobile clinics target specific groups and they are a temporary presence in the neighborhoods. A community mobile clinic would complement these efforts by serving the whole community

and becoming a regular presence in the community. The mobile clinic should be affiliated with the large institutions active in the area; build services based on community needs assessments; and determine the most relevant and effective route in the neighborhoods.

2.7. Facilitate referrals among community partners

Many non-health sector service providers (energy efficiency, financial literacy, housing, etc.) in the community have the capacity to identify among their clients the residents with important healthcare needs, and refer them to healthcare professionals. Those partners are real assets to connect residents with the resources they need to improve their health and well-being.

To guarantee this continuum of services, train non-health sector organizations serving the community on how to approach their clients in a culturally-competent, comprehensive, engaging, and thorough way.

This would facilitate and improve referrals for residents with multiple needs.

Potential Resources: Affinia Healthcare, Barnes-Jewish Hospital, Boeing, Casa de Salud, Children's Hospital, Community health workers and case managers, Deaconess Foundation, DeSales Community Housing, Dutchtown South Community Development Corporation, employment support organizations, Energycare, Faith-based organizations, Incarnate Word Foundation, Institute for Family Medicine, local schools, Mercy, Mercy Healthcare, Missouri Foundation for Health, Missouri Foundation For Health, NARAL, neighborhood associations, Office of Refugee Resettlement, Planned Parenthood, Roosevelt High School Clinic, school nurses and staff, Signature Healthcare Foundation, St. Alexius Hospital, St. Francis Community Services, St. Louis City Health Department, Thomas Dunn Learning Center, university medical students, Walgreens.

Family Van in Boston

Founded in 1992, the Family Van parks in Boston's neighborhoods to provide healthcare to the residents of the most underserved communities. The initiative of this mobile health clinic was born in Harvard Medical School and developed in collaboration with community partners. It provides health screenings, health education, family planning services and counseling with no required insurance and at no cost to all community members, relying on volunteers mostly students and faculty from universities.

Not only the Family Van improve access to health by meeting people in their neighborhoods – where they live, work, study, play – it also saves healthcare costs through preventive care. Over the last five years, Harvard Medical School has estimated a return on investment of 23 to 1 with $2.8 million saved in avoided emergency room costs thanks to the Family Van. Finally, it is an opportunity for students to improve their cultural sensitivity and build trust between patients and providers.

Figure 2.3 and 2.4: Photos from Family Van in Boston. Photos courtesy of the Family Van.

3. Support the residents suffering from mental health conditions

Mental health is a state of well-being in which people can fulfill their potential, overcome life's challenges and stresses, have a positive impact on family and friends, and participate in the life of the community. It is the foundation of an individual's health and the community's functioning. Therefore the promotion, protection, and recovery of the mental health is central to this plan.

3.1. Implement a trauma-informed approach in local schools, after-school programs and community centers.

Trauma is a widespread and harmful health problem. It can be experienced by all individuals and communities, regardless of age, gender, socioeconomic status, race, ethnicity or sexual orientation. Yet, communities experiencing high rates of poverty and violence are systematically exposed to traumatic events, and youth are particularly vulnerable. One out of four children will witness or experience a traumatic event before they turn four. Trauma can negatively affect one's school performance, lead to risky decision-making, and disrupt emotional competence. Moreover, trauma challenges traditional community building: the lack of stability and consistency and the feeling of being overwhelmed by reality, are detrimental to the trust and social cohesion that empower a community. Trauma-informed community building recognizes and understands the impact of pervasive trauma on the community. Parents, teachers, and other educators should be trained through evidence-based trauma interventions to help children and teenagers deal with traumatic events.

Bring Trauma-Informed Community Building training by organizations specialized in stress and trauma, such as Alive and Well STL, into the community.

A collaboration with community leaders and neighborhood group is important to adapt the training to the needs and the context of the community.

3.2. Advocate for stress management support and activities

Stress or anxiety when facing a challenging situation is all too common. While stress can be positive, it can also be extremely toxic and can quickly take a toll on a person's mental health. A lack of resources, family issues, housing instability, job insecurity, school bullying, and every form of violence can be a reason for mental conditions and emotional strain. Many times, these determinants reinforce one another and are repetitive. Any challenge at the community, family, and individual level can generate stress and anxiety. Around 40% of our survey respondents reported suffering from anxiety, stress or depression (Gravois-Jefferson General Survey, 2017). If feelings are not well managed, consequences on personal and professional lives can be serious (dropout, dismissal, expulsion, chronic illnesses, etc.) and reinforce uneasiness. Residents should have access to stress management support and activities, such as meditation, yoga, and other mind-calming practices. Activities supporting health and mindfulness help people regulate their stress and how they respond to it, and can also solve the physical strains tied to anxiety (insomnia, headache, back pain). Yoga and meditation practices are relatively low-cost and high-yield methods to improve overall health.

Adopt stress management activities at recreation centers, schools, after-school programs, community centers, and organizations that deal with a vulnerable public through workshop or classes.

Teaching children and teens how to deal with stressful events is a preventive measure to avoid stress becoming a traumatic experience that adversely affects their decision-making.

3.3. Invest in mental health support centers or qualified staff to screen, support and treat residents exposed to violence for post-traumatic stress.

Post-traumatic stress disorder (PTSD) is a disorder that develops in some people who have witnessed or been part of a shocking or violent event. The typical response to trauma is "fight-or-flight," but most people recover naturally from the first symptoms of stress. Yet, some traumatized persons can develop ongoing PTSD, sometimes months or years after the traumatic event. If not identified and treated, the symptoms can severely disrupt one's professional and personal life. In cases of violent events that requested medical intervention or have been identified by the community, victims should systematically be screened for PTSD, and scheduled for follow-up support.

Health service providers, schools, neighborhood organizations, and other entities engaged in the community should be trained to give proper referrals to support groups and health professionals, or increase their own capacity by hiring culturally-competent staff qualified in dealing with post-traumatic experiences.

3.4. Facilitate seamless transitions from primary healthcare to mental health care

Physical health and mental health are critically related. If you feel well physically, the chances are that you also feel well mentally. On the other hand, a poor physical health and a mental illness can reinforce each other. The only way out of this predicament is to treat mental health and physical health as the two faces of the same problem, and hence treat them simultaneously. However, there is often a gap between mental healthcare and physical healthcare. Professionals, facilities and services happen to be disconnected from one another, at the expense of the patient's health. The lack of coordination between primary care physicians and mental health care providers makes it harder for patients to transition from one service to another and to comprehensively address their health needs. Moreover, bad communication can result in medication problems, gaps in care, and higher medical costs.

Support increased capacity of mental health assistance in healthcare facilities to connect physical healthcare and mental healthcare; advocate for efficient and guided referrals; coordinate the monitoring of patients by both providers.

3.5. Develop a campaign in schools and in the community to decrease the stigma of mental illness and build awareness of available resources.

Many studies have evidenced the high treatment gap that exists in mental health; in other words, many people with mental health conditions do not benefit from appropriate care. One of the reasons for this gap is stigma. Fearing misconception and sometimes discrimination, people avoid the label of "mental illness." They do not seek or fully participate in mental health treatment. The stereotypes around mental health can harm one's self-esteem as well as diminish social opportunities. If not properly treated, mental conditions can become a daunting burden for an individual and his/her family. The lack of community support and public stigma can only worsen the mental conditions experienced by many residents.

Create a scientific and experience-based educative material, such as a curriculum or a training program, to disprove misconceptions and bring an honest and open conversation about mental health in the community.

Potential Resources: Affinia Healthcare, Alive and Well, Barnes-Jewish Hospital, Casa de Salud, Children's Hospital, community health workers, Deaconess Foundation, Deaconness Foundation, Forward Through Ferguson, hospital social workers, Incarnate Word Foundation, Institute for Family Medicine, International Institute, local schools, Mercy Healthcare, Missouri Foundation for Health, Missouri Foundation For Health, MO HealthNet Division, neighborhood-based organizations, Office of Minority Health, places of worship, recreation centers, SAMHSA Center of Mental Health Services, school nurses and staff, schools, St. Alexius Hospital, St. Louis City Health Department, St. Louis Integrated Health Network, St. Louis Mental Health Board, St. Louis Regional Health Commission, Thomas Dunn Learning Center, U.S. Office of Minority Health, U.S. Office of Refugee Resettlement, university medical students

4. Enable the prevention of sexually transmitted infections

Without effective care, sexually transmitted diseases have detrimental impacts on the sexual and reproductive health, and eventually on the mental and physical health of an individual. Common STIs are chlamydia, gonorrhea, early syphilis, hepatitis B, and HIV. Treatments may lower or modify the symptoms of the diseases, but some STDs are chronic, lifelong diseases. The planning area has been identified as a cluster of HIV cases (For the Sake of All, 2011), and has some of the highest rates of residents tested positive for chlamydia and gonorrhea in the city. African-American residents and youths between 15 and 24 years of age are overwhelmingly affected. Preventing infection through education and screening is the best strategy to address this major health issue in the community.

4.1. Increase prevention and sexual education in after-school programs and community centers.

The Missouri Sex Education Law requires schools to advocate for abstinence as the best practice against STIs. Yet, accumulating evidences shows that this approach is ineffective in reducing sexual activity and limits the capacity to educate teenagers about sexually transmitted diseases and contraception methods. Uninformed and risky behaviors can have significant consequences, such as disease transmission, unwanted pregnancy, or sexual violence, for individuals, their families and communities.

Advocate for comprehensive, transparent, and experience-based education in after-school programs and youth centers to protect youth from these life-changing events or conditions.

Figure 4.1: The Spot offers free condoms and HIV testing.

Continuous prevention can be carried out through partnerships with youth mentors, community organizations, and medical students. For the latter, aligning university academic requirements with the needs of the community could be a way to sustain continuous STI education in the community.

4.2. Provide regular free screenings in schools and community centers

The planning area has some of the highest rates of HIV, chlamydia, and gonorrhea cases in the City. Among the residents tested positive for STIs, the majority are between 15 and 24 years old. Getting tested for STIs is one of the most important things to do to protect one's health and the health of sexual partners. The Center for Disease Control and Prevention recommends that all sexually active women under 25 years of age or at-risk should have an annual chlamydia and gonorrhea screening; pregnant women should systematically be offered syphilis, HIV and hepatitis B screening; men who have sex with men (MSM) should get tested at least once a year for syphilis, chlamydia, and gonorrhea; and anyone who has unprotected sex or shares injection drug equipment should get tested for HIV at least once a year. Yet, the stigma around sexuality, especially among youth, and the lack of information on STIs limit the access to screening practices.

With free same-day testing, residents can be proactive in addressing the risk of an infection, start a treatment, and inform their sexual partners. These services are provided by Planned Parenthood on Grand and Affinia Healthcare. School clinics and community centers would also be discreet and convenient locations to get tested and to provide trusted referrals and community-based support, especially for youth. Schools, healthcare providers and community health activists should partner to explore incentives for screening.

4.3. Increase access to free STI prevention methods in the community

The best way to avoid HIV or other STIs is to use condoms during sexual activity. It is the only efficient protection against infections. And yet, a survey of U.S. high school students in 2015 showed that 43% of the teenagers who had sexual intercourse during the previous 3 months did not use a condom the last time they had sex. Beyond education, access to protection methods is essential to reduce the risk of unsafe sexual activity. Responsible behaviors and healthy practices should not be compromised by the lack of availability or the cost of condoms. STL Condom, a project of the City, references four Free Condom Distribution Locations in the planning area, concentrated on Cherokee Street.

Incentivize more venues, businesses, and community spaces throughout the planning area to distribute condoms and sexual education material for free; for example, by means of supply arrangements or marketing.

The Distribution Locations currently operating should be involved in this effort to identify the challenges and needs of this program.

Potential Resources: Affinia Healthcare, after-school programs, Carnahan High School medical staff, Centers for Disease Control and Prevention, City of St. Louis Department of Health, community health activists, Community Wellness, Community-based organizations, local businesses and venues, Missouri Foundation For Health, parents groups, Planned Parenthood, recreation centers, Roosevelt High School clinic, Saint Louis Effort for Aids, STIRR – STI Regional Response, The Spot, Thomas Dunn Learning Center, university medical students.

Figure 4.2: Condoms are proven methods for preventing pregnancy and STIs.

5. Lower substance abuse with responsible and informed practices

Addressing drug addiction is a challenging issue. Abusive consumption of tobacco, alcohol, prescription medications, or illicit drugs, such as cannabis, cocaine/crack, heroin, or methamphetamines, have disastrous impacts on the health of their users. It also affects their relatives, environment, and community. The stigma and the silence that surrounds drug addiction exacerbates the issue, as users and their relatives do not seek the help needed to break the cycle of consumption, disconnection, and sometimes violence. The need to inform the community, and especially youth, about the effects of drugs and the services available to prevent, limit, or treat addiction, is urgent.

5.1. Provide honest and informative drug education, with a reality-based approach.

Turning a blind eye to the use of drugs in the planning area communities and among its youth is not an effective strategy. Studies have shown that 75% of teens will try alcohol and 50% will try marijuana before they graduate from high school. The silence around drugs only enables risky consumption behaviors, and reduces prevention and protection. The physical and mental consequences of drug abuse can be dramatic, not only for the individual, but also for their family and the larger community. Criminal approaches and abstinence-only education have built a stigma around the use of drugs, dissuading users, friends, and relatives from seeking support or information. A comprehensive, scientific, and experience-based information approach to youth about drugs and their consequences is needed. Early prevention in schools, after-school programs or community centers is necessary to deter drug-related unsafe behaviors, especially in an environment where drug trafficking practices are visible.

Support courageous conversations to strengthen confidence between, youth, adults, and community leaders, break down barriers, increase understanding, and open a dialogue around drugs.

5.2. Advocate for local ordinances preventing the outside advertising of tobacco and alcohol products.

Retail stores often market tobacco and alcohol products on their store front, promoting discounts or special offers. Thus, all residents, regardless of age or consumption habits, are exposed to pro-smoking and pro-alcohol consumption messages. These marketing strategies encourage the consumption of these products and youth are particularly vulnerable to being influenced by advertising

Work with local stores to promote health-related messaging and stop aggressive tobacco and alcohol advertising.

These efforts should accompany new requirements on occupancy permits that impose a conditional use on businesses banning the advertising of tobacco and alcohol products.

5.3. Integrate substance use treatment and rehabilitation programs into the community

The goals of community based drug treatment are to foster behavioral change directly in the community and to empower residents and local organizations in establishing a comprehensive and integrated network of care that reflects the community values of inclusivity and sustainability. Thus, treatment programs should be accountable to the community, and the community should sustain a supportive environment for those suffering or recovering from substance abuse.

Coordinate non-specialist and specialist services to meet the needs of drug users, facilitating the transition between medical services, behavioral health support, and community services.

The presence of rehabilitation staff and case managers in neighborhood association meetings and the participation of recovering patients in neighborhood events, clean-ups and beautification, would build trust and accountability between treatment facilities and the planning area neighborhoods. This comprehensive path to recovery and the connection between patients and the community would foster access to employment, education, and housing opportunities, sustaining the recovery of former users.
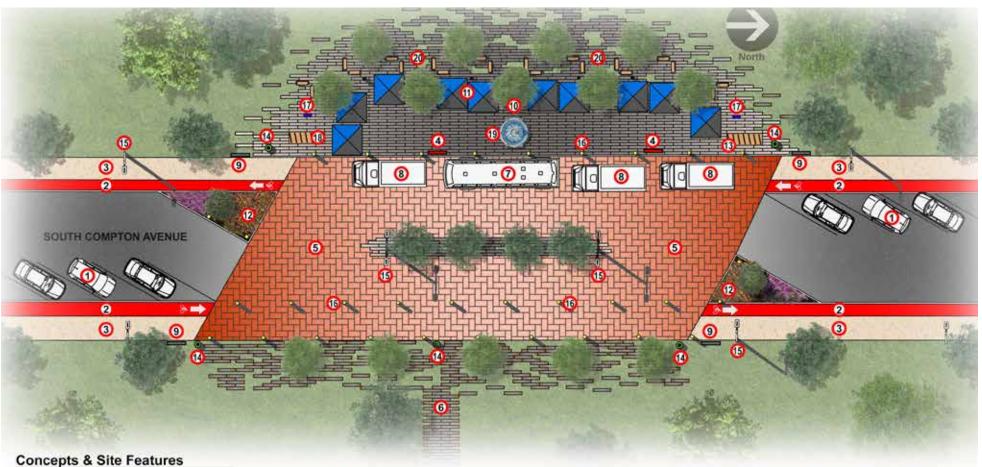
5.4. Prioritize Harm Reduction Strategies for drug users

Harm reduction is a set of practices that aim to reduce the negative consequences of drug use, such as infectious disease transmission and overdose. Harm reduction practices (HRP) approach drug addiction as a complex and multi-faceted phenomenon. To protect the health and the environment of drug users, it acknowledges that some ways of using drugs are safer than others. HRP does not condemn, nor promote the use of drugs, it is a practical and non-judgmental approach. Studies have shown that these practices have been effective in reducing material and social instability, mortality, and sexually transmitted diseases. Some of them are already in action in St. Louis, such as condom distribution, STI testing, and open access to the opioid overdose antidote Naloxone. Nonetheless, the persistence of STIs and the high rates of overdose show that other practices are necessary to reduce the risks related to drug use. Needle exchange programs (NEP) substantially and cost-effectively reduce the spread of HIV among injected drug users. The distribution of clean needles and paraphernalia keeps discarded syringes off the street and reconnects drug users to social and medical services. There is no place providing a needle exchange service in St. Louis despite the urgency and the scope of drug risks in the City.

The area could be at the forefront of comprehensive drug policy and harm reduction practices by incentivizing the implementation of a NEP in the planning area neighborhoods.

Another goal of harm reduction practices is to develop the capacity of the community to shape efficient policies, create a supportive environment, and fight against the stigma and marginalization of drug users. Narcotics Anonymous (NA) and Alcoholics Anonymous (AA) provide experience-based community support directly in the planning area. Community-centered space should be welcoming of these groups to organize regular meetings in their facilities.

Potential Resources: Affinia Healthcare, Aldermen, Benton Park West Neighborhood Association, Bethany Place, Cherokee Business Association, Dutchtown South Community Corporation, Gravois Park Neighborhood Association, Harris House, Missouri Foundation For Health, National Council on Alcoholism and Drug Abuse (NCADA), parents groups, Preferred Family Healthcare, SAHMSA Center for Substance Abuse Treatment and Prevention, schools, St. Alexius Hospital, Washington University.

North

SOUTH COMPTON AVENUE

Concepts & Site Features

1 - 30 Degree Parking One Side Of Street
2 - Protected Bike Path
3 - 8'-0" Wide Sidewalk
4 - Docking Area For Community Support Vehicles & Food Trucks - Electric & Water Provided
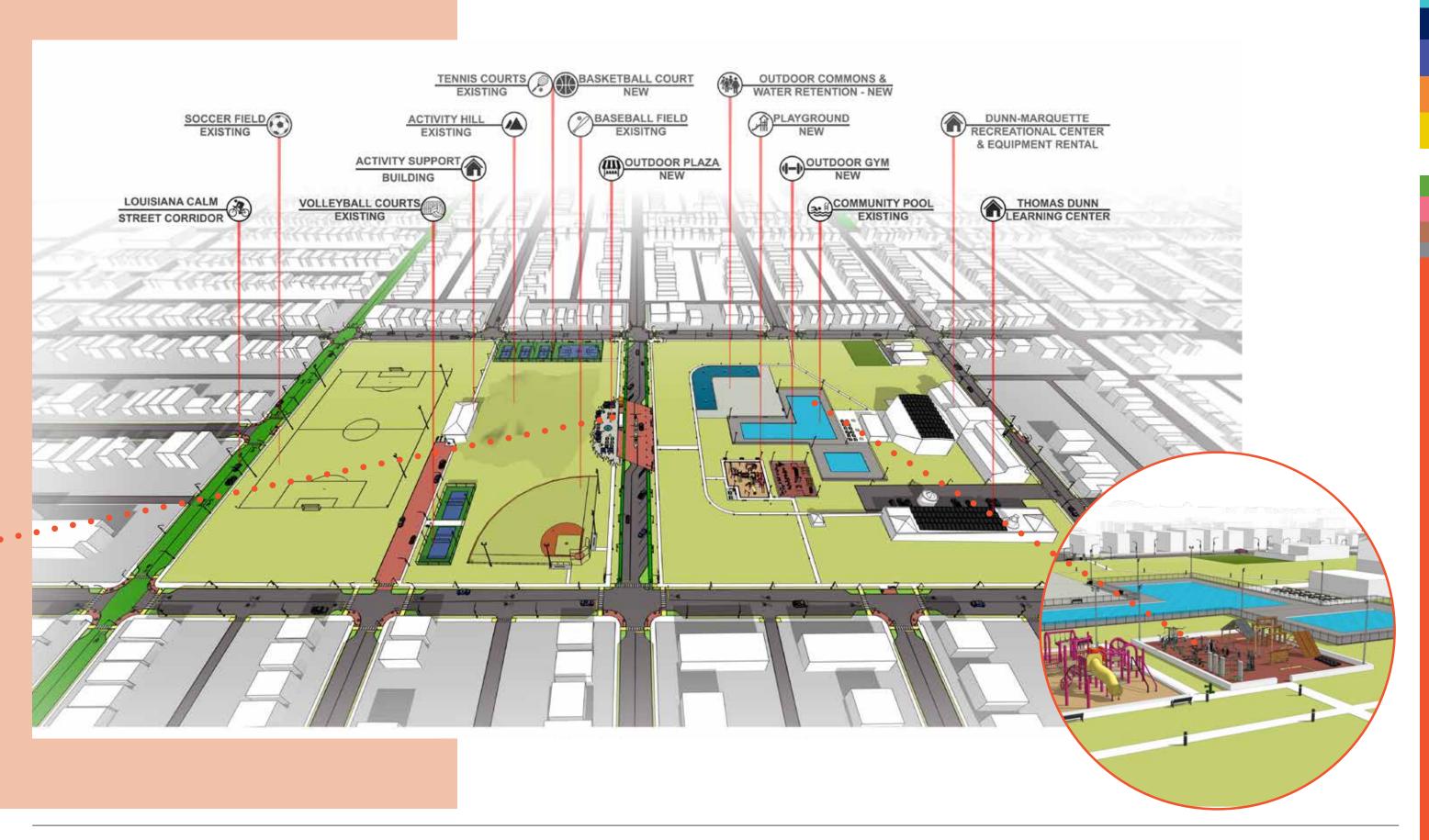5 - Pervious Street Paver's

6 - Trail Connection Steps
7 - Community Support Vehicle
8 - Food Truck
9 - Park Map Kiosk
10 - Space For Farmers Market Pop Ups & Flea Markets

11 - Pop Up Vendor Stalls
12 - Rain garden
13 - Bike Racks
14 - Trash Can - Recycle/Waste
15 - Street Lamps

16 - Lighted Bollards
17 - Water Station
18 - Bike Share
19 - Water Fountain
20 - Seating Area

Marquette Park

In order to create a healthy environment in the planning area, investments should be made in Marquette Park. Recommended improvements include the Louisiana Calm Street, new basketball courts, a community plaza on Compton Avenue, outdoor gym equipment, a new playground, and stormwater management systems. In addition to these new investments, the park's existing assets should be maintained.

SOCCER FIELD
EXISTING

LOUISIANA CALM
STREET CORRIDOR

ACTIVITY HILL
EXISTING

ACTIVITY SUPPORT
BUILDING

VOLLEYBALL COURTS
EXISTING

TENNIS COURTS
EXISTING

BASKETBALL COURT
NEW

BASEBALL FIELD
EXISITNG

OUTDOOR PLAZA
NEW

OUTDOOR COMMONS &
WATER RETENTION - NEW

PLAYGROUND
NEW

OUTDOOR GYM
NEW

COMMUNITY POOL
EXISTING

DUNN-MARQUETTE
RECREATIONAL CENTER
& EQUIPMENT RENTAL

THOMAS DUNN
LEARNING CENTER

6. Create a healthy and supportive food environment

Food is a key aspect of a healthy life. Peoples' diets affect their physical, social and emotional development. The consequences of malnutrition can have disastrous, long-lasting effects, especially on young people. While healthy eating habits reduce obesity and diabetes and limit the risks of cancer and heart diseases, a poor diet is a risk factor for chronic diseases, lack of concentration at school or at work, and fatigue. How one eats and what one eats may result from individual decisions and tastes, but more often it is influenced by the environment in which one lives.

Food is a community concern and may be approached with community solutions. Most of the planning area is well connected to healthy food, with diverse grocery options along the main corridors. Yet, around two thirds of the residents are overweight or obese and many households and children rely on free meals. Fighting malnutrition is a priority for the community. The following recommendations aim to improve access to healthy and affordable food for all residents and to promote better eating habits.

6.1. Increase access to free and safe drinking water in the parks.

Installing year-round drinking water fountains in Gravois Park, Marquette Park and Laclede Park is a simple and cost-effective solution to foster healthy decision-making. Access to water can limit the consumption of bottled soda, which contains large amounts of sugar and increases the risk of obesity and dental decay, especially for children. Residents who want to spend time in their parks, notably for physical activities, should have access to water. Public fountains can prevent heat stroke and dehydration.

6.2. Support and continue to strengthen the coordination of food pantries.

The planning area is home to multiple food pantries, such as the Salvation Army in Benton Park West and St. Anthony in Dutchtown. Their purpose is to serve local residents who suffer from food insecurity. Alternative forms of food distribution, like public refrigerators or community food sharing, support and complement the work of food pantries across the planning area neighborhoods. By coordinating the boundaries of their service areas and their eligibility requirements, and by sharing capacity to find new collaborative resources to avoid shortages or closures, food pantries and informal distributors can ensure that residents in need are well served.

6.3. Increase access to healthy food options through local food systems

In alternative food systems, the food is selected to meet the needs of the community and directly distributed to residents. Farmers markets and Community Supported Agriculture (CSAs) offer locally and responsibly-grown fresh products at affordable prices. They are also mobile and can provide their services in various places, temporarily occupying existing infrastructure, such as parks or parking lots. These systems can connect residents to local agriculture and be key partners in improving healthy food access.

Community gardens are an opportunity for residents to grow their own food (see recommendation 1.5 and 1.6), but not everyone has the capacity, the time, or the interest in gardening. Yet, everyone should have access to fresh produce. Supporting local production is a way to improve access to food and to guarantee fair prices. Beyond the supply of food, which is limited, community garden markets have the potential to connect the community to their land and the food it produces.

The St. Louis department of public safety released a policy memo in June 2017 defining urban agriculture practices in the City of St. Louis and establishing rules for gardens. Community gardeners can sell their produce without a license or taxation from the premises of the garden, limited to 30 days per year between May and November. Hence, community gardens can increase their offerings of affordable and healthy products in the community and generate revenues for the garden and gardeners.

6.4. Promote the use of the Double Up Food Bucks program in local grocery stores and farmers markets.

To connect low budget households with healthy foods and support local production, the Fair Food Network's Double Up Food Bucks program doubles the value of federal nutritional benefits (SNAP) spent at participating food vendors. Schnucks, City Greens, Local Harvest Grocery, and the Tower Grove farmers market participate in the program. The program started in December 2017 and has the potential to expand to new markets. The additional value provided by the Double Up Food Bucks program should be extended to local food. It incentivizes low-income consumers to eat healthier and helps local farmers gain new customers.

Community service providers should promote this program to households facing food challenges, explain how it works, and help them identify the local products that qualify for the program. Community groups and residents, with the help of the Food Policy Collation and elected official, can incentivize local farmers markets to take part in this program

6.5. Connect community gardens to school garden programs

School garden programs can be effective in promoting life-long healthy eating habits and connecting students to their food and the environment. Collaborating with local community gardens could also bring other residents into this equation. The school gardens could greatly benefit from year-long or summer-long support from community gardeners,

Cherokee Street Community Market

Starting in fall of 2017, the Love Bank Park at the corner of Cherokee street and Pennsylvania street also became the playground of community farmers and customers one Wednesday afternoon every two weeks. City Greens Market, a non-profit food cooperative selling affordable and local produce in Forest Park Southeast, parks its Supa-Fresh Veggie Mobile on the sidewalk, selling directly from the truck, while a variety of supportive associations and local businesses provide free produce and samples. City Greens Market is participating in the Double up Food Buck program, offering local produce at very affordable prices for SNAP beneficiaries.

Figure 6.1: City Greens Market at Love Bank Park.

who could share tools and insights with the students, maintain the gardens during school vacations, and foster community-building.

6.6. Support culinary and nutrition education programs in the planning area.

In nutrition and cooking classes, children and parents can learn how to prepare healthy meals on a budget and make healthy and sustainable food choices. Many organizations offer fee-based programs to educate the community, and can provide kitchen space for practical activities. Several non-profits have offered these programs in the area.

Potential Resources: Benton Park West Neighborhood Association, City Greens Market, City of St. Louis Health Department, community gardens, Dutchtown South Community Development Corporation, Food Policy Coalition, Gateway Greening, Gravois Park Neighborhood Association, HEAL Partnership, Incarnate Word Foundation, local food businesses, Love and Care, Missouri Foundation For Health, Monsanto Fund, Neighborhood Business Associations, Schnucks, schools, St. Anthony Food Pantry, St. Louis Food Policy Coalition, STL Metro Market, The Salvation Army, Thomas Dunn Learning Center, University of Missouri Extension

Figure 6.2 and 6.3: Thomas Dunn Learning Center and Incarnate Word Foundation partner to support culinary and nurtition education programming.

7. Promote active living and physical activity

In St. Louis City, 25.2% of residents are physically inactive. Physical inactivity has been identified as the fourth leading risk factor for global mortality, and adults who are inactive pay $1,437 more per year in healthcare costs than physically active adults. Hispanic and Black populations are even more affected by inactivity. (Health Data 2016; WHO; The State of Obesity; United Health Foundation). Physical activity at any stage of life is tremendously important to continued physical and emotional health. Walking, biking, going to the gym, playing basketball or soccer; these are a few examples of what one can do to have an active lifestyle and improve one's health. The community can promote these activities through infrastructure (see Transit, Streets, and Walkability section) and programming.

7.1. Install complementary outdoor athletic facilities suitable for children, adults and seniors

Regardless of one's level of fitness or age, outdoor fitness equipment offers a simple and enjoyable way to engage in physical activity. Multigenerational fitness areas offer many benefits in a small footprint: they are freely accessible and can accommodate all residents. When located in visible neighborhood space they become an incentive to work out, but also to actively occupy and use public space. They can be incorporated in neighborhood parks, vacant lots or in new housing developments.

7.2. Encourage the development and improvement of gym facilities

The gym facilities in the planning area are aging and insufficient. Area youth expressed the need for more and better sports equipment inside and outside of schools repeatedly throughout the planning process. This can be achieved by improving the recreation centers in the area, and eventually opening a new fitness center. More space and equipment allow for the diversification of sports practices and programming that can meet the needs and desires of all.

Advocate for investment in the neighborhood's existing athletic facilities and incentivize the use of vacant or underutilize space for physical activity.

7.3. Advocate for the use of schools as public recreation space.

Schools have indoor and outdoor recreational facilities for their students to use on school time. But on the weekends or during school breaks, these spaces stay vacant. Year-round or summer athletic programming for adults and children could make good use of these facilities. Continued

and opened use could transform local schools into community spaces for all residents and provide a cost-effective way to expand space for physical and recreational activity in the area. Schools can also serve as cooling centers during the summer. The policies and administrative regulations of the St. Louis Board of Education provide for the use of these facilities by organizations with educational purposes or for serving the benefit of the community.

Collaborate with local school directors and the Superintendent of the St. Louis Public Schools to organize the community use of school facilities.

Facility rental fees could defray maintenance and security costs and generate revenue for the schools.

7.4. Leverage partners and resources to increase the offering of athletic programs for residents of the area

When asked in the Gravois Jefferson Youth Survey what they would like to see in their neighborhoods, area youth largely endorsed summer sports programs. There are many opportunities in the planning area to expand the offerings of athletic programs in the summer and throughout the year. The recreation centers, swimming pools and tennis courts at Benton Park and Marquette Park illustrate the potential of the planning area neighborhoods to become prime providers of athletic activities for the community. Sports programming could be structured around walking groups, a Youth Sports League, tournaments, etc. Moreover, the swimming pools are tremendous assets in the neighborhood. Multigenerational swimming lessons could provide new skills and leisure time for both youth and adults. By expanding the offering of athletic programs available to the community, area residents could be continuously active and engaged. It would also be an opportunity to promote the use of local public facilities. Existing activities could be expanded to include a larger audience.

Connect residents to available resources and improve program marketing and outreach, especially to schools and neighborhood groups, to increase athletic programming capacity.

7.5. Organize biking and walking advocacy groups

Active living should be promoted through an organized community effort (official or not) that embraces the concept of spending as much time outside as possible in planning area neighborhoods. In doing so, neighbors get a chance to spend time with each other in a healthy, informal setting which helps build trust and neighborhood cohesion. Neighborhood walking clubs have the potential to go beyond neighborhood morning walks and advocacy groups that encourage neighbors to spend time outside. Through grants and sponsorships from shoe companies and other outdoor life companies, options exist for walking clubs to not just have a stroll through the neighborhood, but end at a destination with a light healthy meal, discussions about active living, blood pressure screenings, proper foot care, and more. Such options should be explored to cultivate a culture of walking within the planning area.

Cyclist groups, like walking groups, can also seek partnerships and sponsorships to improve the cycling group experience through education, events, and neighborhood comradery.

The formation of cyclist clubs should be explored to help cultivate the bike culture within the planning area. They should be inclusive towards new riders and riders who may be used to travelling at a slower pace, who are not entirely aware of biking rules and regulations, and who may be intimidated by groups of experienced cyclists. The most inclusive cycling groups will create spaces for everyone, from those who have ridden across the country to those who are still riding with their training wheels on.

7.6. Encourage sports equipment rental services in the neighborhood

Diversifying sports activity is highly recommended for physical wellness or just for fun. However, the availability of equipment can be limited due to financial limitations, lack of space, or simply lack of information.
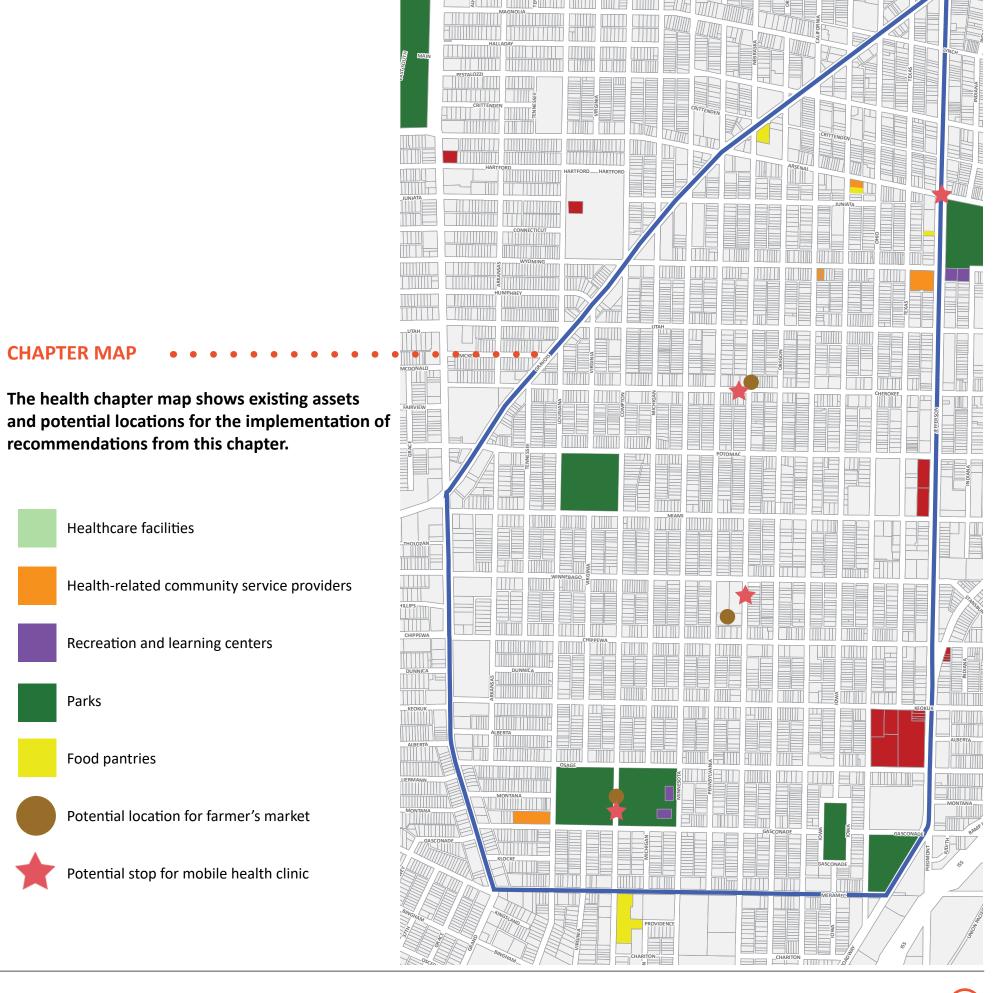
A neighborhood-based rental service could offer this diversity at affordable prices (bikes, skateboards, rollerblades, scooters, racquets, etc.). Safety equipment (helmet, pads, lockers) and instructions would ideally be provided free-of-charge.

Rental services not only reduce the cost and space burden of owning sports equipment, they also promote new activities and alternative forms of mobility and recreation. Rental service shops could be located in recreation centers to provide sports equipment and services to the community. Any non-profit organization or neighborhood group could take on the creation and operation of a sports rental service with the support of local community-based organizations. Equipment could come from donations.

Potential Resources: Aldermen, Blues For Kids, Boys and Girls Club, BWorks, Cardinals Care, City of St. Louis Health Department, City of St. Louis Park Department, corporate sponsors, Dutchtown South Community Development Corporation, Gravois Park Neighborhood Association, Kaboom!, Missouri Foundation For Health, Police Athletic League, Recreation centers, Schools, Trailnet, YMCA.

Figure 7.5: Wendy Campbell walks children to Froebel Elementary School.

CHAPTER MAP • • • • • • • • • • • • • • • • •

The health chapter map shows existing assets and potential locations for the implementation of recommendations from this chapter.

- Healthcare facilities
- Health-related community service providers
- Recreation and learning centers
- Parks
- Food pantries
- Potential location for farmer's market
- Potential stop for mobile health clinic

Figure 0.1: Rendering of Chippewa and California Streets with rehabilitated housing, improved streets and sidewalks, and public engagement.

TRANSIT, STREETS AND WALKABILITY

In order for an area to reach its greatest potential for residents regardless of any ascribed status, it must create an environment in which residents and visitors can easily navigate their built environment. Equitable neighborhood access addresses the notion that clean, safe, and effective places for people to move around their neighborhoods creates happier, healthier communities. Public infrastructure should work to serve those who live in the planning area, regardless of who they are, what their income class is, what their ethnicity is, or who their parents are. Well maintained sidewalks, expressive public art, safe and effective street lighting, multiple mass transit options and all the public realm amenities should make a place feel as though it works in harmony with those who interact with it, not against. Discussion of these amenities belongs at the forefront of any discussion of the built environment.

The community seeks to enable ways to make it possible for residents to live a car-optional lifestyle if they choose. This can be achieved by cultivating and supporting public transit, cycling, and walking. The existing strengths of the neighborhood can be built upon in a way that helps build a community that embraces this lifestyle choice when supported by neighborhood organizations, local non-profits, institutions and friendly neighbors.

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

Residents and visitors alike benefit from improved transit options, more wayfaring signs for pedestrians, and general amenities such as public seating or public access to fresh, clean water. This plan looks toward a future for a community in which all of St. Louis can be proud. It can be a model for other neighborhoods and cities to adopt by using the concepts of better transit, well designed streets, and stronger walkability to create a more equitable society as we look to the strengths of our past to build a model for the future.

1. **Increase transit options and improve existing transit services**
   1.1. Advocate for a North-South extension of Metrolink along S. Jefferson and S. Broadway Avenues.
   1.2. Advocate for the development of a Bus Rapid Transit (BRT) system.
   1.3. Establish dedicated bus lanes.
   1.4. Increase the frequency and efficiency of buses going through the neighborhoods.
   1.5. Promote clean transit options.

2. **Enhance public transit stop conditions through a community-oriented approach**
   2.1. Build more comfortable, safe and visible transit stops.
   2.2. Develop multimodal transit hubs at the main street intersections.

3. **Improve information about public transit and make it more available**
   3.1. Explore options for interactive transit stops and maps.
   3.2. Create signs pointing pedestrians to nearby transit options or bus stops.
   3.3. Mark stop numbers on bus stop signs.
   3.4. Add destination wayfaring signs at transit stops.
   3.5. Improve communication on bus arrival time and bus tracking at bus stops..
   3.6. Implement a ridership program that educates individuals on how to use public transit and highlights the possibilities for job access, educational trips, and cost saving.
   3.7. Increase awareness of reduced fare and other discount programs.

Transit, Streets and Walkability Chapter Goal: Improve the way people who interact with the planning area move around their built environment.

4. **Increase ridership of public transit**
   4.1. Develop campaigns to encourage those with cars to take alternate forms of transit.
   4.2. Incentivize transit use through expansion of subsidized fare cards.
   4.3. Create opportunities within the community to buy transit fare cards.
   4.4. Support development of the My Gateway Card.
   4.5. Encourage transit use to access events within the planning area.
   4.6. Encourage transit-oriented events and programing.

5. **Transit Oriented Development (TOD)**
   5.1. The entire planning area should be considered a TOD area.
   5.2. Concentrate new development near high volume transit corridors.

6. **Improve street design**
   6.1. Maintain historic brick streets and alleys to reduce vehicle damage and promote traffic calming.
   6.2. Increase pedestrian scale lighting.
   6.3. Build Curb Bump-outs where appropriate.
   6.4. Support principles of crime prevention through environmental design (CPTED).

7. **Develop street multimodality**
   7.1. Improve neighborhood aesthetic for non-motorized traffic.
   7.2. Re-organize commercial corridors to organize and physically separate the use of private motorized vehicles, buses, and bikes.
   7.3. Increase the presence of well-designed bike racks in commercial corridors, parks, and at transit hubs.

8. **Improve traffic flow management**
   8.1. Add traffic-calming measures, such as speed humps and bump-outs.
   8.2. Promote road-diets and calm street programs.
   8.3. Implement street conversion plans developed in the 20th and 25th Wards.
   8.4. Support resident carpooling initiatives to help relieve local traffic congestion.
   8.5. Support bike infrastructure.

9. **Adapt parking to resident and business needs**
   9.1. Replace parking kiosks with single space meters.
   9.2. Increase elasticity of metered parking price to reach a stable occupancy of 80%.
   9.3. Create no-cost or subsidized resident parking permits.
   9.4. Reduce parking requirements for Transit Oriented Development areas.

10. **Reclaim alleys**
    10.1. Improve access and conditions of garages in alleys.
    10.2. Implement clean and clear initiatives in the alleys to maintain safe circulation access.
    10.3. Prevent illegal dumping and accumulation of waste in alleys.
    10.4. Improve alley lighting for pedestrians and automobiles.
    10.5. Use art to create a sense of place in alleyways.
    10.6. Maintain and keep brick and cobblestone alleyways.
    10.7. Explore the possibility of replacing dumpsters with wheeled trash and recycling bins.

11. **Use streets as a catalyst for helping to better connect neighborhoods**
    11.1. Create branding campaigns along major streets.
    11.2. Create additional crosswalks and road crossings between neighborhoods for non-motorized transportation.

12. **Improve pedestrian infrastructure and comfort**
    12.1. Widen sidewalks along commercial corridors to a minimum of 12 feet.
    12.2. Implement crosswalks at all street crossings.
    12.3. Increase the number of mid-block crosswalks in strategic areas.
    12.4. Improve the visibility and maintenance of crosswalks.
    12.5. Extend the native tree canopy to increase shade without decreasing pedestrian scale lighting.
    12.6. Create access to public drinking fountains and bottle refill stations.
    12.7. Increasing seating, preferably in the shade, for pedestrians to rest.
    12.8. Implement High-intensity Activated crossWalK (HAWK) signals at crosswalks along major thoroughfares.
    12.9. Build pedestrian refuge islands where appropriate.

13. **Increase information and access to walkable amenities**
    13.1. Connect amenities to existing pedestrian trails and paths.
    13.2. Connect walkable amenities to main commercial corridors.
    13.3. Implement a "10-Point Place" strategy.

14. **Encourage walking and bicycling**
    14.1. Organize walking and biking tours of the neighborhoods.
    14.2. Increase bicycle safety workshops for adults and kids in the neighborhood.
    14.3. Temporarily open streets for cyclists and pedestrians over motorized transit.
    14.4. Encourage a buddy system and walking groups for children in the neighborhood walking to school.
    14.5. Designate the planning area as a south side bike-share hub.
    14.6. Increase access to high quality bike locks.

TRANSIT, STREETS AND WALKABILITY

Figure 0.2: Local kid volunteers with Trailnet to track traffic speeds at a pop-up street calming demonstration near Marquette Park.

Glossary

Aesthetic: Concern for or the appreciation of beauty

Bump-out: A curb bump-out (also called a curb extension) is essentially an extension of the sidewalk that narrows a section of street. It is used to shorten the distance across streets to allow for faster and safer passage for pedestrians, especially those with physical disabilities, and as a traffic calming device.

BUS Rapid Transit (BRT): A form of bus transit service with fewer stops and faster travel times from origin to destination.

Clean transit: Transit which aims to have a carbon neutral operation and zero emissions exhaust.

Crime Prevention Through Environmental Design (CPTED): The idea that a neighborhood can reduce crime by altering the built environment to decrease the opportunity for criminal activity to take place.

Earned Income Tax Credit (EITC): A federal financial benefit for working people with low to moderate income.

Electronic Benefits Transfer (EBT): Method of financial transfer for recipients of food stamp benefits or temporary assistance for needy families.

HAWK Signals: High-intensity Activated Crosswalk signals are traffic control devices designed to help pedestrians safely cross a busy street.

HAWK signals operate as pedestrian control devices used to stop traffic and allow pedestrians to cross the street safely.

Headway: Interval distance between vehicles moving in the same direction on the same route, such as the interval between bus arrivals at a particular stop.

Metropolitan Sewer District (MSD): The St. Louis Metropolitan Sewer District is the metropolitan-wide special taxing district responsible for wastewater treatment and sewer facilities for the collection, treatment and disposal of storm water and sewage. It has been in operation since 1956.

Multimodal: Having several different modes of activity or occurrence. In the context of transit, it refers to multiple modes of transportation.

Project Clear: A long-term MSD initiative to decrease the surcharging of wastewater into the local watershed caused by the excess run-off of storm water in a combined (wastewater and storm water) sewer system.

Refuge islands: Cement islands in the road used to reduce the exposure of pedestrians to traffic in the intersection. Also known as pedestrian safety islands.

Road Diet: Means of decreasing the width of a road in an effort to calm the speed of traffic.

Transit Oriented Development (TOD): is a type of community development that includes a mixture of housing, office, retail and/or other amenities integrated into a walkable neighborhood and located within a half-mile of quality public transportation.

Urban Hacking: Urban hacking is the concept of activating public spaces through low cost, resident-initiated solutions to provide information to or improve public spaces for public use, filling a gap that the public and private sectors have not filled. Also known as tactical urbanism.

Wayfaring: The act of travelling by foot.

Women, Infants and Children (WIC): Federal nutritional supplement program for pregnant or postpartum women, infants up to one year old and children up to five years old.

1. Increase transit options and improve existing transit services

Transit options within the planning area are currently limited to the Metrobus service. While these lines are within walking distance for all area residents, there are numerous drawbacks: insufficient options for travelling to a single location; slow headway times; and bus service that is typically around the same speed as someone riding a bike.

These recommendations look at ways to improve the existing transit system to provide better service. At the time of writing, the community recognizes that Metro is currently undergoing a study to re-work many aspects or their system through an initiative called "Metro Reimagined," which will evaluate the needs of transit riders and make changes to the system based upon public input. The Gravois-Jefferson plan participants intend that the community input gathered and policy recommendations made during this planning process will help aide Metro as it reimagines its system. Given the high density of the planning area and a need to connect residents with employment, the planning area is an ideal place to connect new transit options with people who need them.

1.1. Advocate for a North-South extension of Metrolink along S. Jefferson and S. Broadway Avenues.

The current Metrolink rail transit system offers commuters a quick and easy way to get to work or to a special event without having to drive into downtown and other congested areas. The system works relatively well but has an extremely limited scope, serving residents along lines that run mostly east and west in the central corridor.

Expand the Metrolink through a line that runs north and south.

There are multiple potential routes currently being studied, with the one most relevant to this planning effort being the potential lines in South City along Jefferson (See Figure 1.1). That route has two potential Southside options, one travelling down Jefferson and continuing down Broadway, with another continuing on a more "express" route down I-55.

The proposed Metrolink North-South expansion should continue from S. Jefferson down S. Broadway to increase transit access for the densest residential neighborhoods in the city and connect them with job opportunities downtown and across the region.

Forward Through Ferguson identified a need for a priority transportation project for the region, something that could be accomplished via a north-south Metrolink route.

1.2. Advocate for the development of a Bus Rapid Transit (BRT) system.

An alternative approach to increasing transit options that does not involve expanding rail transit would be to introduce a system of express bus lines known as Bus Rapid Transit. In many ways, BRT accomplishes the same goals as a rail transit system with greater flexibility and lower costs. BRT lines have accelerated service and fewer stops than traditional bus routes, allowing for a faster commute time between destinations. Without the need to lay track, bus routes can be modified as needed based on demand over time, something that is not possible with rail transit without substantial additional cost.

Explore Bus Rapid transit for commuters who access the lines from Gravois or Jefferson, keeping Meramec and Cherokee reserved for traditional bus lanes.

Identify BRT routes before road diets are implemented.

Adopting a BRT system requires a municipality to have capacity for BRT traffic on the roads where the bus traffic will go. While St. Louis has no shortage of major arterial roadways that can support additional public transit methods, such methods, such as BRT, should be decided on and implemented prior to any decisions to widen sidewalks, add bump-outs, or otherwise implement any road diet measures. Road diets have a tremendous amount of merit; however in doing so the road is likely to be rendered essentially unusable for BRT purposes (assuming that automobile traffic will still be accommodated). This is why BRT should be a priority consideration for any major roads prior to discussions about traffic calming measures.

Explore BRT in many forms along potential Metrolink expansion study routes.

There are many ways that a BRT system could work within the study area of the proposed Metrolink expansion. Options include replacing the Metrolink expansion with a BRT line or having a BRT system connect with transit hubs along the new Metrolink expansion routes. What is important is that all options be considered to best serve the community, and that cohesion between various methods of transportation be better addressed so that commuters in the planning area have better, more efficient transportation options.

Metro, in collaboration with elected officials, local stakeholders, transportation-minded non-profit organizations and residents should lead the way in addressing these issues.

1.3. Establish dedicated bus lanes.

Often, a bus system, BRT or otherwise, will function best when the buses can utilize dedicated lanes that separate traffic from public transit. This not only makes the bus system more efficient, but aides drivers because the buses no longer need to merge into traffic. Since buses travels at similar speeds to bicyclists, these lanes could be used for cyclist infrastructure as well.
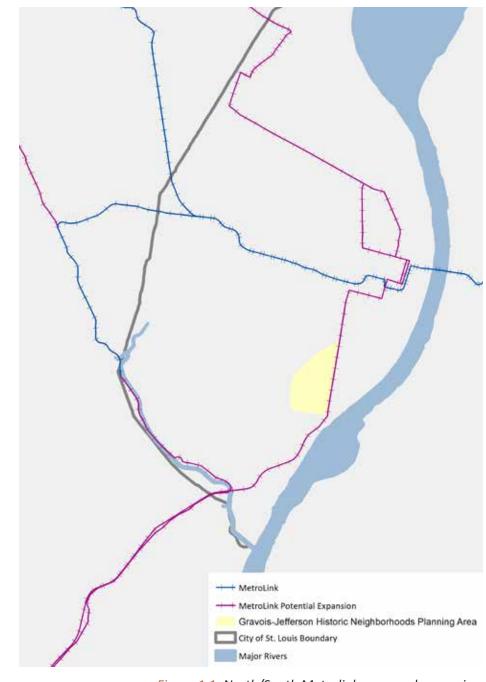

Figure 1.1: North/South Metrolink proposed expansion.

1.4. Increase the frequency and efficiency of buses going through the neighborhoods.

Headway times for buses across the Metro system are infrequent, often making it difficult for commuters to get to where they need to be, especially if they require a transfer. Even during rush hour, the number 70 Grand bus route is the only one with a headway time more frequent than 15 minutes in the entire Metro system. 30 and 40-minute headways are common throughout the network on both sides of the river.

Increase headways for bus routes that serve high-density neighborhoods.

While "Metro Reimagined" is being studied and implemented, the planning area should be considered a target area for increased headway times, especially for the 73 Carondelet, 10 Gravois, and 11 Chippewa bus routes that serve Chippewa, Cherokee, Jefferson, and Gravois. The number 10 and number 11 bus routes are among the top 10 in terms of ridership throughout the Metrobus network.

1.5. Promote clean transit options.

Air quality in St. Louis has been an issue for decades; with numerous advances in motor vehicle technology aimed at lowering carbon emissions and improving the quality of life for those affected by fossil fuels, steps should be taken to ensure that public transit does not pollute local communities.

Use clean, natural gas and electricity in bus transit.

When possible, as old buses are retired from the fleet and new ones added, fossil fuel powered busses should be replaced with those that emit very few, if any, carbon emissions. Metro should undertake initiatives to ensure that carbon neutral solutions are implemented when replacing retired buses.

Potential options for this approach include introducing new buses that run on clean, natural gas as well as those that are fully electric. Electric buses come in many forms, ones that use internal batteries, ones that use a combination hybrid petrol / electric, or a "trolley bus" system where overhead wires power the bus.

Promote renewable energy technologies in public transit vehicles.

Put in place available renewable energy for all public transit vehicles and support vehicles (public safety, maintenance, etc.).

Potential Resources: Bi-State Development, City of St. Louis, East-West Gateway, Citizens for Modern Transit, Trailnet, Elected Officials, National Alliance of Public Transportation Advocates, HUD, MODOT, EPA.

2. Enhance public transit stop conditions through a community-oriented approach

Transit stops should continue to be improved throughout the planning area, with an approach that focuses on the needs of residents while enhancing the safety and comfort of the transit stops. Improved transit stop conditions will help to eliminate the stigma many believe is cast on them by society for choosing to utilize public transportation over private vehicle ownership while additionally building a transportation culture that supports multiple modes of transportation at a single location.

2.1. Build more comfortable, safe and visible transit stops.

Single-mode transit shelters for bus travelers require greater care to ensure that they are safe, visible and comfortable.

Build shelter from weather.

All transit hubs should be equipped with overhead protection from the elements. Transit shelters at multi-modal transit hubs should be larger than the typical bus shelters.

Build seating.

Ample seating will aide not only the handicapped and those who have

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"Obvious" Bus Stop (Baltimore, MD)

Standing at the corner of Eastern Avenue and S. East Avenue in Baltimore, it's almost impossible to not notice the bus stop. While most are simple signs placed atop a pole, this stop is as literal as can be conceived: three letters 14ft tall and 7ft wide spell out "BUS". Each letter can support 4 people interacting in various postures and stances, with the B designed to help shelter disabled riders.

Officially known as "BUS STOP", this art installation has been the pickup and drop-off point for passengers on the number 21 bus since the summer of 2014. While it was constructed by local sculptors, the project was the brainchild of Spanish art collective "mmmm…" The concept came to life after community discussions between the residents who live in Highlandtown, the Creative Alliance, and Southeast CDC brought to light the desire of the neighborhood to have an interactive bus stop that acts as a statement for the arts district that the neighborhood is known for. With a goal of turning the mundane task of waiting for the bus into a leisurely, entertaining activity, BUS STOP has become an attraction in and of itself.

Figure 2.1: Bus stop in Baltimore, Maryland..

trouble walking, but during increasingly hot summers where 100+ degree temperatures are common, having somewhere to sit and rest can be a substantial quality of life improvement.

Improve lighting of bus stops and signs.

Bus stop lighting should be installed to improve safety of transit riders and to allow bus drivers to see if there are patrons at a stop waiting to board. Each stop within the planning area should be well lit in times when natural light is not enough. Transit stop lighting should have a low carbon footprint and use renewable energy sources, such as LED lighting and solar as a power source.

Build bicycle parking.

Tying in bicycle ridership to transit ridership should be a priority. To do this, build ample bicycle parking available at transit stops. This will not just help bike riders take the bus, but will also create more activity at these transit hubs, making them feel more vibrant and safe.

Build maps for bus riders.

All transit hubs should include basic information about the transit routes one can take from that hub. There should be an easy way to know where the bus is going, where it can transfer to, and where it realistically can take a rider, noting destinations such as landmarks, geographic features, and neighborhoods. A simple map showing bus stops would be a good first step, with the ideal solution being a system wide map showing how the routes overlay with the city streets.

Install community bulletin boards at transit stops.

Community bulletin boards should be installed at transit stops to convey messages to transit riders and pedestrians. While many of these types of bulletin boards have transitioned online, these electronic forums often leave out older residents, foreign-born populations, and those who are not native English speakers. Community bulletin boards at bus stops help to break down these barriers through creating a public space for viewing, processing, and discussing information with other neighbors. Community bulletin boards within transit vehicles should also be considered.

Equip bus shelters with portable electronics charging stations.

With digital connectivity becoming an integral part of the lives of residents, cities around the world are installing USB charging stations for bus patrons to use while waiting. These help bus riders remain connected after long days of errands or while commuting to and from work. Such charging stations should be implemented within the planning area, potentially with the help of private sector investment to cover the setup and maintenance costs. Solar energy to power electronic charging stations should be used when possible.

Beautify transit stops with community art installations or vegetation.

Working with neighborhood artists from within the planning area, transit stops should be beautified with local art installations, murals, interactive displays, and other forms of expression. Doing so will remind neighbors of the local artist community, build awareness of that community, and make the transit stops a more pleasant place for patrons to enjoy.

Attractive, permanent art installations can help to create or enhance "destination" neighborhoods. These art installations are often held in the same high regard as murals on buildings or walls, public sculpture, statues or other high-profile art installations that people associate with a city or neighborhoods. It becomes a way to raise the profile of the artist, the neighborhood, and the city as a whole.

Establish standards and guidelines for comfortable, safe and visible transit stops.

Set minimum standards for bus shelters throughout the transit network. These standards should include, but are not limited to, a bench for seating, a trashcan, shelter from rain, and information / wayfaring signs.

From there, local entities (i.e. neighborhood associations, local elected officials, business improvement districts, etc.) should be allowed to use their existing revenue streams toward enhance existing shelters in order to improve the overall experience for transit riders while adding local character to the shelters.

2.2. Develop multimodal transit hubs at the main street intersections.

Multimodal transit hubs are those that are not simply enhanced bus shelters, but hubs that connect various modes of transportation at main intersections. These hubs include ample seating, protection from the elements, and information for pedestrians and cyclists.

Potential Resources: Bi-State Development, Corporate Sponsorships, Philanthropic Organizations, East-West Gateway, Citizens for Modern Transit, MODOT, Local Artists, Neighborhood Organizations, Regional Arts Commission.

Figure 1.2 Metrobus in the planning area on Chippewa

Figure 2.2 Resident feedback showing a desire for more seating at bus stops

3. Improve information about public transit and make it more available

The amount of information made available to the general public regarding transit should be improved in order to make sure that understanding the system is easy, quick, and helps to avoid confusion. Additional signage, real-time bus schedule displays, and awareness of existing programs will help create a more enjoyable transit riding experience.

3.1. Explore options for interactive transit stops and maps.

While paper maps and non-digital communication are important, cities are increasingly implementing new ways for people to interact with their transit maps. Via electronic touch screens, interactive transit maps allow bus patrons to explore the transit system, zoom in and out, and better map their trip while getting real time information about when the next buses will arrive. These range from small screens to large ones that take up the entirety of a bus shelter wall, replacing the traditional advertisement that is typically seen on the narrow wall of a bus shelter.

These are often supported by advertising revenue where ads are displayed when the system is idle and not being interfaced with.

3.2. Create signs pointing pedestrians to nearby transit options or bus stops.

The signs currently in the planning area tell people where they are, but fall short in telling one which way to go. Without using technology, pedestrians have no way to know where the nearest transit stops are. Adding signs to aide pedestrians in the direction of bus routes and destinations will help raise awareness for the bus system and aide residents who may not be aware that transit is so accessible.

3.3. Mark stop numbers on bus stop signs.

For riders using mobile transit apps, transit stops are often referenced with a stop number, which ensures that the transit rider is in the right place. However, many bus stop signs do not contain the stop number, which can result in confusion for new system users and tourists who are relying on accurate information to make sure that they are taking the correct bus.

Figure 3.1: A child tries out a newly installed advertisement-supported interactive transit map in Montreal, Quebec, Canada.

3.4. Add destination wayfaring signs at transit stops.

Wayfaring signs for the areas near bus stops alleviate confusion by using directional signage containing information about the destinations which can be reached along the route by taking the nearby bus.

For bus passengers who are arriving at the stop, the wayfaring signs act as a gateway to the neighborhood. Wayfaring signs should point passengers in the direction of commercial districts, entertainment venues, historical landmarks, or popular businesses.

3.5. Improve communication on bus arrival time and bus tracking at bus stops.

Implement real-time displays at bus stops indicating the next arrival time based on the GPS location of the bus.

3.6. Implement a ridership program that educates individuals on how to use public transit and highlights the possibilities for job access, educational trips, and cost savings.

Despite the numerous benefits to using public transit, many potential riders do not understand how transit could help them. Through the creation or expansion of a ridership program, efforts to educate communities on the benefits of public transit can be expanded. This should be done in collaboration with local nonprofits, neighborhood organizations, and other locally affiliated groups in order to best reach their audiences.

3.7. Increase awareness of reduced fare and other discount programs.

Increase awareness of reduced fare programs and transit rider discount programs within the planning area. This would let residents know what options are available for transit riders who are budget conscious or on a fixed-income. Options for additional outreach include partnerships with local businesses, advertising efforts at local community centers, information at bus shelters, and increased communication through government and nonprofit communications.

Potential Resources: Bi-State Development, East-West Gateway, Citizens for Modern Transit, MODOT, Neighborhood Organizations, St. Louis Streets Department, Explore St. Louis, St. Louis Chamber of Commerce, Hispanic Chamber of Commerce.

4. Increase ridership of public transit

Expand the overall effort to increase the ridership of public transit for all potential riders in the planning area. Residents should be actively encouraged and incentivized to utilize public transit through transit card access, better integration with businesses and event promoters, and through communication efforts with Metro.

4.1. Develop campaigns to encourage those with cars to take alternate forms of transit.

Use tools such as census data, transit data from Metro, and employment data from local, state and federal sources, to encourage car owners to use alternate forms of transit.

Analytics can be developed through these sources to determine where planning area residents work and their commute times. With such data available, targeted marketing can be undertaken towards motorists to show them how transit can serve their needs. This campaign could be undertaken by a transit agency, a government entity, or a non-profit.

4.2. Incentivize transit use through expansion of subsidized fare cards.

Subsidized fare cards are currently available from Metro for persons if they are over 65, have a Medicare ID card or have a disability. Subsidized fare cards could be expanded and implemented in other ways to better incentivize new ridership.

Explore new metrics for determining subsidized fare card status, including being based on target neighborhoods to build ridership around TOD sites; being based on income or EBT access; or for mothers receiving WIC assistance.

4.3. Create opportunities within the community to buy transit fare cards.

Residents can only purchase a transit card at transit centers that provide access to the Metrolink rail system. For commuters that rely entirely on the bus system, options do not exist locally to purchase transit fare cards without travelling to a Metrolink station.

Expand local options to purchase transit fare cards to provide greater access and convenience to transit users.

Unmanned Kiosks for purchasing fare tickets and partnerships with local shop owners to sell fare tickets could greatly increase access for planning area residents. The kiosks present an opportunity to get ticket access at any time of day, while partnerships with local businesses can offer better service (especially for the non-native English-speaking population) as well as get potential customers into their stores.

4.4. Support development of the My Gateway Card.

The My Gateway Card, a Metro initiative, is designed to bring the transit fare system in the St. Louis region on par with other major American cities.

All transit fare cards within the metro system are currently disposable paper, even for those who purchase monthly passes or get a semester pass from an educational institution. This practice not only causes more waste, but leaves transit riders at risk of losing or having their pass stolen and being forced to buy a new pass.

The My Gateway card would address these issues and bring more options to planning area residents.

Metro should utilize the planning area to test the My Gateway Card.

4.5. Encourage transit use to access events within the planning area.

Event promoters, businesses, restaurants, and other organizations within the planning area should promote public transit by advertising the closest transit lines and stops to their business or event.
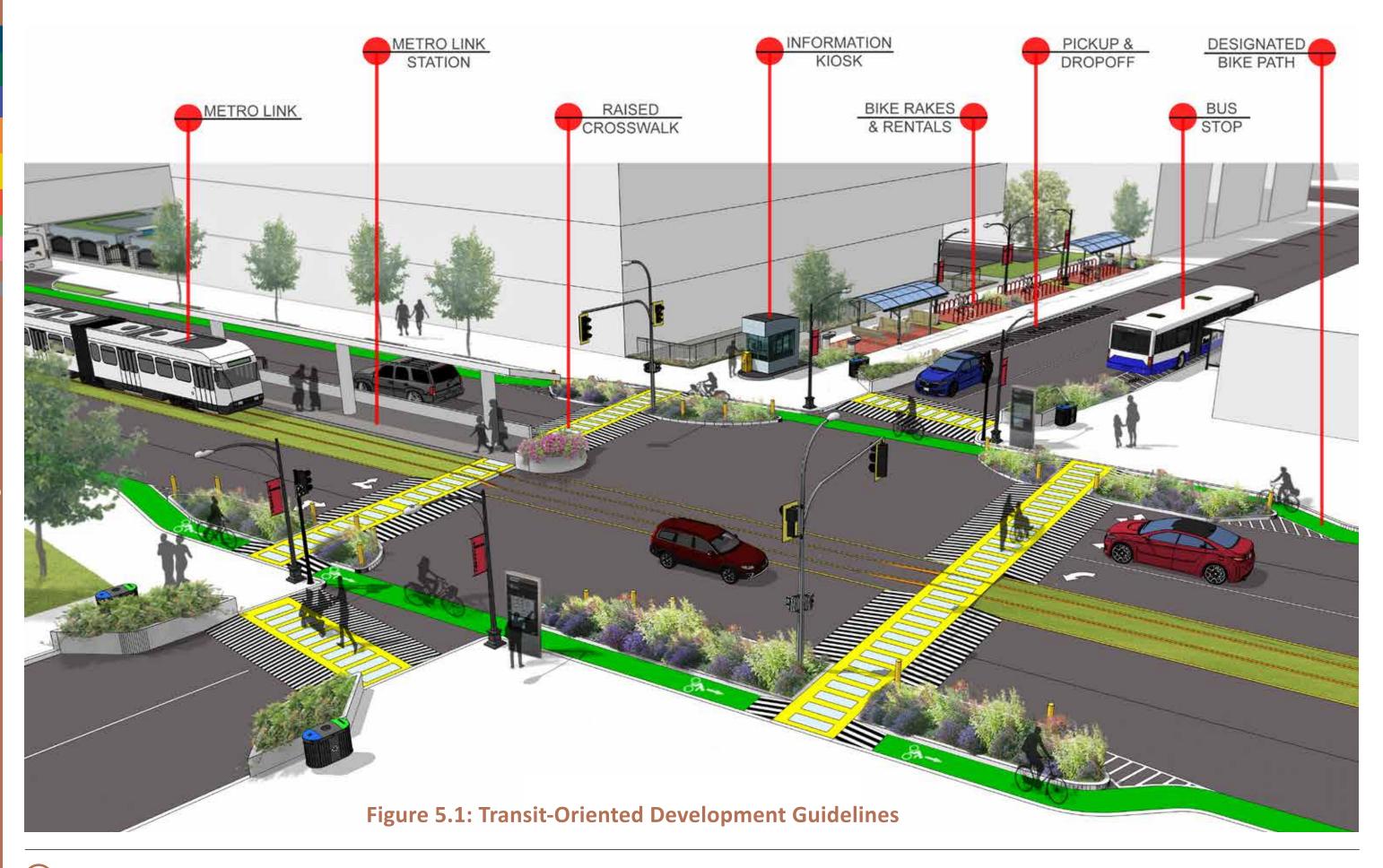
4.6. Encourage transit-oriented events and programing.

Local organizations and businesses, in collaboration with transit agencies and transit-focused non-profits, should host events that promote and encourage transit use. Businesses could organize, for instance, a "Cherokee Street Transit Night," offering an incentive to potential customers to get some benefit (discount, free gift, raffle entry, etc.) in return for showing that they took transit to the establishment.

Potential Resources: Bi-State Development, East-West Gateway, Citizens for Modern Transit, MODOT, Neighborhood Organizations, St. Louis Streets Department, Explore St. Louis, St. Louis Chamber of Commerce, Hispanic Chamber of Commerce, Transit Activists.

Figure 4.1: Metro transit ticket kiosk at Union Station downtown.

METRO LINK

METRO LINK
STATION

RAISED
CROSSWALK

INFORMATION
KIOSK

BIKE RAKES
& RENTALS

PICKUP &
DROPOFF

DESIGNATED
BIKE PATH

BUS
STOP

Figure 5.1: Transit-Oriented Development Guidelines

5. Transit Oriented Development (TOD)

The entire planning area sits well within walking distance of what could reasonably be considered a "TOD area" for the purposes of concentrating development within a reasonable walking distance from a person's residence. All development in the planning area should be considered not just through a lens of locating development around transit, but through a lens that makes the development equitable for all planning area residents regardless of income, ethnicity, or gender.

5.1. The entire planning area should be considered a TOD area.

With all parts of the planning area being at most a 10-minute walk from a transit stop, all of the planning area meets the industry-standard definition of a TOD area.

All developments proposed in the planning area should address equity and impact questions about how the development will improve access to transit, how the development will impact transit, and what can be done to best utilize land near transit lines.

This process will ensure future developments leverage access to transit and its benefits.

5.2. Concentrate new development near high volume transit corridors.

New development placed along major transit and traffic corridors will create denser transit-oriented development throughout the planning area.

Development at high-profile intersections along Grand, Gravois and Jefferson should be higher density, mixed use development (see Figure 5.1 of TOD).

Potential Resources: Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, Elected Officials, MODOT, Neighborhood Organizations.

6. Improve street design

The design of the streets within the planning area impacts every way in which residents and visitors travel throughout the neighborhoods. This section makes recommendations to make the streets safer by altering the built environment while helping to keep the historic character of the neighborhoods intact.

6.1. Maintain historic brick streets and alleys to reduce vehicle damage and promote traffic calming.

To the fullest extent possible, maintain brick streets in the planning area. When repairs must take place, ensure patching with asphalt is done professionally and, as much as possible, maintains the historic look of these streets.

Decrease the surface area of brick to a more manageable amount when necessary.

Remove or pave over brick streets only if their existence becomes unsustainable and repair is no longer a feasible option.

Any plans to completely remove brick streets should include a community engagement process focusing on residents of that block.

Proposals to remove brick streets should involve substantial community engagement to discuss options with neighborhood residents and stakeholders.

6.2. Increase pedestrian scale lighting.

Increase pedestrian scale lighting in the planning area through existing and new opportunities.

Expand porch lights and bulbs for residential areas.

Encourage residents to keep porch lights on in the evening. Support efforts to provide free porch light bulbs to residents. Expand these efforts to include free porch light fixtures, especially for low-income residents. Encourage residents to add additional pedestrian scale lighting near sidewalks and on front lawns. Increasing porch light use will create a safer, more walkable environment.

Increase pedestrian scale lighting in the public right of way in commercial areas.

Increasing pedestrian scale lighting in commercial areas may be championed by local elected officials, businesses, business associations, or other relevant partners.

6.3. Build Curb Bump-outs where appropriate.

Curb bump-outs should be considered as an option to calm streets and create a safer environment along residential and commercial streets. Bump-out design should not adversely affect visibility.

When available, utilize MSD Project Clear funds to construct bump-outs.

The planning area falls within MSD's Project clear initiative area and the Bissel Watershed, and new projects that could incorporate bump-outs may have the expense covered by MSD. The area within the Bissel Watershed, identified as a priority of MSD Project Clear, has money earmarked for rain garden bump-outs.

As a low-cost alternative, consider "painted bump-outs."

When money is not available for concreate bump-outs, consider using paint to create bump outs at the intersection showing traffic that an area of the intersection is off limits to motorists.

6.4. Support principles of crime prevention through environmental design (CPTED).

When making changes to the built environment within the planning area, particularly as they relate to areas of shade and cover, follow the principles of CPTED to make sure that proposed changes are actively working to make the public realm safer and minimizing risks for personal or property crime. Incorporate CPTED into all phases of design and site plan review for public and private projects within the planning area.

Set standards for tree and landscape maintenance to promote visibility and safety.

Tree and landscape maintenance should be done in a way which promotes visibility and safety; trees should not hide criminal activity. Neighborhood groups and local non-profit organizations should take the lead in partnership with the St. Louis Forestry Department to ensure that guidelines are adopted and followed.
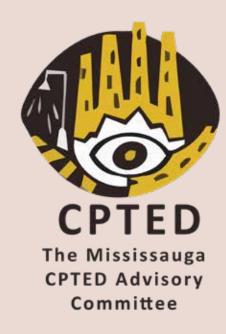
Provide trees in residential and commercial areas that help with shade but do not allow for people to use them as criminal act catalysts.

Crime Prevention through Environmental Design (Mississauga, Ontario)

It's no coincidence that the city of Mississauga, Ontario is routinely named one of the safest in Canada. The municipality, with close to 800,000 residents (Canada's 6th largest by population), has used principles of CPTED to build an environment that is both inclusive and helps to deter crime for more than two decades.

In the early 1990s, Mississauga recognized the need to keep their community safe by opening dialog between the city's planning and building division, the police, and the residents. The result was a CPTED Advisory committee formed in 1996, consisting of not just representatives from the aforementioned groups, but also from the city parks department, facilities planning department, transportation engineers, and others. In January, 2000 the city adopted resolutions requiring CPTED to be incorporated into all phases of design, review and approval for all new city building and parks projects. It required the design teams to have knowledge of CPTED principles and made sure that numerous city divisions have training to make sure that the principles are properly implemented. They also mandated that CPTED audits be conducted and create action plans every three years.

The current strategic plan, adopted in 2009, makes safety a priority and provides guidance on how the built environment can be modified to keep people safe. 17 years after the city passed the CPTED resolutions, they continue to issue annual reports on crime, have all new project reviewed for CPTED compliance, and work to ensure that residents feel safe when a police officer is not nearby.

CPTED
The Mississauga
CPTED Advisory
Committee

New trees placed within the planning area should provide shade to the area but not act as a catalyst for criminal activity. Practices should be implemented with full cooperation with the St. Louis Forestry Department. [See Environment Recommendation 2.5]

Control access to deter criminal activity.

There is a great deal of open access to spaces that are either vacant or are often effectively vacant due to underutilization. By restricting access to vacant spaces and activating the spaces that are truly public, the community can work to keep criminal activity to a minimum.

Access to vacant lots, regardless of who owns them, creates a situation where illegal dumping of trash and other criminal activity can easily take place. Creating barriers to the rear of vacant lots, through temporary (barriers, tape) or semi-permanent (fencing) means will help prevent the illegal use of vacant land within the planning area.

Activate public space through events and activities.

By filling public spaces with events and activities, criminals are less likely to utilize them for criminal activity. Not only does this create an "eyes on the street" for residents to keep an eye on things, it also deters criminal activity by refusing to provide cover in plain sight through a space that is both public and well occupied, instead of public but effectively vacant. Because of this, planning area public spaces should be utilized frequently for events of all sizes.

Defer to the National Crime Prevention Council's "Crime prevention through environmental design guide" for other CPTED best practices

The national Crime Prevention Council's guide on crime prevention through environmental design gives a much more comprehensive overview of best practices than make sense to include in this plan. The community recommends utilizing practices outlined in this document where appropriate for addressing further implementations of CPTED within the planning area.

Potential Resources: East-West Gateway, Trailnet, Elected Officials, Neighborhood Organizations, City of St. Louis Streets Department, SLPD, The Ethical Society of Police, City of St. Louis Board of Public Service.

7. Develop street multimodality

Multimodality should be applied to create streets in the planning area that are usable by various modes of transportation. Doing so will demonstrate the values, culture, and overall feel of the neighborhoods through the built environment, as well as increase the ways that neighbors and visitors can interact with one another. Utilizing public art projects, individual efforts to improve public spaces, and creating spaces for non-motorized transportation can help cultivate an inclusive street.

7.1. Improve neighborhood aesthetic for non-motorized traffic.

Those who travel through the planning area by foot or by bike experience things in a much different way than those who drive. They are more likely to interact with the built environment and each other. They will notice shop windows, public amenities, and art installations in greater numbers. Improving neighborhood aesthetics in the planning area will enhance the experience of walking and cycling in the area.

Install public art.

Support public art installations throughout the planning area, with a focus on artists who themselves are residents. The arts community within the planning area is a tremendous asset; however, this is not always apparent to area visitors or to the city at large.

Repair sidewalks.

Sidewalks within the planning should be a high priority for funds made available to improve infrastructure. Improvements should be coordinated between City departments, such as Streets and Forestry if tree roots have disrupted sidewalk conditions and a tree should be removed.

Continue and expand the 50/50 sidewalk program and work with the city to find incentives for multiple homeowners to replace sidewalks at once.

Encourage Urban Hacking projects within the planning area to fill gaps where the city is not able to provide needed amenities.

Urban hacking can enhance public spaces through efforts that seek to unofficially improve the built environment. An example of urban hacking could be an everyday citizen placing bus schedules at bus stops and wrapping them in plastic to protect them from the elements. Assuming such changes to the public realm do not endanger public health, safety, or otherwise represent offensive content, authorities should neither endorse nor recommend the removal of these "urban hacks".

8. Improve traffic flow management

Taking additional steps to improve traffic flow and decrease the speed for motorized transportation within the planning area will have a profoundly positive effect on the planning area.

8.1. Add traffic-calming measures, such as speed humps and bump-outs.

Traffic-calming measures improve traffic and safety by reducing speed and decreasing the likelihood of traffic-related collisions and fatalities.

Speed humps should be considered a priority traffic calming investment. For high traffic or high collision residential intersections, consider bump-outs.

Use existing data from the 20th and 25th ward traffic studies to justify decisions. All decisions regarding the placement of traffic calming measures should be justified with traffic data from reliable sources, including local government and independently commissioned studies from reliable transportation engineers. This will allow for open dialog between residents, elected officials, and city officials. The data available from the recent 20th and 25th ward traffic studies should be used when applicable, as should other sources as they become available.

Speed bumps are low priority and should not be considered.

While there are currently no plans within the Streets Department to implement speed bumps throughout the City of St. Louis, the community recommends that this remain the standard practice within the planning area for the foreseeable future and that no resources be used toward the implementation of speed bumps.

7.2. Re-organize commercial corridors to organize and physically separate the use of private motorized vehicles, buses, and bikes.

Traffic and transit activity on major commercial corridors surrounding the planning area (Grand, Jefferson, Broadway, and Gravois) is below the capacity of the roads. There is an opportunity to separate different types of traffic to allow for the free flow of traffic and minimize the amount of interactions between vehicle traffic, bike traffic, and bus traffic.

Use LED lighting and color paints to separate lanes.

Use LED lighting and different colored paint to separate lanes and signify lanes that are designated for non-automobile traffic.

7.3. Increase the presence of well-designed bike racks in commercial corridors, parks, and at transit hubs.

Some well-designed bike racks currently exist throughout the planning area, especially along Cherokee and Meramec Streets. These racks allow for bikes to be locked in a way that secures the body and the wheel. These bike racks should continue to be implemented throughout the planning area, particularly at new transit hubs, new TOD areas, parks, and other public spaces.

Potential Resources: East-West Gateway, Trailnet, Elected Officials, Neighborhood Organizations, City of St. Louis Streets Department, Great Rivers Greenway, St. Louis Metropolitan Sewer District.

Safety Concepts

1. - Pedestrian Crossing Sign
2. - LED Street Lighting
3. - Raised Intersection Platform
4. - Crosswalk
5. - Safety Bollards

Transit System

6. - Metro Link Train
7. - Double Lane Road No Parking
8. - Single Lane Road With Parking
9. - Street Map Kiosk
10. - Dedicated Bike Lane

Environmental Concepts

11. - Native Grass Area Between Metro Link Rails
12. - Rain garden
13. - Pervious Street Paver's
14. - Recycle Trash Can

Figure 7.2: South Broadway and Osage street redesign proposal.

8.2. Promote road-diets and calm street programs.

Through local branding, support from elected officials, businesses and neighborhood organizations, road diets and calm streets programs should be supported, encouraged and advertised.

Consider mass transit when implementing road diets.

Road diets should be implemented with mass transit concerns in mind. Once a road has been "shrunk" to calm traffic, it becomes much more difficult, if not impossible, to make space for passenger rail or bus rapid transit. This makes it essential that any and all road diets take place within the confines of plans from transit agencies to increase BRT or street-level rail.

Encourage temporary solutions to traffic calming.

Temporary solutions should be encouraged when putting in place traffic calming measures to allow residents within the planning area to notice how it affects the flow of traffic.

By utilizing traffic cones or other highly-durable materials, it is possible to create quick and temporary bump-outs, roundabouts, narrowing of lanes, and more. Efforts should be undertaken in coordination with the city, neighborhood organizations, and local non-profit organizations to get residents used to the idea of traffic calming measures and to gather feedback.

Account for drainage and storm water concerns when implementing street calming, especially curb bump-outs.

8.3. Implement street conversion plans developed in the 20th and 25th Wards.

Street conversion plans for transforming older one-way street layouts should be implemented. Plans for the 20th and 25th Wards outline where these street conversions should take place.

8.4. Support resident carpooling initiatives to help relieve local traffic congestion.

By utilizing both on and offline ways of connecting with neighbors (social media, neighborhood or ward meetings, block parties, etc.), residents of the planning area should organize carpooling efforts to and from work, school and other locations. Such efforts could be formal, through a carpooling organization under the umbrella of another existing local organization, or informal one-on-one connections.

Figure 8.1: Trailnet's Louisiana Calm Streets pop-up demonstration in 2017. Image courtesy of Trailnet.

8.5. Support bike infrastructure.

Support bike infrastructure at the local and state level to foster a healthy cycling transportation choice.

Utilize shared bike and bus lanes.

Cyclists should be made aware of where it is appropriate to ride alongside traffic on major thoroughfares (Gravois, Grand, Jefferson, Broadway, etc.) and work to ride within those spaces. Education for new cyclists is also a necessity to ensure that lane separation is observed and that each new generation does their part to keep themselves and the community safe.

Build dedicated bike lanes on residential streets running parallel to major thoroughfares.

In accordance with plans from the City of St. Louis Streets Department, place new dedicated bike lanes along residential streets adjacent and parallel to major roads in order to keep a safe space for cyclists and allow for faster travel uninterrupted by motor vehicle or bus traffic.

Potential Resources: Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, Elected Officials, MODOT, Neighborhood Organizations.

9. Adapt parking to resident and business needs

Parking schemes should be adapted to reflect the current needs of those who live and invest in the planning area.

9.1. Replace parking kiosks with single space meters.

When it comes time to make decisions regarding the future of parking payment systems within the planning area, single space meters should be used in place of parking kiosks.

9.2. Increase elasticity of metered parking price to reach a stable occupancy of 80%.

Parking elasticity changes the price of parking based on parking demand, correlated with traffic and time of day. It increases revenue for the City, allows for increased local business, and encourages the use of alternate forms of transit. It also reduces the amount of time spent searching for a parking spot, which not only will make the area safer and reduce vehicle collisions, but will cut down on air pollution from exhaust emissions.

9.3. Create no-cost or subsidized resident parking permits.

Residency permits ensure that local residents are not inconvenienced by commercial visitors. This policy would prevent those who are patronizing local businesses from taking up parking space in front of residential homes. Parking space on residential streets would be made available only to those with permits. This may also serve as a revenue generator for a local organization that handles the administration of the parking permits.

9.4. Reduce parking requirements for Transit Oriented Development areas

As noted earlier in this section (see recommendation 5.1), the entire planning area should be considered a TOD area. With this in mind, parking requirements should be modified with the intent of encouraging the use of mass transit and bikes over personal vehicles.

With a substantial focus on TOD for the area, development should always take into consideration what the best options are for all people, not simply motorists. In doing so, businesses will start to focus on the local market and work to best improve their customer base through those who live within walking distance. In turn, this creates neighborhood businesses that truly reflect the needs of those in the area, not those who are willing to drive to the area. Mass transit users will help because they bring in the ability to bring new viewpoints and purchasing power

without the added pollution or other social costs of driving.

While outside visitors are important to the economic health of the planning area, those who live there should be given priority throughout any review processes for new development.

Eliminate minimum and maximum parking requirements.

Minimum and maximum parking requirements should be eliminated for all commercial development. This would rid the planning area of any additional and under-utilized surface parking lots and help to increase options for redevelopment without the need to acquire adjacent land to satisfy parking requirements.

This would require legislative action, through a conditional use district or change to the zoning code to comply with City Ordinance 26.40.040 "Specific parking and loading regulations." which currently sets parking requirements for commercial establishments.

Potential Resources: Elected Officials, St. Louis City Treasurer's Office, City of St. Louis Streets Department,Chamber of Commerce, Hispanic Chamber of Commerce, Neighborhood Associations, Dutchtown South Community Corporation.

Figure 10.1: A distressed alley in the planning area creates opportunities for resident reclamation through code enforcement and art.

10. Reclaim alleys

Planning area alleys are currently unfriendly spaces where one travels to rear parking lots, takes out garbage, and sometimes encounters unfriendly elements. By working to reclaim alleys as a livable space, neighborhood quality of life can be greatly improved.

10.1. Improve access and conditions of garages in alleys.

Neighbors, in addition to maintaining their own alley space, should explore options and funding to assist their neighbors whose garages can be at best an eyesore and at worst, a health hazard. This would transform the current appearances of alleys, as many alley spaces remain unsightly due to the presence of poorly maintained garages.

10.2. Implement clean and clear initiatives in the alleys to maintain safe circulation access.

Clean and Clear initiatives, which aim to keep alleys safe and secure for those walking and driving in them, should be used to keep alleys clear and accessible for all types of transportation. Neighbors should work with the City of St. Louis Citizen Service Bureau to report problems and facilitate improved environments in alleys.

10.3. Prevent illegal dumping and accumulation of waste in alleys.

Working with neighborhood groups and the City, residents of the planning area should address issues of illegal dumping that lower the quality of life and property values for the entire planning area.

Use strategic code enforcement to alert property owners, especially absentee owners, that they are not supporting their neighborhood.

Expand information about how to report burnt out alley lights and illegal dumping through signage in alleys.

Neighborhood residents and city leaders should work together to ensure that requests for alley services are filled in a timely manner. Residents are more likely play an active role in keeping alleys safe and maintained if they see their requests resulting in action.

10.4. Improve alley lighting for pedestrians and automobiles.

Crime often occurs under the cover of darkness because it is harder to see and accurately report perpetrators. Even alleys that are statistically safe are often perceived as unsafe places, making them highly attractive locations for those engaged in illegal activity.

Improved lighting in alleys can increase perception of safety and deter crime. Energy supplier Ameren has a program to have alley lights installed at no cost to the resident aside from the increased charge for electricity.

Increase awareness of Ameren's alley light program to let planning area residents know that options to increase alley-lighting are available.

The City has no plans to install additional lighting in alleys, and that is not likely to change within the lifetime of this plan. With that in mind, residents and neighborhood groups must take the lead in ensuring that alleys are well lit. In future efforts, city leaders and law enforcement should work together to increase lighting in alleys

10.5. Use art to create a sense of place in alleyways.

Encourage residents to transform alley-facing garages, fences, and ash pits on their property into a canvas for public art. Mural projects in partnership with planning area artists should be encouraged.

10.6. Maintain and keep brick and cobblestone alleyways.

Brick and cobblestone alleys should be maintained and repaired as needed. In doing so, the neighborhood maintains its historic character and an effective traffic calming tool.

10.7. Explore the possibility of replacing dumpsters with wheeled trash and recycling bins.

For blocks who wish to eliminate city refuse truck traffic in their alleys, it is possible to replace dumpsters with individual wheeled trash and recycling bins that would be the individual residents' responsibility. This is already happening in other parts of the city, and is supported by dedicated trucks.

Potential Resources: Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, Business Districts, Regional Arts Commissions, Local Artists, Washington University Sam Fox School of Design, Local Creative Centers (Kismet Creative, Thomas Dunn).

11. Use streets as a catalyst for helping to better connect neighborhoods

Activating streets to better connect neighborhoods serves as a transportation network for pedestrians in a way that encourages activity between neighborhoods. Major commercial streets are currently perceived as difficult to cross and a barrier to neighborhood connectivity.

Creating a sense of place is also important to connecting neighborhoods. Streets are often viewed only as a conduit to effective transportation, but when utilized more effectively, they can serve as a space to showcase the best assets of a neighborhood.

11.1. Create branding campaigns along major streets.

Create a sense of place by adding neighborhood branding signs throughout the planning area.

Street area branding should include banners, signs, art, and other celebrations of public space in order to create a sense of place and identity. Branding should advertise and celebrate neighborhoods. This street branding will better advertise that you are within Benton Park West, Gravois Park or Dutchtown.

Brand Gravois Avenue as historic US Route 66.

Many stretches of Route 66 are marked with celebratory banners that create a historic sense of place. The Gravois Avenue section of the planning area should reflect this history.
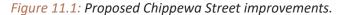
Create "cultural corridor" branding that celebrates the historical progression of migration in the planning area.
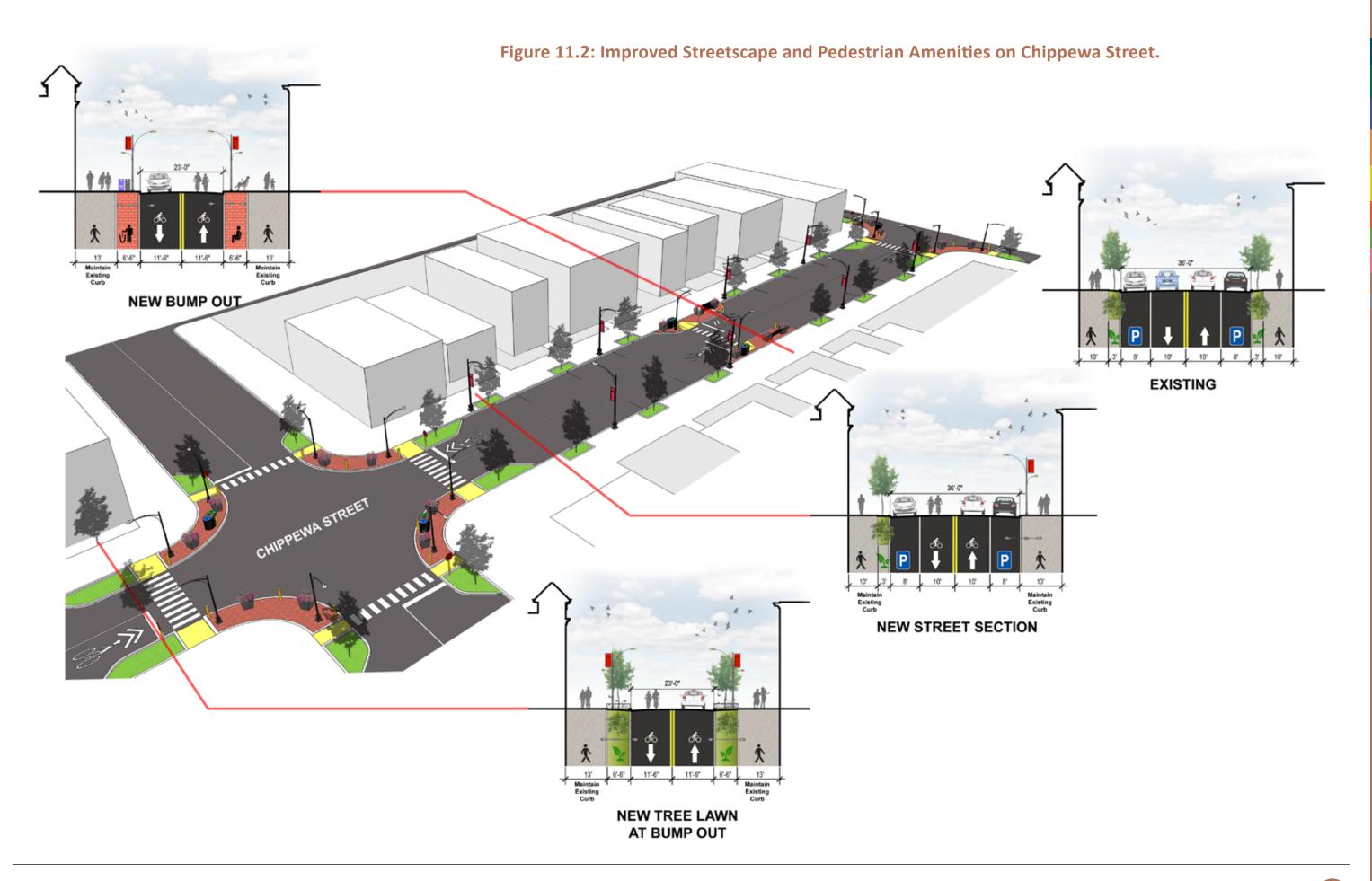
Various populations that have inhabited the planning area over time should be celebrated through banners, informative installations along sidewalks, and informative notes about historic activity. This will give residents the feeling that this has been a desirable area for different groups over many years.

11.2. Create additional crosswalks and road crossings between neighborhoods for non-motorized transportation.

Add additional road crossings and crosswalks to discourage jaywalking. Doing so will aid the neighborhoods in becoming safer and more interconnected for non-motorized traffic.

Potential Resources: Elected Officials, City of St. Louis Streets Department, Chamber of Commerce, Hispanic Chamber of Commerce, Neighborhood Assocations, City of St. Louis Zoning.

Figure 11.1: Proposed Chippewa Street improvements.

Figure 11.2: Improved Streetscape and Pedestrian Amenities on Chippewa Street.

NEW BUMP OUT

CHIPPEWA STREET

EXISTING

NEW STREET SECTION

NEW TREE LAWN
AT BUMP OUT

TRANSIT, STREETS AND WALKABILITY

165

12. Improve pedestrian infrastructure and comfort

Pedestrian infrastructure should be improved throughout the planning area, especially along commercial corridors and along high-traffic roads. Changes to sidewalks, crosswalks, seating, access to water, and other quality of life amenities are needed to accomplish this.

12.1. Widen sidewalks along commercial corridors to a minimum of 12 feet.

By implementing wider sidewalks within the planning area, there will be enough room to accommodate two-way directional foot traffic. When considering widening sidewalks, 12 feet (or 4 meters) will provide ample space to accommodate this traffic.

Consider nine-foot walking space with tress / benches / etc.

Within that 12 foot sidewalk width, set aside at least nine feet of space for directional traffic with other space potentially taken up by trees, benches, or other amenities.

Two people walking towards each other do not need nine feet of space to comfortably pass. This is done to accommodate special circumstances, including people with strollers or individuals using wheelchairs or motorized scooters. Additionally, those running or jogging down the sidewalk will have plenty of room to pass slower pedestrians without discomfort.

Anyone undertaking efforts to change sidewalks should work with the Metropolitan Sewer District from project inception to ensure solutions account for storm water concerns.

12.2. Implement crosswalks at all street crossings.

All street intersections within the planning area should have paint-striped, ADA compliant crosswalks.

This will calm traffic, improve the look of the community, and make it safer for people to cross the street.

12.3. Increase the number of mid-block crosswalks in strategic areas.

Implement mid-block crosswalks between street intersections where appropriate. These are best suited for commercial corridors or around other public amenities, such as schools and libraries.

Long blocks encourage jaywalking, creating a danger for motorists and pedestrians. The addition of mid-block crosswalks alleviates this issue and creates a safe place for pedestrians to cross without having to walk to a far-off block, which is particularly difficult for the elderly and disabled.

12.4. Improve the visibility and maintenance of crosswalks.

Existing crosswalks should be visibly improved and regularly maintained so that they are easily seen in poor lighting conditions and are highly visible to motorists. Painted stripes, crosswalk signs, and LED lighting are all options to help make crosswalks more visible. Improvements are most effective when they are regularly maintained and do not fall into disrepair.

12.5. Extend the native tree canopy to increase shade without decreasing pedestrian scale lighting.

Grow native trees in a way that they do not decrease pedestrian scale lighting, but still provide ample shade for sidewalk pedestrians to protect them from the elements and provide areas of shade during warm days throughout the year. [See Environment Recommendation 8.2]

12.6. Create access to public drinking fountains and bottle refill stations.

Install public drinking fountains with the capability to refill water bottles throughout the planning area, particularly around areas of high pedestrian and commercial traffic. Doing so will provide relief for high-risk individuals (children, the elderly, etc.) spending time outside. [See Health Recommendation 6.1]

12.7. Increasing seating, preferably in the shade, for pedestrians to rest.

Increase outdoor seating throughout the planning area, especially under shade and near drinking fountain facilities. Seating will provide relief to pedestrians, particularly the elderly, disabled and youth.

Small benches made from ad-hoc materials can provide a low-cost option for seating. Planning area artists should work with interested individuals and organizations to design and construct seating.

12.8. Implement High-intensity Activated crossWalK (HAWK) signals at crosswalks along major thoroughfares.

Figure 12.1: Mid-block crosswalk recommendation at Froebel School on Nebraska Avenue.

Where there is an intersection without a traffic light, construct HAWK signals along major roads (Broadway, Grand, Gravois and Jefferson).

These beacon signals are similar to regular crosswalk signals from the perspective of the pedestrian, where a button is hit allowing the pedestrian to cross the street. The difference with a HAWK signal is that a new stoplight appears over the road to warn motorists that they must stop in order for pedestrians to cross. This is not needed at signalized intersections, but instead serves as a safety and traffic calming measure at crosswalks in between long blocks.

12.9. Build pedestrian refuge islands where appropriate.

Refuge islands for pedestrians should be considered for intersections where the time to cross is not always sufficient and pedestrians may find themselves trapped or needing to run across the street in order to avoid oncoming traffic. While not a perfect solution, a refuge island gives pedestrians a safe space to avoid getting caught up in the middle of vehicular traffic.

Potential Resources: Elected Officials, City of St. Louis Streets Department, City of St. Louis Traffic and Lighting Division, City of St. Louis Parks Department, St. Louis Metropolitan Sewer District.

13. Increase information and access to walkable amenities

Residents should be able to walk to amenities throughout their neighborhoods. Through pedestrian trails or paths and wayfaring signs, people will be able to safely and comfortably move about the planning area.

13.1. Connect amenities to existing pedestrian trails and paths.

Walkable amenities, such as parks, schools and outdoor recreation facilities and event spaces should be connected via pedestrian paths where possible. These paths may include well-maintained sidewalks, calm streets, or other pedestrian-only routes.

13.2. Connect walkable amenities to main commercial corridors.

Public amenities should be connected with main commercial corridors along Broadway, Jefferson, Gravois, Meramec, Grand, Chippewa and Cherokee Streets through pedestrian-oriented infrastructure.

13.3. Implement a "10-Point Place" strategy.

Implement a "10-point place strategy" to maximize the number of places where anyone walking in public can have 10+ things to do within a few feet of distance. This creates public spaces of opportunity instead of public spaces of limited activity.

Potential Resources: Elected Officials, City of St. Louis Streets Department, Trailnet, Great Rivers Greenway, Neighborhood Associations, Bi-State, Explore St. Louis, St. Louis Economic Development Partnership.

Figure 13.1: "10-Point Place" Strategy shown at Chippewa and California.

14. Encourage walking and bicycling

Walking, cycling and outdoor living can help maintain a healthy populous throughout the planning area. It can also increase safety and build comradery between neighbors. Activities to encourage walking, cycling, and outdoor living should engage all ages, ethnicities, and skill levels.

14.1. Organize walking and biking tours of the neighborhoods.

Organize walking and biking tours of the neighborhood in partnership with local business organizations, non-profits, and other like-minded groups. These tours can be a tool to promote the best assets of the neighborhood, not only to people from outside the planning area, but for residents who may not be aware of what amenities within the neighborhood are readily available to them.

14.2. Increase bicycle safety workshops for adults and kids in the neighborhood.

Workshops should be created with local non-profits and cycling advocacy organizations to promote the rules, regulations and safety procedures for cyclists who reside within the planning area. These trainings foster safe cycling to protect cyclists, pedestrians and motorists.

14.3. Temporarily open streets for cyclists and pedestrians over motorized transit.

Open a street temporarily for cyclists and pedestrians by restricting motor vehicle access during a limited time window. By closing down a lane or entire street on a well-maintained residential street within the planning area, children and other individuals partake in a safe public space to ride.

14.4. Encourage a buddy system and walking groups for children in the neighborhood walking to school.

Walking groups or a buddy system for children walking to school together should be explored in partnership with SLPS to facilitate classmate interaction and create a safe environment for children walking to school.

14.5. Designate the planning area as a south side bike-share hub.

Including neighborhoods outside the central corridor in the city's exploration of options for a citywide bike-share program is important to the program's success. When exploring options for where to place bike-share hubs, the planning area neighborhoods should be highly considered for early adoption.

14.6. Increase access to high quality bike locks.

In terms of preventing theft, not all bike locks are created equal. With this in mind, access to high-quality bike locks which have a high success rate in preventing theft should be made available at an affordable cost. Doing so will allow residents to protect their cycling investment, which may be their sole method of transportation.

Local nonprofit organizations have expressed the desire to provide bike locks and, eventually, bike parking for the winter. These options should be explored and supported.

Potential Resources: Elected Officials, Neighborhood Associations, Local Historians, Bike St. Louis, St. Louis Recreational Cyclists, Bi-State, City of St. Louis Streets Department, Mayor's Office, Dutchtown South.

Topeka MetroBikes (Topeka, KS)

Since Montreal's BIXI program became the first wide-scale bike sharing system in North America in 2009, it has not taken long for many cities to see the value in a program that allows people to access bicycles as needed. While many previous efforts had proven difficult to manage, such as Madison's Red Bikes Project in the mid-1990s, advances in mobile technology have helped to connect riders and bikes in a way that is safer and more secure, allowing these types of programs to be effective.

The success of these programs has quickly branched out to cities of various sizes across the world.

While you can find these programs in Beijing or Toronto, you can also find them in places like Topeka, Kansas, the 215th most populous city in the United States. Their bike share program, Topeka Metro Bikes, doubled their fleet to 200 bicycles used at 17 main stations and close to 150 hubs throughout the city for picking up and dropping them off. If plans stay on track, there will be an additional 100 bicycles added to the system in 2017.
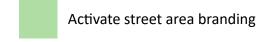
Overseen by the Topeka Metropolitan Transit Authority, Topeka has seen and recognized a need for bicycle traffic to be an essential part of getting throughout the city, the same as a public bus, subway, or personal passenger vehicle is. They are responsible for general maintenance, upkeep, the technology integration (such as GPS tracking systems) and overall decisions regarding where to place new bike hubs, expanding or contracting the system, etc. This also allows for the bike share program to be fully integrated in organizational planning for the public transit system, allowing for a data-driven approach to best find solutions that can impact the entire transit network.

Figure 14.1: Map of Topeka MetroBikes network and bike lanes

CHAPTER MAP •

The transit, streets and walkability chapter map shows existing assets and potential locations for the implementation of recommendations from this chapter.

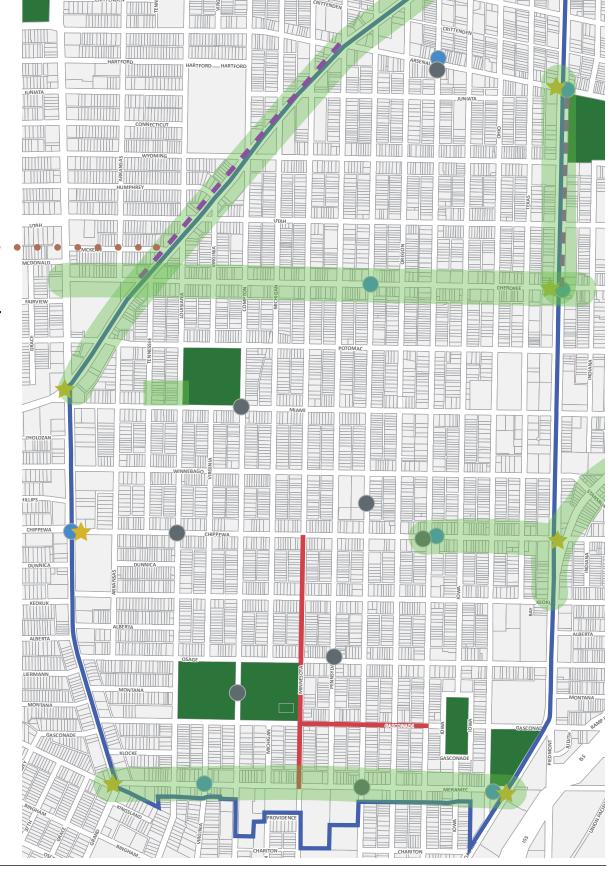Activate street area branding

Maintain brick streets

Bus stop bulletin boards

Improve connections between neighborhoods through street and other improvements

Potential locations of high impact curb bump outs

Develop multi-modal transit hubs at main street intersections

Figure 0.1: Woman dancing traditional Mexican dances at Dutchtown South Community Corporation's Common Sound Festival.

ARTS AND CULTURE

The Gravois-Jefferson Historic Neighborhoods planning area has a strong arts community and a rich cultural heritage. With one of the highest concentrations of artists in the St. Louis region, the Benton Park West, Gravois Park and northeastern portion of Dutchtown neighborhoods have the potential to support and expand the arts community. This community will, in turn, leverage the power of creativity and ingenuity to spur positive community development.

When seen as an integral part of community development, arts and culture can forge paths toward equitable community revitalization. In a 2016 keynote address, President and CEO of the Kresge Foundation Rip Rapson stated, "Arts and culture – in its full complexity and splendor of organizations, genres, and forms of participation – are central to defining community life. Have been, are now, and will be." The neighborhoods that make up the planning area are no different.

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

Arts and Culture Chapter Goal: Enrich the community and beautify the neighborhoods by supporting and broadly integrating inclusive arts that promote diversity and culture.

1. **Empower the artists within**

   1.1. Cultivate a peer-to-peer mentorship network among local artists to build professional skills and provide access to resources.

   1.2. Create opportunities for everyone to discover their passion for arts and creativity.

   1.3. Support programming that addresses key skills for success in the arts, including business development and financial management.

   1.4. Encourage regular meetings of local artists, arts-based organizations, and residents to increase coordination and accountability.

2. **Make arts and culture physical**

   2.1. Ensure galleries and arts spaces can root long-term.

   2.2. Encourage resident-informed, culturally relevant murals on buildings.

   2.3. Use artistic and cultural programming to activate underutilized storefronts.

   2.4. Support the arts in new developments and public improvements.

   2.5. Build physical infrastructure to tell an inclusive cultural history of the community.

3. **Leverage the arts for social change and community development**

   3.1. Support artistic efforts to board up vacant and abandoned buildings.

   3.2. Leverage the arts to clean up the community.

   3.3. Utilize the arts to enhance public space.

   3.4. Empower the arts community to serve as community advocates, mediators, and activists.

4. **Promote the neighborhoods as a live-work-play community**

   4.1. Coordinate campaign and branding efforts to promote the neighborhoods and their vibrant culture.

   4.2. Mark the entrances to the community through the arts.

   4.3. Utilize the arts to bridge the business community with adjacent neighborhoods.

   4.4. Market commercial and residential real estate through collaboration among artists, real estate agents, and developers.

5. **Support housing for local artists**

   5.1. Explore the development of a nonprofit-owned or cooperative housing model for local artists.

   5.2. Create a Special Use District to allow for live/work space.

   5.3. Encourage artists who work in the community to live in the neighborhood.

6. **Support and expand cultural and events programming**

   6.1. Support existing events and festivals.

   6.2. Encourage consistent activation of the parks as cultural and artistic spaces for community gathering.

Figure 0.2: Couple dancing at Dutchtown South's Common Sound Festival.

Glossary

Art: The expression or application of human creative skill and imagination (Oxford Dictionary). The arts reflect and help shape the social, physical, cultural and economic identify of a place – tapping deep reservoirs of heritage, bridging across difference, erecting new platforms for civic participation, and forging paths of revitalization for disinvested and otherwise marginalized communities.

Artist: An individual who identifies themselves as such.

Community Development Corporation (CDC): Community Development Corporations are nonprofit, community-based organizations focused on revitalizing the areas in which they are located, typically low-income, underserved neighborhoods that have experienced significant disinvestment. While they are most commonly celebrated for developing affordable housing, they are usually involved in a range of initiatives critical to community health such as economic development, sanitation, streetscaping, and neighborhood planning projects, and oftentimes even provide education and social services to neighborhood residents.

Community Improvement District (CID): A Community Improvement District is an association of property owners in a defined area that voluntarily tax themselves in order to fund improvements within the district's boundaries.

Community Land Trust: Community land trusts are nonprofit, community-based organizations designed to ensure community stewardship of land. Community land trusts can be used for many types of development (including commercial and retail), but are primarily used to ensure long-term housing affordability. To do so, the trust acquires land and maintains ownership of it permanently.

Culture: The arts and other manifestations of human intellectual achievement regarded collectively (Oxford Dictionary).

Housing Cooperative: A legal, membership-based entity that owns real estate. Members pay for a share of the cooperative, most often receiving access to a room or unit, as well as common services and spaces. Depending on the model, some cooperatives give members equity in the organization, while others operate in a non-ownership capacity.

Land Reutilization Authority (LRA): The Land Reutilization Authority is a land bank that receives title to all tax foreclosed properties in the City of St. Louis not sold at the Sheriff's sale. It also receives title to properties through donations. The SLDC Real Estate Department maintains, markets, and sells these properties and performs land assemblage for future development. The LRA holds approximately 12,000 parcels, of which about 75% are vacant lots and 25% have structures on them.

Loveland Parcel Survey: A comprehensive parcel survey conducted for the entire Gravois-Jefferson planning area using the Loveland application. Each building and lot in the area was evaluated for use, condition, building materials, and a variety of other characteristics. The Loveland Survey questions and results can be found in the current conditions section of this plan.

Live/Work Space: Property that consists of both commercial and residential space that is occupied by the same resident. The live/work unit is the primary dwelling of the occupant.

Special Use District: An area within which certain land uses are allowed and encouraged by ordinance and declared harmonious with the applicable zoning district. For example, the construction of a commercial property within an area zoned residential may be possible through the passage of a Special Use District that permits the commercial land use.

1. Empower the artists within

In the context of the Gravois-Jefferson Plan, art extends beyond the physical expression of human creative skill and into the realm of community building and civic engagement. Cultivating the community of local artists, of which the planning area has the highest concentration in the region, and fostering opportunities for everyday individuals to discover their artistic passions are key recommendations of the Plan.

1.1. Cultivate a peer-to-peer mentorship network among local artists to build professional skills and provide access to resources.

Many people are not able to support themselves through their art, meaning they must work part or full-time in addition to practicing their art. Mentorship among artists in formal and informal settings helps to build professional skills, such as marketing and business management, and provides a network of support for aspiring and seasoned artists.

Cultivate a peer-to-peer network of artists and arts-based organizations that connects the large number of artists living and working in the Gravois-Jefferson planning area.

This sort of network could also be used to connect artists with resources and exposure in the arts community, and to pool resources for necessities like health care, studio space and supplies. Members of a mentorship network should be intergenerational and diverse.

1.2. Create opportunities for everyone to discover their passion for arts and creativity.

Many residents lack access to opportunities to discover and develop their artistic abilities. Funding and programming can be coordinated to increase arts exposure through community-based programming. One key piece of connecting people with the arts is going to the places in which people are already organizing and engaged.

Coordinate marketing and outreach efforts to make art relevant and approachable to all.

This programming may include activities at block parties and community events, outreach to a wide audience for arts-based events, and financial support for artists' work.

Over 40% of the planning area population is under age 21.

Support the efforts of local schools and nonprofit groups to raise awareness of the arts among young people.
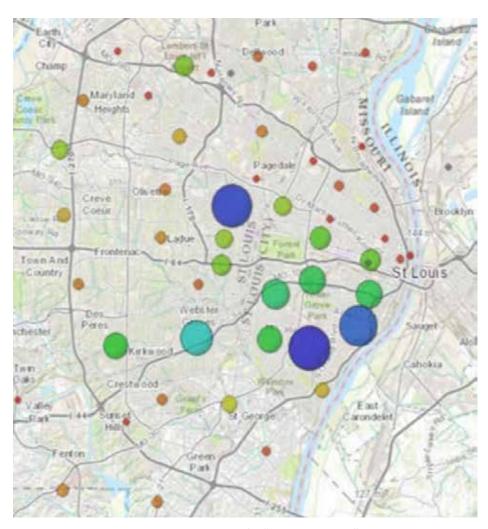
Figure 1.1: Regional Arts Commission's "Artists Counts" Survey Responses. Gravois-Jefferson planning area shows a high concentration of artists.

Figure 1.2: Arts activities at Love Bank Park on Cherokee Street.

Support efforts that target seniors, such as integrating the arts into retirement and health care services.

1.3. Support programming that addresses key skills for success in the arts, including business development and financial management.

The Plan focus groups with local artists and arts-based organizations highlighted the need for programming for arts-based business development and financial management skills.

Offer business development, financial management and coaching services to aspiring artists.

Coordination between arts groups, business and financial institutions, nonprofits, local government agencies, and practicing artists will streamline services and ensure trainings are built around the specific needs of the arts community.

1.4. Encourage regular meetings of local artists, arts-based organizations, and residents to increase coordination and accountability.

Several meetings of the Arts and Culture Resource Group revealed the need for regular meetings of local artists and arts-based organizations to cultivate relationships and share opportunities.

Organize regular meetings of local artists and arts-based organizations with a place-based focus, but inviting regional stakeholders as necessary and supportive partners. The group should also invite local residents when discussing projects that will directly affect the neighborhoods.

Seek long-term funding for a facilitator whose job it would be to convene and support this group.

Potential Resources: 2720 Cherokee, Art Farm Design and Print, Artist Art, Art Scope, Blank Space, Camp Jessop, Center for Cultural Innovation, Cherokee Street Reach, Citizen Carpentry, COCA, Colorbridge, Community Arts and Movement Project, Creative Capital, Firecracker Press, Fox Performing Arts Charitable Foundation, Intersect Art Center, Kismet Creative Center, Midwest BankCentre, Missouri Small Business Development Center, Perennial, Prosperity Connection, Regional Arts Commission, SLATE, St. Louis Public Schools, Starving Artists Law, STL Style, The Foundation Center, The Luminary, Thomas Dunn Learning Center, Yeyo Arts Collective.

2. Make arts and culture physical

Residents and visitors moving about the planning area neighborhoods should have an engaging, vibrant experience. The vision for accessible, sustainable, inclusive neighborhoods has a built form that relies on arts and culture. Physical improvements should also represent artistic and cultural expression. Recommendations include enabling arts spaces to root long-term and developing public art that represents community identity.

"St. Louis Hall of Fame" Mural

The St. Louis Wall of Fame mural depicts a collection of St. Louis' iconic black artists and historical figures. Located in the Forest Park Southeast neighborhood of St. Louis, the piece was first painted in 2011 through a collaboration between local artist Grace McCammond and kids from the Herbert Hoover Boys & Girls Club. In 2016, the mural was removed when the building required extensive brick repair; after repairs were complete, a new, food-centered mural took its place.

After its removal, several black artists and community members questioned why the original was not replaced, alluding to the changing demographics of the neighborhood as possible justification. Thus, a project began to repaint the mural on a nearby building. Grace McCammond returned with kids from the Boys and Girls Club to develop St. Louis Hall of Fame 2.0, complete with some additional faces and a fresh coat of paint. During the public opening, the student artists discussed the notable people in the mural and what they had learned through the process.

St. Louis Hall of Fame is a resident-informed, culturally relevant mural – born from residents' vision, the painting celebrates the rich black history of St. Louis and the local neighborhood. The development of the piece also engaged local artists and young people in an educational and artistic learning experience.

Figure 2.1: Photos of volunteers painting "St. Louis Hall of Fame" in the Forest Park Southeast neighborhood of the City of St. Louis.

2.1. Ensure galleries and arts spaces can root long-term.

The Gravois-Jefferson community has many galleries, studios, and other arts spaces that contribute to its unique character and draw visitors from outside the community.

Explore programs and policies that support the long-term presence of these community assets to ensure they are not displaced by longer-term economic or social forces.

One strategy could be the creation of nonprofit ownership of arts spaces in a given geography. The nonprofit could own the properties and continue to lease them to existing renters at affordable rates. Then, if a gallery or studio were to leave their space, the rent would be controlled to allow for a new arts-based organization to occupy the building. To maximize the use of these spaces and their positive impacts on the community, galleries could be encouraged to serve as spaces for artist-driven community development activities as detailed in strategy three.

Ensuring the long-term vitality of the artist community will require coordination between galleries and art spaces to identify and pursue common funding and strategies. Alongside this coordination should come advocacy for more creative, flexible, non-traditional funding models.

2.2. Encourage resident-informed, culturally relevant murals on buildings.

Murals are a great tool for activating public space, contributing to a community aesthetic, and engaging citizens in shaping their built environment. The Gravois-Jefferson planning area, especially on and around Cherokee Street, has a rich diversity of murals adorning the historic building stock. Many of these murals represent the strong African American and Latinx communities that currently live in the neighborhoods. The most successful public mural projects engage local residents and young people in their design and production.

The planning area community should continue to look at murals as an effective community-building tool that leverages the arts and culture of the neighborhood. Local arts organizations and property owners could fund the planning and production of murals.

Encourage murals painted in the planning area to reflect the vision set out by community members – accessible, sustainable, inclusive neighborhoods where families and individuals thrive in a diverse and historically rich, engaged community.

This may be achieved through collaborations among existing organizations, neighbors and young people. These collaborations will inform the location, content, and physical production of the murals.

2.3. Use artistic and cultural programming to activate underutilized storefronts.

There are many underutilized storefronts in the planning area, especially along the Chippewa Commercial Corridor. Art can be used in a variety of ways to help activate unused and underutilized storefronts: temporary

galleries, artisan shops, and events spaces are just a few of the possibilities.

Connect local artists with building owners to identify opportunities for collaboration.

Artists, curators and local building owners may identify events like temporary pop-ups or art shows that will attract people to the neighborhood, support artists' endeavors, and reveal opportunities for commercial redevelopment.

2.4. Support the arts in new developments and public improvements.

Encourage developers to consider ways to integrate the arts into their projects.

This may include commissioning work for the site or integrating participatory arts-based programs into the development process.

Encourage those making improvements in public spaces to explore creative ways to integrate artistic and cultural components.

This could include such things as building a sculpture in a park or engaging local artists to help develop the project's scope.

2.5. Build physical infrastructure to tell an inclusive cultural history of the community. • • • • • • • • • • • • • • • • • •

The neighborhoods in the planning area have a rich history of serving as home to generations of immigrants. First Irish, Italian, German and other immigrant groups settled in the city, providing labor to local industries and businesses. Thanks to their craft and culture, they transformed the physical and social identity of some St. Louis neighborhoods. In Benton Park West, Gravois Park and Dutchtown, the traditional St. Louis brick buildings bare details of Germanic influence in their architecture. Indeed, by 1860, residents born in Germany and their children represented one third of the city population and many had settled in the Gravois-Jefferson area.

The Great Migration, beginning in 1917, marked the movement of six million African-Americans from the South to northern industrial cities. By the end of World War II, black people made up 41% of the population of St. Louis. As black people continued to move to the City, white people took advantage of the benefits of the GI Bill to move to the suburbs. By the 1960s, more than half of the white population had fled the city. In the planning area, the non-white population grew by over 1,400% between 1970 and 1990; 70% were black and 14% Latinx/Hispanic and

Asian respectively. These communities brought their culture and passion to the community, revitalizing many of the areas we consider strengths today.

Preserve the cultural history of the area through physical and programmatic means. Ensure racial and ethnic inclusivity so as not to dilute the role of immigrants and minorities in community building.

Strategies may include hosting storytelling events, building physical memorials, and/or building place-markers with historic notes around the planning area.

Potential Resources: Americans for the Arts, area universities, artists, Board of Aldermen, business associations, Cherokee Street Development League, Cherokee Street Reach, Commercial District Manager, Grantmakers in the Arts, Heartland St. Louis Black Chamber of Commerce, Hispanic Chamber of Commerce, Land Reutilization Authority, local businesses, local developers, Missouri History Museum, National Endowment for the Arts, neighborhood associations, Preservation Research Office, Regional Arts Commission, STL Mural Project.
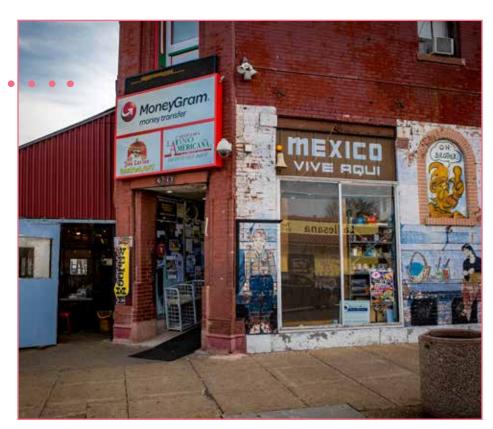

Figure 2.2: A shop serving "La Calle Cherokee". In 2017, Cherokee Street was designated with this new name to commemorate the street's Mexican heritage.

3. Leverage the arts for social change and community development

In communities around the country and the world, artists play a crucial role in the revitalization of neighborhoods and fostering of engaged communities. Whether as mediators, activists, creators or in other roles, these individuals and organizations approach community development with a unique lens. The following recommendations focus on engaging artists to help accomplish community development goals like the rehabilitation of vacant buildings and catalyzing inclusive development.

3.1. Support artistic efforts to board up vacant and abandoned buildings.

The Gravois-Jefferson planning area suffers from a high number of vacant and abandoned properties. According to data gathered through the Loveland Survey, 12% of all buildings in the planning area are vacant.

Leverage the power of the arts to engage local residents in strategies to reclaim vacant and abandoned properties and creatively reimagine the future of these sites.

Vacant buildings in the planning area are too often secured using deteriorating plywood that detracts from the surrounding area and fosters littering and further abandonment.

Engage artists to help beautify board ups and catalyze support for more comprehensive building securitization.

Collaborations between artists and community builders may attract funding for its interdisciplinary, grassroots, and arts-based nature. Better board-ups are associated with reduced littering, improved neighborhood appearance, and increased investment. [See Housing Recommendation 8.7]

3.2. Leverage the arts to clean up the community.

Develop creative marketing and programming strategies to promote a cleaner community.

Efforts should foster residents' sense of ownership over the wellbeing of their neighborhoods. These efforts may include creative games that encourage people to use trashcans, or art projects that reclaim discarded items while reducing litter and dumping. Artistic solutions may also be used to inform strategies intended to stop illegal dumping by outsiders. [See Environment Recommendations 5.1 - 5.5]

Milwaukee "Artistic Board-Up" Program

Sponsored by Milwaukee's Department of Neighborhood Services (DNS), Artistic Board-Up is a neighborhood revitalization effort that beautifies vacant properties through artistic stabilization. The program involves painting boards on vacant buildings in order to improve the structure's appearance as well as to engage residents, community organizations, and local artists in the creative process.

The Artistic Board-Up program was launched with a seminar for community organizers and artists: the "Board-Up in a Box" workshop trained individuals on how to effectively board up and beautify vacant properties. Since the program's inception in 2012, hundreds of buildings have been boarded up by community organizers and artists with support from the City government. This work has been targeted in high-need neighborhoods on properties that have attracted crime, vandalism, and dumping. The program is working. According to project coordinator Laura Jensen, "we have a zero percent graffiti and re-entry rate on the properties we work on."
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Figure 3.1: Building from Milwaukee's Artistic Board-Up program.

3.3. Utilize the arts to enhance public space.

The arts should be physically present throughout the Gravois-Jefferson planning area. Murals, sculptures and other art pieces contribute to the vibrant culture that is cited as a key strength of the neighborhoods.

Use the arts to enhance public spaces in ways that benefit the community.

This may include everything from constructing play structures to building bus stop seating.

Efforts may also act upon vacant lots, which make up 8% of all parcels in the planning area. Publicly owned vacant lots may be temporarily transformed into sculpture galleries or public space.

To support efforts by artists to reclaim vacant lots, actively advertise LRA-owned property to artists with creative ideas for redeveloping the space.

3.4. Empower the arts community to serve as community advocates, mediators, and activists.

The arts are a natural forum for teaching, modeling, and using conflict resolution processes to improve community outcomes. Arts organizations can provide tools to enable local artists to enhance their capacity to create more peaceable environments within families, schools, and neighborhoods.

Encourage arts organization members to get engaged in community associations, participate in conflict resolution trainings, and organize for the change they want to see in their neighborhoods.

Potential Resources: Aldermen and Alderwomen, Americans for the Arts, artists, Better Family Life, Center for Cultural Innovation, Cherokee Street Reach, City of St. Louis, community development organizations, Fox Performing Arts Charitable Foundation, galleries, Grantmakers in the Arts, Land Reutilization Authority, local developers, National Endowment for the Arts, neighborhood associations, Neighborhood Improvement Specialists, Refuse Division, Regional Arts Commission, St. Louis Development Corporation, Thomas Dunn Learning Center.
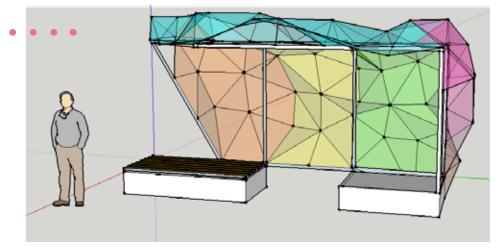

Figure 3.2: Creative design for low-cost, DIY bus stop. Design by Marcis Curtis, Citizen Carpentry.

4. Promote the neighborhoods as a live-work-play community

Perceptions and realities of danger and disinvestment in the planning area neighborhoods play a major role in the experiences of residents and visitors. Attracting investment that benefits existing residents is a priority of the Gravois-Jefferson Plan. The arts can be used to market the neighborhoods and attract equitable development. In order to do so, marketing efforts should incorporate cultural competency, racial equity, and historical context.

4.1. Coordinate campaign and branding efforts to promote the neighborhoods and their vibrant culture.

Community development is often most successful when it is a product of coordinated, collaborative efforts among neighbors, local stakeholders and supportive resources.

Coordinate branding efforts that embrace the diverse, historic local culture to attract new residents, businesses, and public investments to the planning area.

These branding efforts, informed by community groups and individuals, including artists, should take place at a variety of scales, including neighborhoods and business districts.

Collaboration in marketing, grant writing, and programming can help support arts-based organizations' human and financial capital needs.

Fulfilling these needs will enhance the effectiveness and impact of these groups.

Explore coordinated branding efforts among arts-based organizations operating in the Gravois-Jefferson planning area.

These efforts must embrace the cultural and racial diversity that exists in the area. Efforts should uplift existing residents by including them while attracting new residents and businesses.

4.2. Mark the entrances to the community through the arts.

Large-scale transportation corridors surround the planning area and sometimes hide the rich neighborhood character that lies behind them.

Create inviting gateways at major entrances to the neighborhoods to welcome people into the neighborhoods.

These markers should be culturally sensitive and can be done in collaboration with local artists and artisans. Local artists can work with neighborhood groups to explore creating signage to place throughout the neighborhood, including on streetlight poles and historic buildings.

4.3. Utilize the arts to bridge the business community with adjacent neighborhoods.

There is an opportunity to strengthen the relationship between the existing business community and the neighborhoods they inhabit. Fostering a stronger connection between the business and residential communities may lead to alignment between the needs of residents and the offerings of commercial areas. It may also foster a more engaged, vibrant neighborhood. The arts present a unique tool to bridge the business communities with their surrounding neighborhoods.

Encourage local businesses to promote arts initiatives.

This may include earmarking funds from the SLDC Commercial District Improvement Program or Community Improvement Districts for arts programming and physical art projects.

When local businesses undertake marketing and design projects, consider hiring local artists, especially when those efforts have a direct impact on the neighborhood.

"Make it Rain" Poem Project, Oklahoma City

Inspired by the recognition that businesses and the neighborhoods in which they are located are inextricably linked, the business community in downtown Oklahoma City came together to brainstorm ways to connect with their neighbors and support the wellbeing of the surrounding community. Businesses chose to leverage the arts and public space to create places where community gathers, supports one another, and thrives.

The Make it Rain Poem project involved more than two dozen businesses selecting poems and painting them in public places. Using waterproof painting techniques, the poems are only visible when it rains or when the sidewalk is wet. The project is intended to introduce poetry in everyday places to create a more engaging business district and draw connections between commercial and residential areas.

These connections were strengthened in the production of the poems. Businesses hired local artists to write poems that spoke to the culture of the community.

Figure 4.1: Poem on a sidewalk in Oklahoma City on a rainy day.

4.4. Market commercial and residential real estate through collaboration among artists, real estate agents, and developers.

The Gravois-Jefferson area continues to experience considerable residential and commercial vacancy. Absentee-owned properties compound this challenge. However, the area has a myriad of strengths including good parks and play spaces, vibrant shopping and dining options, and a rich diversity of families and individuals.

Engaging artists in developing marketing strategies for commercial and residential properties may spur creative and innovative approaches to advertising the neighborhoods. Ideally, this marketing will attract residents who are invested in the community's vision.

When real estate agents and developers develop their marketing and outreach strategies, use creative and innovative approaches by working with local artists.

Based on current market trends, focus marketing efforts on the Gravois Park and Dutchtown neighborhoods.

Strategies may include painting boards on abandoned storefronts and homes, using LRA property in public art projects, or developing brand identities for select areas.

Potential Resources: 2720 Cherokee, Aldermen and Alderwomen, Americans for the Arts, Art Farm Design and Print, Artist Art, Art Scope, Blank Space, business associations, Camp Jessop, Cherokee Street Development League, Cherokee Street Reach, Citizen Carpentry, Colorbridge, Commercial District Managers, Community Arts and Movement Project, community development corporations, community improvement districts, Firecracker Press, Fox Performing Arts Charitable Foundation, Grantmakers in the Arts, Intersect Art Center, Kismet Creative Center, Land Reutilization Authority, local businesses, private developers, neighborhood associations, Neighborhood Improvement Specialist, Perennial, Regional Arts Commission, St. Louis Association of Realtors, special business districts, STL Style, The Luminary, Thomas Dunn Learning Center, Yeyo Arts Collective.

5. Support housing for local artists

According to the 2013 Artists Count Report, a regional survey of artists conducted by the Regional Arts Commission, the 63118 zip code has one of the highest concentrations of artists in the region. Housing these artists and providing them with opportunities to engage with their neighbors may foster stronger connections among the arts community and other residents. The potential impacts of developing artist housing -- long-term neighborhood commitment, relationship building, and cultural development -- could contribute to the long-term wellbeing of the neighborhoods.

5.1. Explore the development of a nonprofit-owned or cooperative housing model for local artists.

Local artists have expressed the need for affordable, live-work housing. Nonprofit-owned and managed housing presents a potential opportunity to provide artists with high-quality, affordable housing and community-based living options. In this model, a nonprofit is created for the purpose of owning and managing property. The nonprofit leases space to artists at affordable rates. Financing methods might be developed to allow artists-in-residence to build equity during their tenure, thereby securing a payout at the end of their residency. Artists could be identified through a competition or other process as established by project partners. Because ownership is maintained by the nonprofit, the affordability of the artist housing is preserved long-term.

A community-based model of nonprofit, cooperative ownership would allow artists to root in the community long-term. Programming could be developed alongside the eventual ownership structure to encourage collaboration between housed artists and the local community.

Explore the development of a cooperative or nonprofit/community owned housing model to support local artists to secure their long-term place and engagement in the Benton Park West, Gravois Park and Dutchtown neighborhoods.

5.2. Create a Special Use District to allow for live/work space.

Live/work developments are creative, efficient ways to support the personal and professional lives of artists while keeping living costs low. Live/work units include commercial and residential components occupied by the same resident. For artists, this may mean a unit includes a residential living area and studio. Live/work units are currently not a recognized use in the City of St. Louis zoning code but the development of live/work spaces would be instrumental in attracting artists to the area.

Explore the creation of a Special Use District to permit live/work units in the planning area.

Encourage the development of live/work units in currently vacant buildings one to two blocks from existing commercial corridors (Cherokee, Chippewa, and Meramec Streets). [See Housing Recommendations]

5.3. Encourage artists who work in the community to live in the neighborhood.

Encourage artists working in the area to make the neighborhood home.

Efforts may include marketing to local galleries or developing materials to tell artists about the area.

Potential Resources: 2720 Cherokee, Aldermen, Art Farm Design and Print, Artist Art, Art Scope, St. Louis Association of Realtors, Blank Space, Board of Aldermen, business associations, Camp Jessop, Center for Cultural Innovation, Cherokee Street Reach, Citizen Carpentry, Colorbridge, Community Arts and Movement Project, Creative Capital, DeSales Community Development, Dutchtown South Community Corporation, Firecracker Press, Fox Performing Arts Charitable Foundation, private developers, Incarnate Word Foundation, Intersect Art Center, Kismet Creative Center, National Endowment for the Arts, neighborhood associations, Perennial, Regional Arts Commission, Rise Community Development, Starving Artists Law, STL Style, The Foundation Center, The Luminary, Thomas Dunn Learning Center, Tower Grove Neighborhoods CDC, Yeyo Arts Collective, Zoning Section of the Building Division of the City of St. Louis.

Figure 5.1: *Map overview of Garfield Park neighborhood.*

Figure 5.2: *Photos of new amenities in the Garfield Park neighborhood, including a community garden.*

Garfield Park Neighborhood, Indianapolis

A group of artists and neighbors are organizing in Indianapolis to make the Garfield Park neighborhood a sustainable, affordable, engaged and thriving community. The Garfield Park area includes Indianapolis's oldest park, a mix of stable, middle-income blocks, and sections that struggle with crime, vacancy and blight. Individuals and organizations are coming together to improve the quality of life for all in this area.

A collaboration between Big Car Collaborative (an artist collective), Riley Area Development Corporation (a community-based real estate development organization), and various foundations and nonprofits seeks to develop affordable housing and artist studios while improving public space and overall neighborhood condition. The group operates on the belief that "art, culture, and creativity are powerful drivers for inclusive and equitable, artist-led community development." Revitalization efforts currently include implementing a tool lending library and community workshop, demonstration food garden, arts-based event space, and affordable live/work housing for artists.

The non-profit owned artist housing will subsidize rent for a series of homes on Cruft Street for artists by roughly 50 percent, in return, asking them to contribute 20 hours a month to investing back into the neighborhood with local arts initiatives. Artists will own half of the equity in the home with Big Car Collaborative owning the other half. When and if the artist decides to sell, they'll make a profit but Big Car will retain ownership in a land trust. This allows for the housing to remain affordable in perpetuity.

Figure 5.3: *Welcome sign to the Garfield Park neighborhood.*

6. Support and expand cultural and events programming

Public space is the setting of rich community interaction. In the planning area, many parks and streets are activated as sites for cultural and artistic events. Organizers should continue existing efforts and explore new community-centered programming.

6.1. Support existing events and festivals.

A rich diversity of large and small-scale cultural and arts events take place in the planning area.

Continue to host and support events like Cinco de Mayo, IndiHop, and others.

Provide resources to support local events that cater to residents, such as Easter Eggstravaganza, Marquette Pool Opening, and National Night Outs.

Consider collaborating with residents on programming, which may include physical projects like murals or live performances like storytelling.

Engage the local arts community in hosting performances, art shows, or other activities.

6.2. Encourage consistent activation of the parks as cultural and artistic spaces for community gathering.

Safe neighborhoods and vibrant parks are fostered through frequent community use.

Develop events that activate public space: events like a summer concert series or youth arts camp.

These events may be co-hosted by local business and neighborhood associations to build community cohesion.

Encourage increased community use of local parks in marketing efforts.

Marquette Park, for example, has a pool, gym, soccer field, recreation center, education center, library, kitchen and more.

Consider establishing parks subcommittees within existing organizations or associations.

Potential Resources: Aldermen, Americans for the Arts, business associations, Center for Cultural Innovation, chambers of commerce, City of St. Louis Parks Department, Commercial District Managers, community development corporations, Creative Capital, Fox Performing Arts Charitable Foundation, Grantmakers in the Arts, Hispanic Chamber of Commerce, local businesses, National Endowment for the Arts, neighborhood associations, Regional Arts Commission

Figure 6.1: Cherokee Street Cinco de Mayo celebration.

Figure 6.2: Dutchtown South's Common Sound Festival in Marquette Park.

CHAPTER MAP

The arts and culture chapter map shows existing assets and potential locations for the implementation of recommendations from this chapter.

Existing arts spaces

Potential sites for community-informed murals

Potential Movie Theater and community space

Sites for better board up and marketing done in partnership with artists

Crosswalk promoting arts and culture

Park area to be activated by arts and culture programming

Potential sites for neighborhood and business district welcome signage

Figure 0.1: Native landscaping planted in a rain garden in Old North St. Louis.

ENVIRONMENT

Environmental justice is the right to a safe, healthy, and sustainable quality of life for people of all races, incomes, and cultures. Environmental justice applies to all places where community members live and work. This includes public spaces as well as homes. The section on housing details strategies to promote environmental justice within the home, including recommendations on lead, asbestos and other environmental hazards. Achieving environmental justice in the planning area will require the equitable distribution of the benefits of environmental investments and the burdens of environmental challenges within and across all local communities.

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

Exposure to environmental risks and hazards is based on where one lives. In a city with one of the highest levels of residential segregation, environmental issues are directly tied to race. Nationally, communities of color are most likely to be exposed to environmental hazards. This remains true in the planning area, which has among the highest rates of childhood lead poisoning in the City – over 150% of the national average . To advance racial equity and environmental justice, capital must be invested in improving the local environment. This plan seeks to correct past environmental injustices and plan for a sustainable future in ways that create a sustainable, healthy, and vibrant environment for current and future residents of the Gravois-Jefferson Historic Neighborhoods planning area.

Environment Chapter Goal: Improve the environment and ecology in ways that advance environmental justice, enhance quality of life, and enable a sustainable future.

1. **Engage and educate residents on environmental and ecological topics**
   1.1. Use community gardens and green infrastructure projects as education and engagement tools.
   1.2. Partner with local schools, universities and community organizations to create environmental and ecological education opportunities for youth.
   1.3. Engage community members, including youth, as clean community leaders.
   1.4. Make recycling and composting mainstream through education and implementation.

2. **Preserve and improve the quality and impact of public spaces and assets**
   2.1. Ensure the city parks are maintained to equitable standards.
   2.2. Ensure that the development of new and existing parks and play spaces includes community engagement during design and implementation.
   2.3. Integrate gardens, parks, and play spaces into surrounding neighborhoods.
   2.4. Connect Marquette Park with a community plaza on Compton Avenue.
   2.5. Integrate the principles of Crime Prevention Through Environmental Design (CPTED) in all gardens, parks, and play spaces.
   2.6. Implement a tool library system for gardening, home repair, and community clean-ups.

3. **Transform vacancy into vibrancy through community-informed design**
   3.1. Support urban agriculture, farming, and community gardens.
   3.2. Explore opportunities to use vacant lots for community-based energy production.
   3.3. Clean and beautify vacant lots with native landscaping.
   3.4. Transform vacant lots into vibrant public spaces.
   3.5. Support and expand efforts to reclaim City-owned vacant lots.

4. **Support energy efficiency, low impact development, and clean energy**
   4.1. Advocate for home repair that reduces energy use for residents, especially elderly and low-income households.
   4.2. Implement a cool or white roof program as a low-cost solution to promoting energy efficiency.
   4.3. Increase awareness of and access to subsidies for energy efficient appliances and utilities.
   4.4. Support energy-efficient rehabilitation of historic properties Support the preservation and energy-efficient rehabilitation of historic properties.
   4.5. Encourage green, energy-efficient new developments.
   4.6. Set community-level sustainability goals and report progress to residents.

5. **Foster clean streets and communities**
   5.1. Heighten reporting of illegal dumping and enforcement of consequences.
   5.2. Build awareness of the health and environmental effects associated with litter and illegal dumping.
   5.3. Ensure existing trashcans are properly serviced and install recycling at strategic locations.
   5.4. Organize regularly scheduled, inclusive neighborhood clean-up days.
   5.5. Develop a coordinated clean-up effort led that involves sanitation professionals.

6. **Manage stormwater and wastewater to protect and enhance property and natural systems**
   6.1. Promote green infrastructure storm water management practices for positive community impact.
   6.2. Increase the amount of pervious surface in the neighborhoods.
   6.3. Educate residents about keeping sewer drains clear.

7. **Develop a resilient community against Climate Change and Disaster**
   7.1. Develop a community disaster preparedness and outreach plan in alignment with citywide resilience plan.
   7.2. Raise awareness of community residents who are vulnerable to extreme temperatures.
   7.3. Increase access to community cooling and heating centers.

8. **Support and increase local native landscape and urban tree canopy**
   8.1. Protect existing infrastructure through forestry maintenance.
   8.2. Increase the tree canopy through community-informed planting.
   8.3. Support access to and awareness of native plants.
   8.4. Incorporate native planting into new developments.
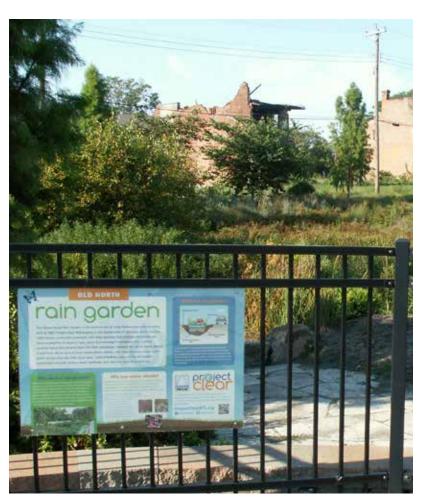
Figure 0.1: Rain gardens on South Grand Boulevard.

Figure 0.2: Rain garden in Old North, part of MSD's Project Clear

Glossary

Biodiversity: The variety of living organisms in a habit or ecosystem. From native plants, to pollinator bees, to people, greater biodiversity enhances environmental sustainability for all life forms.

Bioswales: Bioswales are similar to rain gardens but are designed to manage a larger impervious surface, such as parking lots or a street.

Composting: The process of recycling organic materials into fertilizer and soil by allowing them to decompose. Often associated with saving organics, such as food, for use in gardens.

Crime Prevention through Environmental Design (CPTED): Crime Prevention through Environmental Design is an approach to deterring crime by designing the physical environment to prevent the behaviors that often precede crime.

Environmental sustainability: Creating and maintaining conditions in which humans and nature can exist in harmony to support health, prosperity, and well-being for present and future generations.

Green infrastructure: Cost-effective and resilient water management practices that protect, restore, or mimic the natural water cycle in ways that enhance community safety and quality of life. Green infrastructure can slow, collect, store, and filter stormwater.

Green roof: A flat roof covered with vegetation planted over a waterproofing membrane or layers that protect the structure. Green roofs help absorb storm water, purify air, reduce the heat island effect, and regulate indoor temperature.

Heat island effect: When an urban area is significantly warmer that surrounding suburban and rural areas. The heat island effect is primarily cause by the higher amount of impervious surface in urban areas.

Human Capital: The skills, knowledge and experience possessed by an individual or community.

Invasive species: Invasive species are plants, animals, or fungi that are not native to a specific environment. Invasive species are more competitive than natural species when resources become scare, causing a decrease in the biodiversity of a habitat which is bad for environmental sustainability.

Low impact development: A land planning and engineering design approach to managing stormwater runoff using systems and practices that use or mimic natural processes. Many components of the urban environment present opportunities for low impact development practices including rooftops, streetscapes, parking lots, playgrounds, as well as parks and open space.

National green building standards: National green building standards are green building certification programs, specifically focused on single-family and multi-family residential buildings, remodeling projects, and land developments.

Native species: Native plant species are the foundation of natural ecosystems. They do a better job of providing a healthy habitat for native animal species than an introduced species.

Rain garden: An open space at a low elevation filled with plants that can withstand moisture levels ranging from flood to dry. Rain gardens are usually on small, often residential lots.

Resiliency: The ability for an individual or community to recover from challenges. These challenges may be social, environmental, physical or psychological.

Sustainability: The long-term maintenance of quality of life with mutually beneficial relationships between our community and natural world. We strive for "triple bottom line" sustainability, that is the optimal balance of economic health (prosperity), social equity (people) and environmental stewardship (planet).

1. Engage and educate residents on environmental and ecological topics

Increasing the planning area's long-term sustainability and resilience requires investing in human capital by educating community members on environmental and ecological topics. This is as important as investing in green infrastructure and energy efficient development.

1.1. Use community gardens and green infrastructure projects as education and engagement tools

Greening without community participation can result in the creation of assets that are undervalued by the surrounding community. A community garden without the support of the community may not have the potential to be much more than a vacant lot. A rain or butterfly garden inserted into the community without community engagement is likely to become overgrown and filled with trash.

Vacant lot transformations should be done by and/or with people in the community.

Resident engagement comes in many forms depending on the type of project and timeline. To gather input and support, one might attend public meetings and talk with neighbors; to design the project, one might work with local schools and artists; to implement, one might hire local youth or collaborate with area nonprofits.

Use gardens and green infrastructure projects as opportunities to teach community members about sustainability topics such as food insecurity, urban stormwater management, and environmental justice.

Sustainability projects that incorporate educational and job training opportunities create more environmental stewards, sustainability leaders, and green-collar workers within the community.

1.2. Partner with local schools, universities and community organizations to create environmental and ecological education opportunities for youth

Gardens, solar panel lots, and green infrastructure projects create opportunities to learn about earth science and green technology outside the classroom. Partnering with Local schools, universities and community organizations doing environmental work will help increase youth awareness about potential environmental career paths. Further, partnerships will help youth view local universities and nonprofit

organizations as a potential part of their future.

Deliver environmental education to youth using projects happening within the planning area.

This may be accomplished during the school day or through extracurricular programs. [See Youth and Education Recommendations]

1.3. Engage community members, including youth, as clean community leaders

Engaging community members as clean community leaders can increase community ownership, pride, and capacity as residents work together on community improvement projects. These leaders might clean a vacant lot or organize a community clean-up, creating value for the neighborhood.

Compensate clean community leaders for their time and effort.

Due to the community value they add, the time and effort committed by clean community leaders should be monetarily compensated when possible, especially when youth are taking a leadership role. Youth bring a valuable energy and creativity that is an asset in creating a cleaner and more sustainable community. Further, youth have a unique opportunity to influence their peers and family members to practice clean and sustainable habits such as recycling, picking up trash on the street, and reporting illegal dumping.

Local residents could also be formally engaged in future development in the planning area. Whether new construction, energy efficient rehabilitation, or green infrastructure, project developers should be encouraged to explore hiring local talent. Area nonprofits may be able to collaborate with regional trade organizations and training schools to develop training programs for area residents to enhance contractor employment opportunities.

Figure 1.1: Youth participating in Lutheran Development Group's Blight to Bright program.

From Blight to Bright

In summer 2017, Lutheran Development Group (LDG) started a Blight to Bright pilot program to reduce the negative effects of unmaintained vacant lots on the community and provide job opportunities for local youth. Throughout the summer three youth and one site supervisor cleared debris, overgrowth, and litter from six LRA lots in the Gravois Park neighborhood. The staff also partnered with mission teams from Extreme Faith to clear a large vacant lots next to Froebel Elementary School. When community members passing saw the transformation efforts underway, they started making comments about the possibility of community gardens or expanding businesses on the lots.

The program was a first job for the youth of in the program and allowed them to do work that has a very visible positive effect on the community. In the short term, LDG hopes the programs will make the lots easier to maintain and safer for the community. In the long term, LDG hopes the lots will become activated or developed and be an opportunity for the job training aspect of the program to include building trades.

Train and hire local residents for new construction, rehabilitation and infrastructure projects.

This could include apprenticeships in construction trades, green jobs, and other related sectors. [See Employment Recommendation 2.4]

1.4. Make recycling and composting mainstream through education and implementation.

Recycling is a fundamental strategy for preventing waste from going to landfills, thereby supporting long-term sustainability on a global scale. Programs sponsored by the City of St. Louis that offer residential recycling should be continued and expanded to non-commercial multi-family buildings. Recycling should also be made available at all municipal buildings, including schools and recreation centers. There, youth may learn the importance of recycling.

Composting is a simple and sustainable practice that allows individuals to reuse their disposed food and other organic materials in growing vegetation. It is a no-cost method that saves waste from landfills and promotes agriculture and green living.

Establish a composting pilot program in homes and businesses.

Educational programs aimed toward area youth and their families should teach about the benefits of composting and supply the materials necessary to begin composting at home. Teaching the importance of recycling and composting, especially from an early age, can shift common practice on how the community disposes of its waste.

Potential Resources: American Honda Foundation, Annie's School Garden, Board of Aldermen, Brightside St. Louis, business associations, Captain Planet Foundation, Carnahan High School of the Future, Cherokee Street Reach, Citizen Service Bureau, City of St. Louis Health Department, City of St. Louis Office of Resilience, City of St. Louis Parks Department, City of St. Louis Refuse Division, Clarence E. Heller Charitable Foundation, Clif Bar Family Foundation, Community Development Block Grant Program, Community Foods Projects, DeSales Community Development, Dutchtown South Community Corporation, Environmental Protection Agency, Fontbonne College, Froebel Elementary School, Fund for Wild Nature, Garden Club of America, Gateway Greening, Herb Society of America, International Paper Foundation, KEEN Effect, Kresge Foundation, Land Reutilization Authority, Lutheran Development Group, Mayor's Office of Sustainability, Meramec Elementary School, Missouri Botanical Garden, Missouri Department of Conservation, National Environmental Education Foundation, neighborhood associations, Neighborhood Improvement Specialists, developers, Project Learning Tree, Salvation Army, St. Louis Agency on Training and Employment, St. Louis City Recycles, St. Louis Composting, St. Louis Community College, Saint Louis University, St. Louis Youth Jobs, University of Missouri St. Louis, Washington University in St. Louis, Webster University, Whole Kids Foundation.

2. Preserve and improve the quality of public spaces and assets

There are four city parks within the planning area: Gravois Park, Laclede Park, Marquette Park, and Minnie Wood Park. Marquette Park includes one of three public outdoor pools in the City of St. Louis, a recreation center, and the Thomas Dunn Learning Center. These parks are key public spaces for community building and valuable assets for area residents. They should be proactively maintained and activated with programming and amenities to ensure resident use and enjoyment.

2.1. Ensure the city parks are maintained to equitable standards.

The quality of park amenities in St. Louis can differ from neighborhood to neighborhood, with some parks receiving regular maintenance and others left neglected. Advancing the vision of this plan requires reducing the disparities between parks in the planning area and parks in other nearby areas. Residents and local leaders need to hold the City of St. Louis accountable for ensuring that public resources are distributed in ways that ensure that parks in the planning area are as safe and as clean as other city parks. This includes the equitable provision of city services such as refuse collection and forestry maintenance, as well as investing city and philanthropic dollars in parks suffering from neglect or the presence of higher levels of violence in the community.

Advocate for increased support and care of the parks in the planning area.

Some high-quality parks are supported by private non-profit volunteer organizations known as Friends Groups. These Friends Groups perform a wide range of activities including fundraising, programing, and advocating for capital improvements. Friends groups are just one possible community organizing tool for developing and maintaining high quality parks in the planning area.

2.2. Ensure that the development of new and existing parks and play spaces includes community engagement during design and implementation.
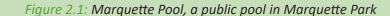
Community improvements done with the community, rather than for the community, help foster a sense of ownership and pride. It is unlikely that there will be any new large parks added to the planning area. However, it is likely that existing parks will be improved and vacant lots may be transformed into public spaces.

All capital improvement projects for existing parks and play spaces should integrate community engagement throughout the process.

When community members are engaged and given the opportunity to help improve their community, they are often likely to transition from being users of a public good to stewards of a public asset. Youth engagement is particularly important for developing parks and play spaces that will be valued by the end user.

Marquette Pool Reopens!

After more than a year sitting empty, Marquette Pool reopened in 2015 as one of three public swimming pools in the City of St. Louis. The pool is a place for community members to cool off, swim, and hang out.

Figure 2.1: Marquette Pool, a public pool in Marquette Park

Friends of Pocket Parks - DSCC

In 2016, Dutchtown South Community Corporation (DSCC) started a community engagement and planning effort, Friends of Pocket Parks, focused on improving Laclede and Minnie Wood Parks in Dutchtown. During the process over 100 residents were engaged in the planning and visioning process through surveys and arts-based events. Art was a key tool in the engagement process, with events that included a mural making station and an amination articulating the community's visions for the park's future. Throughout the process, partnerships were formed with the elected officials, the city Parks Department, and Carnahan High School which is adjacent to the parks. The drawings below reflect the results of the community planning and visioning efforts. Now that the planning efforts are completed, a group of engaged residents is needed to champion the improvements.

Figure 2.2: Conceptual Master Plan for Minnie Woods Square and Laclede Park

2.3. Integrate gardens, parks, and play spaces into surrounding neighborhoods

Urban design and street improvements should be used to make parks and play spaces welcoming and accessible to pedestrians and cyclists. Access to parks and play spaces in the planning area can be improved by investing in existing and underutilized parks.

Explore opening school playgrounds for community recreation use on evenings and weekends [See Environment Recommendation 6.1].

Parks and play spaces should draw people in and make people feel safe. Most access points to neighborhood parks in the planning area lack painted crosswalks.

Prioritize sidewalk repair, crosswalk improvements, and pedestrian scale lighting within and around parks. Improve nearby bus stops and public spaces with benches and trashcans that resemble those in the parks.

2.4. Connect Marquette Park with a community plaza on Compton Avenue

The stretch of Compton Avenue that passes through Marquette Park presents an opportunity for a high-impact, high-visibility community plaza that connects the east and west sides of Marquette Park, promotes traffic calming, and creates a space for public events and services.

Implement street calming measures, create space for food trucks and community support vehicles, develop area for farmers markets and pop-up shows, and install electricity access points [See Figure 2.4 - 2.5]

Creating a community plaza on Compton Avenue would promote connectivity between the two parts of the park while providing a space for many of the things for which residents expressed interest: access to fresh foods, employment opportunities, health services, arts-based programming, safer streets, public space, and more. ● ● ● ● ● ● ● ●

Louisiana Calm Streets Project

Using street calming and pedestrian-scale design strategies, Trailnet's Louisiana Calm Streets Project will reduce traffic speeds and create a safer environment for cyclists and pedestrians. Stretching from Meramec Street to Cherokee Street, the first phase plans call for speed humps, enhanced crosswalks, unique signage and branding, bumpouts, and neighborhood traffic circles. Along this corridor, Louisiana Avenue serves as the western border of Gravois Park and Marquette Park, two anchors of the Gravois-Jefferson planning area. The street and sidewalk improvements will help integrate the parks into the neighborhood by creating safer and more welcoming access points to the park. In addition to better access points, public improvements such as benches, trash cans, and wayfinding signs will strengthen connections between the parks and surrounding neighborhoods.

Figure 2.3: Louisiana Calm Streets Rendering. Images courtesy of CBB and Trailnet.
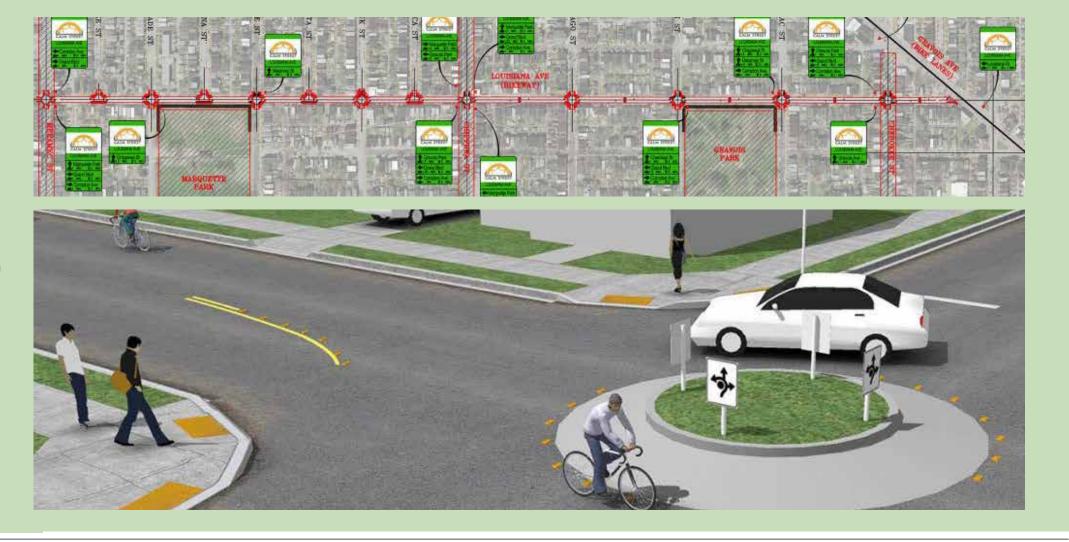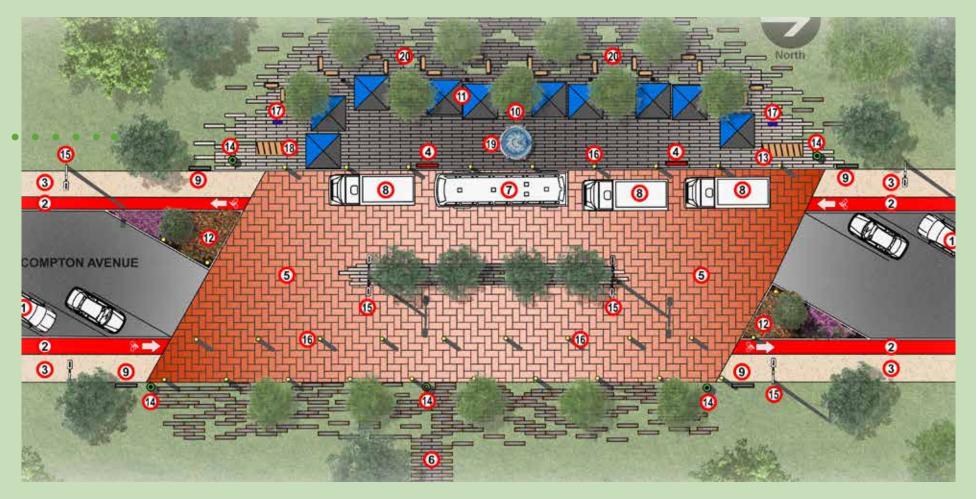
Figure 2.4- 2.6: Marquette Park Community Plaza and Neighborhood Connections

2.5. Integrate the principles of Crime Prevention Through Environmental Design (CPTED) in all gardens, parks, and play spaces

Crime Prevention Through Environmental Design is an approach to deterring crime by designing the physical environment to prevent the behaviors that often precede crime. The following four principles of CPTED are most relevant to parks in the planning area and should be integrated in all future improvements:

Principles of Crime Prevention Through Environmental Design

Natural Surveillance: Design and maintain parks in ways that enable people who pass by the park to easily see park users and vice versa. Benches should be placed at locations that facilitate visibility of park activities.

Natural Access Control: Use sidewalks and landscaping to provide a limited number of access routes to parks while allowing users flexibility in movement.

Territoriality: Show community ownership and stewardship of parks through signage, landscaping, seating, play equipment, and public art.

Maintenance: Institute timely and consistent trash pickup, graffiti removal, and lighting replacement.

Without ongoing maintenance, even well-designed parks can become inviting to criminal behavior.

2.6. Implement a tool library system for gardening, home repair, and community clean-ups

Tool libraries are volunteer- and donation-based cooperatives that serve community members by providing access to tools at no or low cost.

Develop tool libraries at strategic locations, especially around community gardens.

A tool library reduces barriers that might inhibit low-income community members from participating in a community garden or starting a home improvement project. Tool libraries can empower residents to maintain their homes [See Housing Recommendation 4.3], yards, and nearby vacant lots.

Include tools to support energy-efficient repairs and weatherization and equipment used in community engagement, such as traffic calming or event supplies.

These libraries can also serve as places where residents can learn about local programming and workshops, especially those related to projects for which the tools can be used.

Potential Partners/Resources: Bank of the West Charitable Investments, Board of Aldermen, Brightside St. Louis, business associations, CBB Traffic Engineering, Citizen Service Bureau, City of St. Louis Forestry Department, City of St. Louis Office of Resilience, City of St. Louis Parks Department, City of St. Louis Streets Department, City Parks Alliance, community improvement districts, DeSales Community Development, Dutchtown South Community Corporation, East West Gateway Council of Governments, Environmental Protection Agency, Forest ReLeaf of Missouri, Gateway Greening, Green City Coalition, Home Depot Foundation, Kerr Foundation, Krieger Foundation, Land Reutilization Authority, Lutheran Development Group, Mayor's Office of Sustainability, Metropolitan Sewer District, Missouri Botanical Garden, Missouri Department of Conservation, Missouri Foundation for Health, Missouri Prairie Foundation, National Association of Realtors, National Park Service, neighborhood associations, developers, Scotts Miracle Gro Gro1000, St. Louis Metropolitan Police Department, St. Louis Wild Ones, Tower Grove Neighborhoods CDC, Trailnet, Transportation Alternatives Program (TAP), Trust for Public Land, U.S. Department of Transportation, Wells Fargo Community Investment, Weyerhaeuser Company Foundation.

3. Transform vacancy into vibrancy through community-informed design

While the planning area contains some of the densest neighborhoods in the City of St. Louis, vacancy is still a challenge. Vacant lots make up 8% of parcels in the planning and 21% of those vacant lots are not maintained. Vacant lots are susceptible to illegal dumping and other activities that have a negative impact on the safety, ecology, and perception of the neighborhood. Maintaining and activating vacant lots transforms them from eyesores to vibrant community assets. However, unlike park improvements, the transformations that result from interventions on vacant land may be temporary if opportunities arise for the land to be developed.

3.1. Support urban agriculture, farming, and community gardens

The size and location of some vacant residential lots makes them opportune places for new community gardens. Recently revised city ordinances in the City of St. Louis allow for on-site sale of produce and eggs, as well as more backyard chickens. This makes the City a national leader in urban pro-agriculture policies. Urban agriculture can be used to activate vacant lots, manage stormwater, provide healthy food, and foster community engagement.

In the Gravois-Jefferson adult survey, community gardens were ranked as the second highest activity community members would support to improve the environment. As of summer 2017, there are 24 community gardens in the planning area, 15 (65%) of which are in the Benton Park West neighborhood.

Encourage community gardens and urban farming in the planning area.

There are several community gardening models that could be applied to new gardens in the planning area. One model is multiple gardeners leasing garden beds from the organizer and having private garden beds with some shared resources such as a rain barrel and watering hose. The number of users under this model is usually capped. A more communal model is when the garden is one shared space and the garden harvest is split or donated. Both community garden models require sweat equity and leadership from community members to be successful.
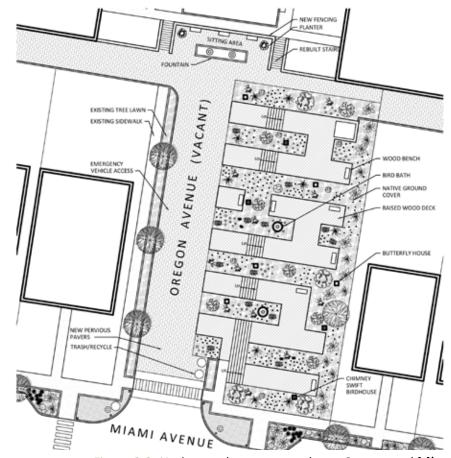

Figure 3.1: Community-based energy production on lot at Oregon and Miami

Figure 3.2: Native garden on vacant lot at Oregon and Miami

3.2. Explore opportunities to use vacant lots for community-based energy production

Vacant land in the planning area could be used for a community solar or virtual net-metering project that provides power to nearby buildings. A community solar project or "solar garden" is a solar power plant whose electricity is shared by multiple households. Community solar is a shared-resources alternative to rooftop solar which only allows one household to benefit from the solar energy. Virtual net-metering is a bill credit system for community solar. The power produced by solar panels is delivered to the grid and the community receives credit for the power its solar panels provide but the community is never disconnected from the power grid.

Explore the potential for community-based energy production projects in the planning area.

Since solar energy is a relatively new technology, community leaders and solar project leaders must proactively educate community members about solar. Solar panels on vacant lots can be a valuable education tool. Compared to solar panels on the roofs of buildings, solar panels on vacant lots are more visible and tangible to the community. In addition, installing solar panels on vacant lots can help deter dumping on vacant lots by returning vacant land to an active use.

3.3. Clean and beautify vacant lots with native landscaping

Cleaning vacant lots and replacing grass and trash with native landscaping transforms vacant lots into habitats for butterflies and bees which are vital to the area's ecosystem. Native landscaping is more effective at absorbing stormwater than an open lawn, reducing strain on the public drainage and sewer infrastructure.

Identify lots that would benefit from native landscaping; then engage local, regional and state native landscaping organizations to secure resources to transform the identified vacant lots.

While native landscaped lots are more passive public spaces than parks, it is still necessary to maintain native landscaped lots to prevent them from becoming overgrown and filled with invasive species or trash.

Develop a long-term maintenance plan so that the lot does not become overgrown.

Place educational signage on the lots to inform the community of the benefits of native plants.

Figure 3.3: Basketball at Love Bank Park

Figure 3.4: Lovebank Park as a vibrant public space

3.4. Transform vacant lots into vibrant public spaces

Vacant lots should be considered opportunities to create vibrant public spaces through community-based greening, lighter, quicker, cheaper (LQC) projects, and arts initiatives. LQC projects are driven by the principle that community vision, collaboration, and cost effectiveness can achieve citizen-led positive change in communities.

Transform vacant lots through lighter, quicker, cheaper projects that engage community members.

Transformations can range from creating play structures from found objects such as tires to adding outdoor furniture. When transforming

Love Bank Park

In a part of the planning area predominately known for bars, restaurants, and small businesses, a small park has emerged as a welcoming and safe space for youth and families. Love Bank Park, located at the corner of Cherokee and Nebraska, is comprised of land owned by the Cherokee Street Development League. The park is well integrated into the Cherokee Street Business District, but unlike most of the spaces on the street community members of all ages can enjoy the space without spending a dime.

In its current state, Love Bank Park is far from fancy but beyond special. It is home to arts camps hosted by Cherokee Street Reach, free summer meals for kids-in-need hosted by Operation Food Search, Trick or Treat on Cherokee Street, and youth basketball tournaments sponsored by business. Love Bank provides a space to play, create, and connect on the border of two neighborhoods and in the midst of one of the city's successful business districts. Truly public spaces that prioritize youth development and are well integrated into the neighborhoods are necessary for inclusive and equitable growth and development in the planning area.

Love Bank is an example of efforts to cultivate a youth-friendly public space created with and supported by the community. Love Bank Park was developed as a collaboration between Cherokee Street Reach, Cherokee Street Development League and MasterPieza. Some improvements to the park have been funded by the Metropolitan St. Louis Sewer District. More improvements are planned. Support from local businesses and community members in the form of funds and stewardship are critical to continuing to develop and support the park, as it operates independently of the St. Louis City parks system.

a vacant lot into a public space, the process is as important as the result. The transformation process should involve community members pooling resources and talent to create something that will be enjoyed and maintained by residents. [See Arts and Culture Recommendations]

3.5. Support and expand efforts to reclaim City-owned vacant lots.

Vacant lots owned by the Land Reutilization Authority (LRA) are managed by the Real Estate Department at SLDC and are mowed by the Forestry Division seven times per year. To facilitate more frequent maintenance, local ownership, and activation of vacant lots, the city has implemented the following programs.

City Mow to Own program: Mow-to-Own is a sweat equity program that allows a property owner, for a nominal fee, to take ownership of a vacant lot adjacent to an occupied residential or commercial property they own. Program participants must agree to clean, mow, and maintain the property. After 24 months of compliance with the program, LRA removes its maintenance lien and the participant owns the property.

City Garden Lease program: The Garden Lease program allows community member to lease LRA lots for a five-year period for $1 per year. The program is aimed at activation and community stewardship of vacant lots and does not limit lot usage to gardens. Individuals, neighborhood associations, and community organizations are all eligible to participate in the garden lease program. Participants are required to maintain the lots and may be required to carry liability insurance depending on the intended use of the lot. While this program has the potential to facilitate vacant lot transformation into community assets, the program is temporary in nature.

Collaborate with city government to support these programs and expand participation in the planning area.

Potential Resources: Ameren, Board of Aldermen, Brightside St. Louis, business associations, Center for Community Progress, City of St. Louis Comptroller, City of St. Louis Forestry Division, City of St. Louis Office of Resilience, DeSales Community Development, Dutchtown South Community Corporation, East West Gateway Council of Governments, Eco Block, EcoDistricts, EFS Energy, EnergyTeam USA, Environmental Protection Agency, Flowers and Weeds, Flowers to the People, Forest ReLeaf of Missouri, Gateway Greening, Krieger Foundation, Land Reutilization Authority, Lutheran Development Group, Mayor's Office of Sustainability, Missouri Botanical Garden, Missouri Department of Conservation, Missouri Prairie Foundation, Missouri State Energy Tax Credit, neighborhood associations, Neighborhood Improvement Specialists, developers, Regional Arts Commission, St. Louis Wild Ones, Tower Grove Neighborhoods CDC, US Department of Agriculture, US Department of Energy, Weyerhaeuser Company Foundation.

Figure 4.1: Example of energy efficient, low-impact development. The site includes green roofs, solar panels, and native landscaping.

4. Support energy efficiency, low impact development, and clean energy

A sustainable future requires investments in energy efficiency, green building, and clean energy. Over a third of adults surveyed during plan development supported energy saving home repairs as part of housing stability initiatives. Recent developments in technology have resulted in practical and accessible opportunities for implementing energy efficient and green building standards in new developments and existing buildings. Integrating clean and green development practices into new developments and rehabilitations will allow the historic building stock to serve residents for years to come. Investments in sustainability and energy efficiency also create opportunities for local job training and job creation.

4.1. Advocate for home repair that reduces energy use for residents, especially elderly and low-income households

Elderly and low-income households are often least able to make home repairs that increase energy efficiency, while being most in need of utility savings. Weatherization and other low cost, high impact energy efficient home repairs help residents live more comfortably and affordably in the planning area's historic housing stock. The Healthy Home Repair Program and Green HELP, two of city's low-interest loan program for home repairs, are only available to single-family, owner occupied homes. These programs inadequately serve the planning area as the majority of households are renters and 39% of housing structures are 2-4 family.

Expand energy efficiency assistance programs – including the Healthy Home Repair Program and Green HELP – to serve small landlords and include 2-4 family properties [See Housing Recommendations].

Local community development organizations should also help facilitate home repairs.

Host training and information sessions on home repair and weatherization strategies. Connect residents with trusted contractors and clearly explain the costs and benefits of energy efficient home repairs.

For less technical projects, community tool libraries [See 2.2] can empower residents to take on their own weatherization projects.

4.2. Implement a cool or white roof program as a low-cost solution to promoting energy efficiency

A cool or white roof is painted with solar reflective white coating and reflects up to 90% of sunlight, as opposed to traditional black roofs which reflect only 20% of sunlight. Research shows that buildings with white roofs are 30 to 40% cooler in the summer, reducing summer energy use by up to 40%. This reduction in energy use would be transformative for families in the planning area, especially low-income households.

Partner with energy companies and city leaders to implement a cool or white roof program in the planning area.

A pilot block might be chosen to prove the concept; this block should include a mix of residential unit types and commercial properties, ideally with a high percentage of residents who would benefit from reduced energy costs. White roofs should be implemented and energy savings monitored to demonstrate the benefits of implementing such a program on a broader scale.

4.3. Increase awareness of and access to subsidies for energy efficient appliances and utilities

Financial and physical capital is required to implement energy efficient practices. Education about the long-term financial benefits of energy efficiency can encourage property owners to make investments. Both the City of St. Louis and Ameren have rebates and incentive programs for energy efficient appliances, systems, and home repairs. The programs help reduce cost barriers to making energy efficient home investments.

Coordinate with rebate/incentive program managers to increase awareness of these programs among residents and landlords. Engage residents who have participated in the programs as peer educators to encourage participation among their neighbors.

4.4. Support energy-efficient rehabilitation of historic properties

The rehabilitation of historic buildings should be viewed as opportunities to improve overall energy efficiency. Using preservation to improve the energy efficiency and lengthen the life of historic properties in the planning area is a sustainable practice. Preservation maximizes the use of existing materials and reduces waste, while respecting the historic character of the neighborhood.

The area designated as the Gravois Jefferson Historic Streetcar Suburb National Historic District is not a local historic district. Building rehabilitations are not subject to local design standards, but any rehabilitations that use federal funds or historic rehabilitation tax credits must comply with the National Park Service standards. For example, solar panels must not be visible on properties being developed with the use of federal funds or historic rehabilitation tax credits. Preservation and green energy-efficiency should be used together to make the historic planning area more sustainable. There should be a balance between energy efficiency and respecting the historic character of the planning area.

When undertaking large historic rehabilitation projects, especially those that seek tax abatement or other development incentives, build to a national green building standard.

The rehabilitation of historic buildings should, when possible, use green building practices and standards such as increased insulation and the installation of energy efficient appliances and windows and even solar panels. [See Housing Recommendation 4.4]

4.5. Encourage green, energy-efficient new developments

Energy efficiency in new developments creates more sustainable communities while increasing affordability for the end user by reducing utility costs. New market rate housing, low-income housing, commercial developments, and institutional developments should all contribute to a more sustainable community. Whenever feasible, energy efficient materials and building designs, solar energy, and green roofs should be incorporated into new buildings in the planning area.

Consider requiring all new developments receiving any form of City assistance to be built to a national green building standard.

In order to implement this recommendation, ensure all redevelopment plan agreements in the area call for compliance with a national green building standard.

4.6. Set community-level sustainability goals and report progress to residents

If left unmeasured, sustainability can be an intangible and abstract concept.

Coordinate with the City's Office of Sustainability to set sustainability goals and track progress towards those goals.

Figure 4.2: The Power Corps tackle ecological issues in Philadelphia

Setting and tracking goals should be a community-driven process. It is also an opportunity for residents to engage with utility companies, educational institutions, local experts, and city government.

Sustainability progress tracking is an opportunity to introduce elements of fun and competition between households and neighborhoods. For example, a block could challenge another block to reducing the average household energy consumption over the course of a year. The "losing block" could host a block party for the winning block at the end of the challenge. Creative programs that celebrate sustainable energy practices can transform this work from a household burden to a fun community-building challenge.
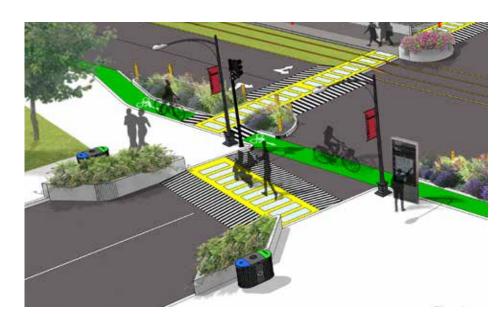
Potential Partners/Resources: Affordable Housing Trust Fund, Ameren, architects, block captains, Board of Aldermen, business associations, City of St. Louis Comptroller's Office, City of St. Louis Cultural Resources Office, City of St. Louis Office of Resilience, Community Development Block Grant Program, DeSales Community Development, Dream Builders 4 Equity, Dutchtown South Community Corporation, East West Gateway Council of Governments, Eco Block, EcoDistricts, EFS Energy, Energy Care, EnergyStar, EnergyTeam USA, Enterprise Green Communities, Environmental Protection Agency, Habitat for Humanity, Healthy Home Repair Program, Krieger Foundation, Lutheran Development Group, Mayor's Office of Sustainability, Missouri Housing Development Commission, Missouri State Energy Tax Credit, neighborhood associations, Neighborhood Improvement Specialists, developers, St. Louis Rehabbers Club, Tower Grove Neighborhoods CDC, US Department of Agriculture, US Department of Energy, US Department of Housing and Urban Development, Weyerhaeuser Company Foundation, Youth Build.

5. Foster clean streets and communities

Clean streets and communities foster a healthy environment. Throughout the community engagement process, youth and adults expressed concerns about litter and illegal dumping in the planning area. In the adult survey, community clean-up days were ranked as the top activity community members would support to improve the environment.

The planning area struggles with litter and dumping from internal and external actors. Internally, the transient nature of many resident results in bulk items being left on a curb or in an alley when renters leave their homes. Small items that are not disposed of properly cause large problems including backed up sewer drains or scattered litter throughout the neighborhoods. Externally, trucks filled with trash come from outside the City, taking advantage of easy access to the highways. They illegally dump on vacant lots and in alleys with little concern for the legal, environmental, or social costs of their actions. Based on Citizen Service Bureau request data, Dutchtown and Gravois Park have more complaints and confirmations of garbage, salvageable materials, and tires than any other area in the City.

The attitude of "not my trash, not my problem" is a barrier to a cleaner community. When litter and dumping are treated as a community problem, solutions become more viable. Achieving clean streets and communities in the planning area requires creative solutions that involve residents, landlords, businesses, visitors, and the City of St. Louis.

Figure 5.1: Rendering of safe and ecologically friendly streets.

5.1. Heighten reporting of illegal dumping and enforcement of consequences

Of those surveyed through the Gravois-Jefferson public engagement process, half of those who said they have never contacted anyone about community issues claimed that they did not know who to contact.

Post ways to report illegal dumping and its associated consequences (Code of Ordinance - Chapter 15.80) in alleys and on city-owned vacant lots.

Signs should communicate who residents should call and what information they should be prepared to report (location, time, license plate information). Law enforcement officers should work with community leaders to instruct residents on how to properly and safely report illegal dumping.

Use mailings and social media to educate residents on how to report illegal dumping and submit requests for clean-ups to the Citizen's Service Bureau (CSB).

5.2. Build awareness of the health and environmental effects associated with litter and illegal dumping.

City government, in collaboration with environmental organizations, should educate residents on the environmental and health impacts of litter and illegal dumping.

Figure 3.3: Loveland Survey volunteers collected important ecological data, such as the number of trees per parcel.

Create education initiatives aimed at both youth and adults to deter littering and encourage the reporting of illegal dumping.

Educating youth has the potential to form life-long anti-litter and recycling habits. Educating adults is critical because they are most likely to report illegal dumping, submit a Citizen's Service Bureau request, and/or organize a community cleanup.

5.3. Ensure existing trashcans are properly serviced and install recycling at strategic locations.

There is a sufficient network of trashcans in the planning area. The City only has one truck that services neighborhood trashcans (i.e. street trashcans on corners) for the entire city. That truck does not include recycling. Trash and recycling cans are only effective when serviced appropriately.

Increase trash pick-up services in neighborhoods and increase recycling capacity.

Community improvement districts (CIDs) often pay to have supplemental street sanitation services along their commercial corridors.

Install clearly marked recycling receptacles next to existing trashcans in CIDs.

5.4. Organize regularly scheduled, inclusive neighborhood clean-up days.

Hold neighborhood clean-up days 2-4 times a year, using them as fun community buildings opportunities.

Clean-ups can be planned as a single block, community-building activity or as a larger neighborhood-wide effort. While outside volunteers are welcome, clean-ups should be primarily organized and executed by community members. All residents in the clean-up area should be given advance notice of the community clean-up days and encouraged to participate.

Clean-ups are an opportunity for neighbors who may not usually talk to each other to meet and work together for a cleaner community. Adding coffee and donuts to a weekend morning clean-up effort can turn a slightly unpleasant task into an engaging social opportunity.

Clean-ups are also an opportunity to get creative. Clean-up leaders may ask local businesses to contribute a prize for a participant raffle. One block could challenge other blocks to get more people participating in

the cleanup. Community leaders could create a hashtag and encourage people to share pictures of their clean-ups on social media. People are more likely to want to participate in a clean-up that is fun, social, and an opportunity to build positive relationships with their neighbors.

Coordinate clean-ups with the monthly bulk pick-up schedule. Leverage resources from partner organizations and area leaders.

Clean-up leaders should coordinate with the City and nonprofit organizations to secure support and resources. Brightside St. Louis supplies trash bags, recruiting materials, litter grabbers, and recycling carts. The Neighborhood Improvement Specialist and Aldermen should assist with outreach and connect organizers with City services that may be helpful in the clean-up.

5.5. Develop a coordinated clean-up effort led that involves sanitation professionals

When refuse involves bulk items, building materials, or hazardous items such as needles, sanitation professionals need to be involved.   While community clean-up days can be an opportunity to report the location of high-risk refuse, no volunteers should be put at risk for injury or infection during a community clean-up.

Educate volunteers on the type of refuse that is unsafe to handle.

Community members and clean-up volunteers should be given the steps necessary to report risky refuse to sanitation professionals.

Inform City leaders and sanitation professionals of the time and location of community clean-ups so that they are prepared to respond in a timely manner to refuse pickup requests that result from community cleanups.

Potential Partners/Resources: Aldermen, Bi-State Development Agency, Board of Aldermen, Brightside St. Louis, business associations, Citizen Service Bureau, City of St. Louis Forestry Division, City of St. Louis Health Department, City of St. Louis Office of Resilience, City of St. Louis Refuse Division, City of St. Louis Streets Department, Coca Cola Public Space Recycling Grant, community improvement districts, Dutchtown South Community Corporation, East West Gateway Council of Governments, Environmental Protection Agency, Keep America Beautiful, Land Reutilization Authority, Mayor's Office of Sustainability, Metropolitan Sewer District, neighborhood associations, Neighborhood Improvement Specialists, Salvation Army, St. Louis City Recycles, St. Louis Composting, St. Louis Metropolitan Police Department.

Figure 6.1: Impervious Surface and Green Spaces Map Courtesy of Green City Coalition

Figure 6.2: A neighborhood rain garden part of MSD's Project Clear

6. Manage stormwater and wastewater to protect and enhance property and natural systems

St. Louis has an aging sewer system that combines stormwater and wastewater in the same pipe before water treatment.   About 50 times a year, after major rainstorms, the stormwater causes sewers to overflow. Between January 2015 and September 2016, St. Louis had the third largest sewage overflow in the country. Sewage-contaminated stormwater is dumped into the rivers and watershed, which is harmful to the environment and public health. In several public meetings, residents discussed the flooding and overflows they've experienced around their properties. The entirety of the planning area is in the Bissel Watershed, a priority area for the Metropolitan Sewer District (MSD) due to stormwater and overflow issues. Several blocks in the planning area are identified as "problem areas" by MSD.

Increasing rainfall and storm events resulting from climate change has caused historical precipitation to trend upward, increasing stress on the sewer systems. In Missouri, the number of heavy downpours increased 38% comparing 1950-1959 to 2005-2014. The planning area has been directly affected by these events, with several blocks identified as "high-risk" for flooding. Actions taken above ground in the planning area can help the sewer system better serve area residents. Reducing the amount of water going into the sewer system will reduce overflow, backups, and flood events.

6.1. Promote green infrastructure storm water management practices for positive community impact

Green infrastructure is a cost-effective way to manage stormwater while improving the public realm of the planning area. Green infrastructure can also have positive public health effects by reducing instances of standing water and lessening heat island effects. Park and playground improvements, residential yards, vacant lots, and new developments are all opportunities to implement green infrastructure projects: rain gardens, green roofs, and bioswales to name a few.

Align green infrastructure projects with the Metropolitan St. Louis Sewer District's (MSD) Project Clear.

MSD Project Clear is a long-term initiative aimed at improving water quality and addressing wastewater concerns. MSD offers up to $3,000 in small grants for property owners to implement rainscaping on their properties. Rainscaping can include rain gardens, bioretention cells, pervious pavement, and green roofs. Almost the entirety of the planning area lies within the Green Infrastructure program area. MSD also offers larger grants for community-scale projects.

6.2. Increase the amount of pervious surface in the neighborhoods

Impervious surfaces are an environmental concern because they seal the soil surface, preventing rainwater infiltration and natural groundwater recharge. By disrupting the natural watershed, impervious surfaces increase the stress on sewer systems and increase the risk of flooding. Impervious surfaces degrade water quality because all the pollutants on them go straight to streams and rivers rather than being filtered through soil and plants. Impervious surfaces include asphalt roads, buildings, and parking lots. Mowed lawns with compacted soil also act as impervious surfaces. Replacing impervious surfaces with pervious surfaces decreases the amount of storm water that goes into the sewer systems by increasing the amount of storm water absorbed by the ground.

Increase the amount of pervious surface in the planning area.

This may be accomplished through rain gardens with native plants, bioswales, green roofs, and more. Transforming a lot with a vacant house into a lot with a rain garden reduces the amount of impervious surface in the neighborhood. Redesigning existing parking lots and blacktop playgrounds to incorporate rain gardens and bioswales allows an impervious surface to mimic the natural components of a watershed by absorbing and filtering storm water.

Alleys are also places where pervious surface can be increased. Conveniently, the historic brick that paves many alleys in the planning area is a form of pervious pavement.

Maintain and enhance existing brick alleys rather than replacing them with impervious surfaces.

6.3. Educate residents about keeping sewer drains clear

Small items such as plastic bags and fallen leaves can lead to big problems when they block sewer drains and cause street flooding.

Educate residents about the importance of proactively keeping sewer drains clear of trash and yard waste to prevent blocked drains.

Encourage residents to report drains that are not draining properly.

Potential Partners/Resources: Aldermen, Board of Aldermen, Brightside St. Louis, business associations, Carnahan High School of the Future, City of St. Louis Forestry Division, City of St. Louis Health Department, City of St. Louis Office of Resilience, City of St. Louis Streets Department, community improvement districts, Dutchtown South Community Corporation, East West Gateway Council of Governments, Environmental Protection Agency, Forest ReLeaf of Missouri, Froebel Elementary School, Gateway Greening, Green City Coalition, KaBOOM!, local congregations, Mayor's Office of Sustainability, Meramec Elementary School, Metropolitan Sewer District, Missouri Department of Conservation, Missouri Prairie Foundation, neighborhood associations, developers, St. Louis Development Corporation, St. Louis Public Schools Foundation, St. Louis Wild Ones, Thomas Dunn Learning Center.

Chester Arthur Elementary School (Philadelphia, PA)

Can an urban playground be redesigned to better serve youth and families as well as the environment? Chester Arthur School, a public elementary school in Philadelphia, was able to do just that. The traditional impervious blacktop was transformed into a pervious outdoor learning environment while still serving its purpose as a playground, basketball court, and parking lot. The transformed space features rain gardens fed by trench drains and an underground storage reservoir, native plant beds, and impervious surface on the basketball court and parking lot.   Students, staff, and community members can be seen enjoying the space seven days a week.

The transformation was driven by the Friends of Chester Authur (FOCA), a non-profit formed by parents and community members to support efforts to create and maintain a successful and safe environment at the neighborhood public school. The transformation was funded by a $1.1 million dollar grant from the William Penn Foundation, $232,000 stormwater grant from the Philadelphia Water Department, $110,000 from the City of Philadelphia Neighborhood Transformative Initiative, and $175,000 in matching funds from the School District of Philadelphia.

Figure 6.2: Chester A. Arthur Elementary School, Philadelphia

7. Develop a resilient community against climate change and disaster

A resilient community can survive, adapt, and thrive in the face of shocks and stresses. Climate change is resulting in more extreme weather. Natural disasters are not a question of "if" they will happen, but a question of "when" they will happen. In 2015, St. Louis became part of the 100 Resilient Cities network pioneered by the Rockefeller Foundation. In 2016, the Mayor hired the City's first Chief Resilience Officer. The three environmental shocks identified by the City of St. Louis are extreme heat, rainfall flooding, and tornadoes. Due to a lack of resources, these events may disproportionately impact planning area residents. Conversations with several area block captains suggested that some neighbors do not have functioning heating/cooling systems; many others cannot afford to run those systems. Through planning and preparation, residents can increase their community's resilience by minimizing the negative impact of climate change and natural disasters.

7.1. Develop a community disaster preparedness and outreach plan in alignment with citywide resilience plan

One job of the Chief Resilience Officer is to develop and implement a City Resilience Plan.

Apply the citywide resilience plan to a neighborhood context and communicate the plan to all neighborhood residents.

Make communication creative and accessible, such as an engaging infographic or a graphic novel created by local artists. Communication materials should be distributed through mail, local schools, and at community institutions and gatherings.

7.2. Raise awareness of community residents who are vulnerable to extreme temperatures

Block captains and area residents voiced concerns about some neighbor's vulnerability to extreme weather events; most notably, elderly and low-income residents are negatively affected by extreme heat and cold.

Collect and maintain a list of people by block who are vulnerable to extreme heat and cold. This list should identify the location and contact information of households without access to air conditioning or heating, especially the elderly.

The list should be voluntary but participation should be strongly encouraged as a potentially life-saving community safety initiative.

Community leaders with support from Neighborhood Improvement Specialists, Aldermen, and the City of St. Louis should update lists bi-annually. Doing so in May and in October would prepare residents before extremer weather events. Participants should be informed that once they are on the list, they can expect to be contacted by neighbors during excessive heat warnings, severe winter weather, and power outages. Community leaders should check on the participants well-being and help connect the participants to services such as rides to neighborhood cooling and heating centers.

7.3. Increase access to community cooling and heating centers
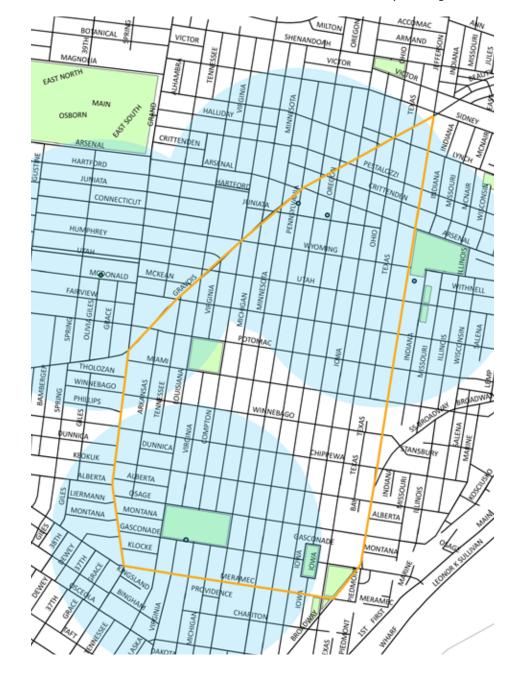
Planning area residents live near five cooling and heating centers where they can take refuge during extreme temperature events. However, access to these cooling and heating centers is insufficient, as not all residents are within walking distance.
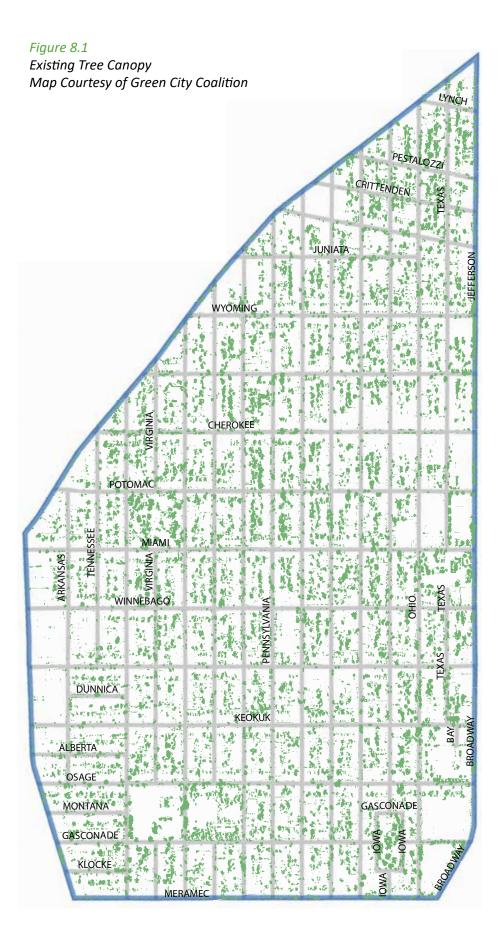
Establish additional community cooling centers, focusing on meeting the needs of Gravois Park residents.

Community leaders with cars can help increase access to cooling centers by providing rides to vulnerable households. Finally, increase awareness of cooling and heating centers, including their location and service hours.

Potential Partners/Resources: Bank of America, Board of Aldermen, business associations, Carnahan High School of the Future, Cherokee Recreation Center, Citizen Service Bureau, City of St. Louis Building Division, City of St. Louis Health Department, City of St. Louis Office of Resilience, Dunn-Marquette Recreation Center, Dutchtown South Community Corporation, East West Gateway Council of Governments, Enterprise Community Partners, Federal Emergency Management Agency, Fire Department, Froebel Elementary School, Global Community Engagement and Resilience Fund, Green City Coalition, local congregations, MacArthur Foundation, Mayor's Office of Sustainability, Meramec Elementary School, Missouri Department of Conservation, National Fish and Wildlife Foundation, National Institute of Standards and Technology, neighborhood associations, Neighborhood Improvement Specialists, developers, Rockefeller Foundation, St. Louis Metropolitan Police Department, St. Louis Science Center, Thomas Dunn Learning Center, Threshold Foundation, United Nations Office for Disaster Risk Reduction, University of Missouri – St. Louis, Wells Fargo.

Figure 7.1: Community Cooling Centers: Location and Access Areas in white are not within 1/2 mile of a community cooling center. Gravois Park residents have the least access to community cooling centers.

Figure 8.1
Existing Tree Canopy
Map Courtesy of Green City Coalition

8. Support and increase the local native landscape and urban tree canopy

Native plants and trees benefit urban areas by reducing heat island effects and improving air quality. Native plants provide homes for species native to the region, such as the monarch butterfly. Street trees create a more enjoyable pedestrian environment. However, if not appropriately planned or maintained, native plants and trees can create unsafe sidewalk conditions, bring down power lines, or obstruct safety infrastructure such as stop signs and street lights.

8.1. Protect existing infrastructure through forestry maintenance

The City of St. Louis and Ameren are responsible for trimming street trees and trees with utility conflicts. Trees under private ownership are the responsibility of the landowner.

Trim trees to ensure stop signs are visible, street lights are not blocked, and power lines are not in danger of being taken down.

City ordinance 68607 specifies required distances for trees to be pruned to reduce conflicts with existing infrastructure.

The larger the tree, the more environmental and economic benefits it provides. However, large trees can come into conflict with pedestrian infrastructure. When trees and sidewalks come into conflict, there are several ways to remediate the problem and comply with the Americans with Disabilities Act (ADA) while allowing the trees to stay in place and continue to provide benefits to the community. Common practices include removing concrete to widen the tree bed and reduce impervious surface, shaving edges of lifted concrete panels, and replacing concrete with more flexible materials such as asphalt.

Along commercial corridors, expand tree wells around trunks and eliminate them along the rest of the sidewalk [See Figure 8.2].

When trees must be removed, replace them with younger trees planted in ways that minimize the risk of future sidewalk conflict.

8.2. Increase the tree canopy through community-informed planting

Trees manage storm water, reduce the heat island effect, improve air quality, and enhance the aesthetic of a street. Among adults surveyed, increasing the number of street trees was ranked as the third highest activity community members would support to improve the environment.

Figure 8.2: Recommended Tree Well Design

Plant native trees and plants with all new developments, street improvements, and vacant lot transformations.

Local leaders, in collaboration with environmental organization, should leverage resources to plant trees in high-need areas [See Figure 8.1]. Street trees enhance the walkability of commercial corridors by providing rain, heat, and sun protection for pedestrians. Temperatures feel 5-15 degrees cooler under tree canopied streets. In addition, increasing street trees serves as a traffic calming measure. Planting should incorporate careful planning and design using native species and tree beds that will accommodate growth, so that trees can be enjoyed by resident for decades.

8.3. Support access to and awareness of native plants

Native Missouri plants provide sustainable solutions to environmental challenges. In addition, native plants help contribute to a natural habitat for birds, butterflies, and pollinators that are essential to a healthy ecosystem. Creators of rain and butterfly gardens on vacant lots, streetscapes, and private developments should use native species in their work.

Include signage in native plant gardens developed in public spaces or city-owned property to help increase awareness of the benefits of native plants and inspire more native plant gardens in the planning area.

Community leaders should leverage existing resources to increase the awareness of native plant benefits. One way to leverage resources and increase awareness is by organizing a native plant pop-up nursery.

Organize ways to provide residents with access to native plans.

Awareness of the benefits of native plants does little good if community members do not have access to native plants. Nearly all native plant nurseries are only accessible by car and many people in the community do not have access to a car. Community leaders, nurseries and other area organizations should organize a native plant pop-up nursery in the planning area.

8.4. Incorporate native planting into new developments

Developers in the planning area should implement environmentally friendly practices, including using native plants. In addition to helping manage, absorb, and filter storm water, incorporating native landscaping into green infrastructure will help reduce the urban heat island effect, reducing energy costs for residents and property owners.

Incorporate native trees and plants into new developments.

Assistance from public and nonprofit environmental agencies may help developers identify appropriate landscaping and funding sources to support this work.

Potential Partners/Resources: Aldermen, Board of Aldermen, Brightside St. Louis, business associations, Center for Agroforestry, City of St. Louis Department of Parks, Recreation and Forestry, City of St. Louis Health Department, City of St. Louis Office of Resilience, City of St. Louis Streets Department, community improvement districts, DeSales Community Development, Dutchtown South Community Corporation, East West Gateway Council of Governments, EcoDistricts, Environmental Protection Agency, Flowers and Weeds, Flowers to the People, Forest ReLeaf of Missouri, Gateway Greening, Green City Coalition, Grow Native!, Home Depot Foundation, Land Reutilization Authority, Lutheran Development Group, Mayor's Office of Sustainability, Metropolitan Sewer District, Midwest Invasive Plant Network, Missouri Botanical Garden, Missouri Department of Conservation, Missouri Native Plant Society, Missouri Prairie Foundation, National Fish and Wildlife Foundation, National Garden Clubs, Native Trees for Missouri Landscapes, neighborhood associations, developers, Saint Louis University, St. Louis Wild Ones, Tower Grove Neighborhoods CDC, Trio Foundation, University of Missouri – St. Louis, Washington University in St. Louis.

CHAPTER MAP
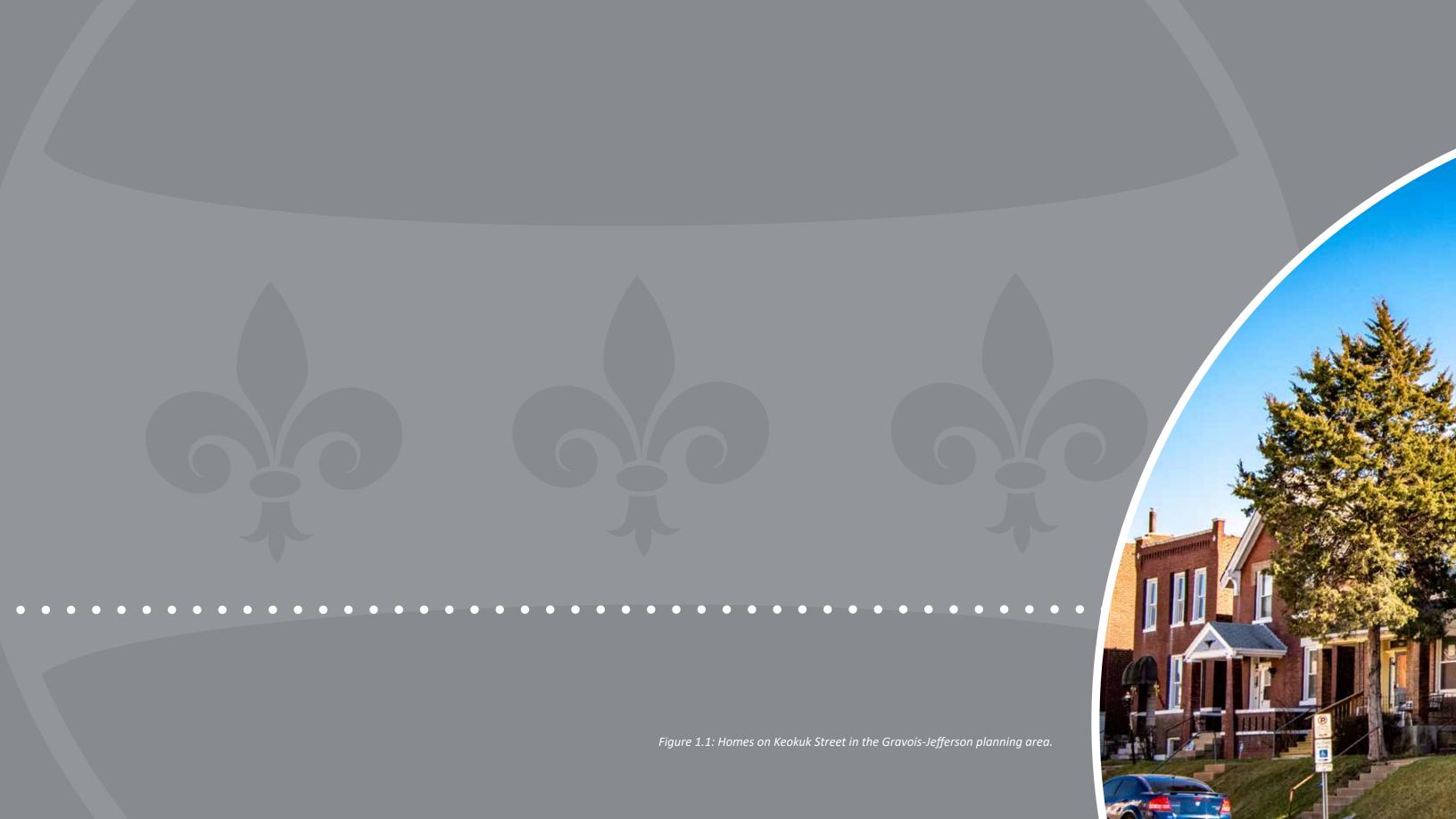
The environment chapter map shows existing assets and potential locations for the implementation of recommendations from this chapter.

Existing Gardens

Existing Parks

Potential sites for high-impact vacant lot transformations (public space, gardens, etc.)

Potential sites for stormwater management infrastructure (rain gardens, pervious surfaces, green roofs, etc.)

Corridors to integrate parks into surrounding neighborhoods (including Louisiana Calm Street)

ENVIRONMENT

Figure 1.1: Homes on Keokuk Street in the Gravois-Jefferson planning area.

IMPLEMENTATION

The Gravois-Jefferson Plan recommends strategies that span economic development, racial disparity, public safety, land use issues, social services, environmental concerns, transportation (including pedestrian and bicycle networks), housing, educational opportunities, community health, parks and open spaces, and much more. The implementation chapter addresses key considerations in implementing the Gravois-Jefferson Plan, including an overview of key components of a successful model, pros and cons of potential models, key implementation recommendations, and implementation grids for the eight plan chapters.

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

Implementing the Gravois-Jefferson Plan

Background: A Comprehensive Community Plan

The Gravois-Jefferson Plan is comprehensive. The strengths of the planning area span physical and social environments, as do the challenges. A stronger, more equitable community will not be built using strategies restricted to the physical environment. Thus, the Gravois-Jefferson Plan recommends strategies that span economic development, racial disparity, public safety, land use issues, social services, environmental concerns, transportation (including pedestrian and bicycle networks), housing, educational opportunities, community health, parks and open spaces, and much more.

Implementing the Gravois-Jefferson Plan will require collaboration among residents, local organizations, and regional stakeholders. Cross-sector collaboration, informed by the Plan and local residents, will help promote the community's vision for *"accessible, sustainable, inclusive neighborhoods where families and individuals thrive in a diverse and historically rich, engaged community."*

During the planning process, the resident Steering Committee gathered with the Planning Team and area aldermen to prepare for plan implementation. During this meeting, consideration was given to a variety of possible implementation models. The consensus that emerged from this meeting has been distilled in this chapter.

This chapter is broken into three main sections:
1. Key Components of a Successful Implementation Model
2. Strengths and Weaknesses of Potential Models
3. Recommendations for Implementing the Plan

Organizations and individuals seeking to participate in the implementation of any part of the Plan are encouraged to read through this chapter and ensure their efforts align with the community's vision.

Key Components of a Successful Implementation Model

The resident Steering Committee, reinforced through the public engagement process, has identified the following as key components of a successful implementation model:

Capacity to Organize, Facilitate and Follow Through
Implementation will require an organization with the capacity to bring stakeholders together, facilitate collaboration, and follow through on opportunities. There should be a staff person at said organization whose sole job is implementing the Gravois-Jefferson Plan.

Shared Value and Vision among Collaborators
It is important to ensure that individuals and organizations are working together toward a common vision with collectively determined values. The Community Vision Statement sets forth this vision; and values should be set forth by those engaged in implementation.

Robust Communication Network to give all People Access to Opportunities
Those involved in implementing the Plan should develop a robust communication network to ensure wide knowledge of and participation in implementation activities.

Accountability to Residents
Work done in the planning area should be accountable to residents and the Gravois-Jefferson Plan. This includes community participation in implementation activities and semi-regular check-ins to ensure the Plan aligns with community priorities. An effective model for resident engagement is the development review committee [See Implementation Recommendation 2].

Credibility and Ability to Convene Diverse Groups
The organization(s) implementing the Plan must build and maintain trust with local leaders, residents, and partner organizations. In addition to building credibility, the entity must have the ability to convene and facilitate diverse groups of individuals and organizations.

Figure 1.2: Residents brainstorm implementation strategies at the Draft Plan Summit.

Empowerment of Local Groups and Individuals
Long-term neighborhood vitality will rely on engaged and empowered residents and local organizations. Plan implementation must build the capacity of local groups and individuals so that, long-term, the community will have the power to determine its future. Implementation must also avoid duplication of existing efforts, especially those led by local organizations.

Representation from the Unique Planning Area Geography
The Benton Park West, Dutchtown and Gravois Park neighborhoods are among St. Louis City's most densely and diversely populated communities. Only a portion of the Dutchtown neighborhood is included in the Plan: the area north of Meramec, east of Grand, south of Chippewa, and west of Broadway. This portion of Dutchtown was included with Benton Park West and Gravois Park due to a shared sense of community and similarities in market and demographic trends. It is essential to account for the unique geographic boundary of the planning area when implementing the Gravois-Jefferson Plan.

Pros and Cons of Potential Models

During the Steering Committee meeting on implementation, several potential models were introduced to prompt discussion. These models were identified as best practices used in other communities to carry out neighborhood development. Listed below are the three models that were presented, each of which includes an overview and list of pros and cons as considered by the group. An effective implementation model will draw from all three models.

Public Private Partnership Model

Overview
What: Formation of a public private partnership entity to serve as lead agency responsible for driving forward the recommendations of the Gravois Jefferson Historic Neighborhoods Plan
Why: To establish an organizational structure with accountability to the community for working the plan over the long term.
How: Establish an organization with public and private sector leadership/governance, supported by a professional staff, 100% dedicated to working on carrying out the recommendations of the GJ plan, either directly or through a network of partners. The public/private partnership entity would serve as convener and lead community partner during plan implementation. Its responsibilities would include coordination of network partners, allocation of resources to plan priorities, reporting to the community and funders, and managing a committee structure in support of various plan sections.

Pros
- Paid staff
- Unbiased, third party without the potential bias of existing organizations
- Built-in accountability to funder(s) and board
- Potential for support from public entities (may be financial or general buy-in and responsiveness)
- Possible staying power (longer-term than collaborations)
- One organization is leading implementation of the Gravois-Jefferson Plan (it is its sole job/mission)

Cons
- Startup costs (time, money, energy, awareness, marketing, etc.)
- Potential for limited support from funders (increased competition for funding)
- Potential lack of accountability to community residents
- Challenge for public agencies to dedicate funding or staffing

Collective Impact Model

Overview
What: Guided by an anchor entity that serves as a fiscal agent and partnership coordinator, cross-sector partners work together collectively to implement the recommendations of the Gravois Jefferson Historic Neighborhoods Plan through a common agenda and common approach to implementation over a period of time.
Why: To establish a structured process by which all involved partners can work collectively toward neighborhood change by using shared measurement to increase community impact.
How: Identify an anchor entity who can commit to serve as a backbone organization that provides centralized infrastructure to partner organizations. The anchor entity would be supported by staff committed to ensuring that partner organizations are making progress on implementing the recommendations of the Gravois Jefferson Historic Neighborhood Plan through shared measurement, mutually reinforcing activities, and continuous communication.

Pros
- Does not create a new entity/organization
- No startup costs
- Diverse organizations collaborate and strengthen the overall expertise (this is relevant with such a comprehensive plan)
- Shared values, vision, and measurements to track success

Cons
- Existing organizations already have a mission and vision (potential for bias)
- Potential lack of representation (especially for those who are not represented by organizations or associations)
- Possible lack of trust (question about whether the backbone organization can rally people to come together)
- Organizational change/turnover makes it challenging to ensure continuity
- Potential for the backbone organization to have foci outside of plan implementation

Community Development Corporation Collaborative Model

Overview
What: Local community development organizations collaborate to provide capacity for the implementation, update, and evaluation of the Gravois-Jefferson Historic Neighborhoods Plan. The work of the community development organizations is supported by residents, local businesses, elected officials, and other stakeholders.
Why: The Community Development Corporation Collaborative Model ensures that the implementation of the Plan aligns with the community planning process, work remains deeply rooted in the neighborhood structure, community assets are built upon, and trust is maintained and strengthened. These organizations already work in the area and have a strong relationship with the community leaders, elected officials, and service providers.
How: Community development organizations (CDCs, business districts, place-based social service providers, and potentially others) work together toward the implementation of the recommendations, following the Steering Committee's prioritization, convening stakeholders and seeking funds. The work of these organizations could be guided, supported, and overseen by a committee made up of residents, local business owners, elected officials, and other stakeholders selected for their attachment to the community, connections, and resources.

Pros
- Less startup costs
- Opportunity for diverse partners (CID, SBD, Churches, etc.)

Cons
- Does not establish a lead agency responsible for stewardship of the plan
- Blind spot for existing CDCs (places where they may not already be working, or where they do not have expertise)
- Potential communication challenges
- Lack of accountability (no one person or organization committed to the work)
- Organizational change/turnover makes it challenging to ensure continuity

Recommendations for Implementing the Plan

1. Identify a lead agency for plan stewardship, with professional staff dedicated to plan implementation.

Implementation will require an entity with the capacity to organize and facilitate collaboration. This entity must also have the capacity to follow through on opportunities such as grants.

The lead agency must designate or hire someone whose sole job it is to facilitate the implementation of the Gravois-Jefferson Historic Neighborhoods Plan.

Every day, a full-time staff person will work toward realizing the community vision. This individual should also be responsible for tracking progress and reporting back to residents and community stakeholders.

2. Support the ongoing work of local individuals and organizations.

There are individuals and organizations already doing great work in the planning area; they were strengthening their community before the planning process began and will continue to do so in years to come.

Implementation of the Plan should support the work of these existing organizations, rather than form new ones.

One way to support proven, ongoing work is through shared funding and resources.

Organizations should, when appropriate, collaborate on grant applications and funding requests using the Gravois-Jefferson Plan as a framework.

3. Formalize community participation.

The Residents of the Benton Park West, Gravois Park and Northeast section of the Dutchtown neighborhoods believe the most effective, long-term solutions for community vitality come from those who live in the community. These residents should be engaged in stewarding the Gravois-Jefferson Plan into the future. Engagement should be formalized so as to ensure diverse, representative community participation.

Form a community-led development review board (or similar entity) to "ensure that new developments and investments in the planning area align with the vision statement of the Gravois-Jefferson Historic Neighborhoods plan.

This board should be representative of the diversity of the community (e.g. race, age, income, homeowners and renters, etc.). It should consult regularly with local elected officials and City development agencies and meet with developers whenever new projects seek public assistance.

This board, or other similar entities, may also play a proactive role in implementing the Gravois-Jefferson Plan, such as courting developers or cultivating partnerships to carry out recommendations.

In addition to the formation of a board, other methods of community participation should be formalized to increase transparency and opportunities for feedback as an ongoing element of plan implementation. The use of public meetings, posting of information and proposals and other methods should be developed to expand transparency.

Involve the community in decisions about development incentive policies, such as the establishment of redevelopment plan areas. Ensure participation of traditionally underrepresented populations.

Plan implementation that involves community residents and stakeholders in decision-making roles will increase trust and efficacy.

4. Leverage diverse and creative funding sources and implementation tools.

Implementation of the Gravois-Jefferson Plan will require diverse and creative funding sources. The resident Steering Committee has identified the most feasible, sustainable, and equitable recommendations as priorities for the area.

When funding and capacity allow, act on the most feasible, sustainable and equitable plan recommendations first.

In order to implement recommendations, explore the use of special assessment districts, grant funding, and voluntary donations.

Special assessment districts should collaborate and, if necessary, be formed to support efforts to improve the area. These districts are well suited to support improvements along commercial corridors. Tools to be considered include community improvement districts, special business districts, and transit development districts.

In addition to these resources, explore the creation of redevelopment plan areas (under Chapters 99, 100 and 353) to incentivize local development.

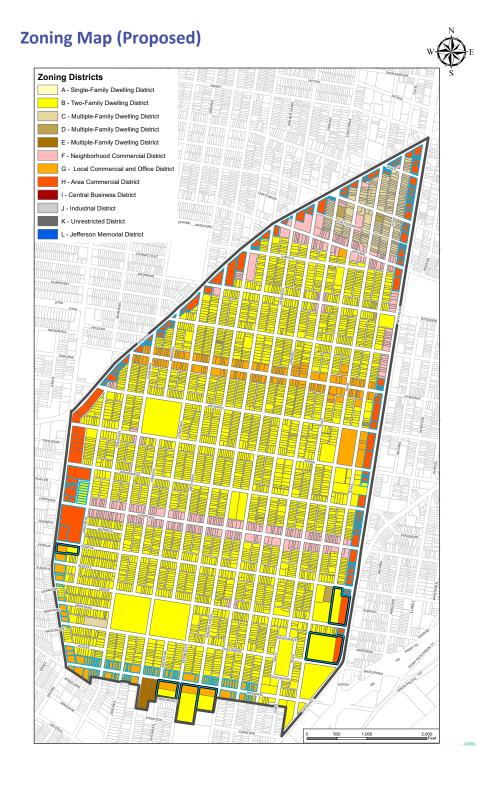*When considering redevelopment plans, use area redevelopment plans rather than spot blighting.*

Finally, leverage public money and resources to catalyze implementation. This may include local, state and federal sources for neighborhood development.
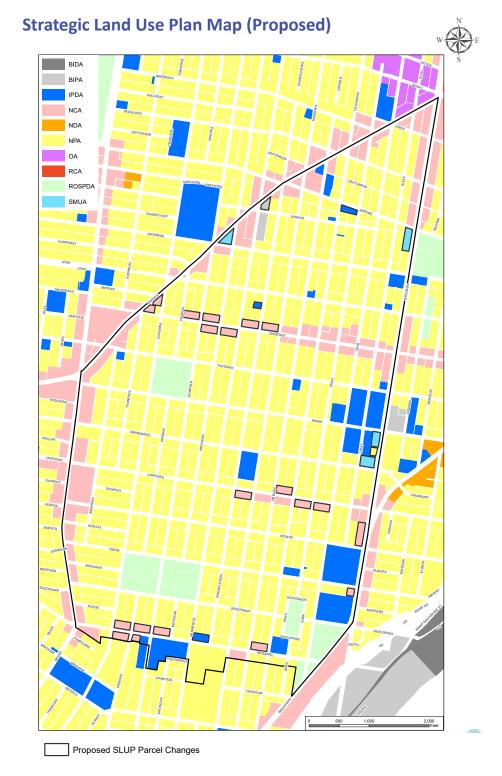
Recommended Land Use and Zoning Changes

To the right are the proposed land use and zoning maps for the Gravois-Jefferson Planning Area. The land use map uses designations from the St. Louis Strategic Land Use Plan (SLUP).

The "Zoning Map (Proposed)" shows recommended changes to the existing zoning districts (boxed in blue) and a breakdown of areas zoned to be used as two-family, multi-family, neighborhood commercial, local commercial & office, area commercial, and industrial districts in the planning area. The majority of the recommended changes are along major commercial corridors (Gravois, South Grand, Jefferson, and South Broadway). The Plan recommends changing many of the parcels facing these corridors from "F - Neighborhood Commercial District" to "H - Area Commercial District." This represents the community's vision for mixed-use development along walkable, transit-oriented commercial corridors. Along South Broadway, the Plan recommends changes from "J - Industrial District" to "H - Area Commercial District." This area is not suited for industrial use and the community has expressed a desire to see commercial and residential development along this corridor. The final collection of recommended zoning changes are along Meramec, where the Plan recommends changing "F - Neighborhood Commercial District" to "G - Local Commercial and Office District." This change will allow for greater density and a mix of uses along Meramec, which is in line with the recommendations of the Gravois-Jefferson Plan.

The "Strategic Land Use Plan Map (Proposed)" shows recommended land use designations using categories set out in the Strategic Land Use Plan. There are several blocks along Cherokee, Chippewa, and Meramec Streets for which the Plan recommends changing the SLUP designation from Neighborhood Preservation Area (NPA) to Neighborhood Commercial Area (NCA). These blocks are ones where businesses are currently operating at corner and mid-block locations. These business serve the immediate and surrounding neighborhoods in mixed use buildings with commercial at grade and a mix of uses on upper floors. While some at-grade spaces are currently used for residential purposes, the community vision for Cherokee, Chippewa, and Meramec is to have businesses return to these store fronts in order to create walkable and engaged neighborhoods. There are several parcels along major commercial corridors which the Plan recommends designating Specialty Mixed Use Area (SMUA). These parcels are along major transit corridors and their best use will be high-density, mixed-use development serving a variety of community needs.

Zoning Map (Proposed)

Zoning Districts
- A - Single-Family Dwelling District
- B - Two-Family Dwelling District
- C - Multiple-Family Dwelling District
- D - Multiple-Family Dwelling District
- E - Multiple-Family Dwelling District
- F - Neighborhood Commercial District
- G - Local Commercial and Office District
- H - Area Commercial District
- I - Central Business District
- J - Industrial District
- K - Unrestricted District
- L - Jefferson Memorial District

Strategic Land Use Plan Map (Proposed)

- BIDA
- BIPA
- IPDA
- NCA
- NDA
- NPA
- OA
- RCA
- ROSPDA
- SMUA

Proposed SLUP Parcel Changes

Implementation Grids

For each chapter, an "Implementation Grid" details an estimated length of time and cost for each recommendation. Each recommendation is also accompanied by a list of potential funding sources and a list of potential resources. It is important to note the following when reviewing these grids:

Length of Time: Information in this column is based on the minimum length of time required to get a recommended program or policy off the ground. The "ongoing" designation is used to show continued support for existing programs or policies. These time estimates do not necessarily suggest priorities for implementation.
@: 0 - 1 Year; @@: 2 - 4 Years; @@@: 5 - 10 Years; @@@@: 11 - 20 Years; Ongoing

Estimated Cost: Information in this column is based on the minimum amount of money required to get a recommended program or policy off the ground. The estimate includes the capital required for program or policy's first year of operation.
$: 0-10,000; $$: 10,001-50,000; $$$: 50,001-250,000; $$$$: 250,001-1,000,000; $$$$$: 1,000,000+

Potential Funding Sources: The entities listed in this column come from a variety of sources, including local residents, resource groups, sector experts, and research.

Potential Resources: The entities listed in this column are resource that may help carry out recommendations. Potential resources may provide a variety of support, including expert consulting, human capital, volunteer service, and more.

Safety Implementation Grid

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
1	Engage and empower the community to make the neighborhoods safe and welcoming for all	1	Activate residents to promote safety through everyday interventions	Ongoing	$	Ben & Jerry's Foundation, Better Family Life, City of St. Louis Mayor's Office, Deaconess Foundation, Hill-Snowdon Foundation, Incarnate Word Foundation, Laura and John Arnold Foundation, Lutheran Foundation, Needmor Fund, Neighborhood Associations, Peace Development Fund	Aldermen, Block Captains, CURE Violence Model, Department of Public Safety, Local Congregations, Missouri Foundation for Health, National Crime Prevention Council, Neighborhood Associations, Neighborhood Improvement Specialist, St. Louis Fire Department, St. Louis Metropolitan Police Department, State Representative, State Senator, Thomas Dunn Learning Center
		2	Support the work of anchor organizations and nonprofits in promoting safe and welcoming neighborhoods	Ongoing	$$	Ben & Jerry's Foundation, Better Family Life, City of St. Louis Mayor's Office, Deaconess Foundation, Hill-Snowdon Foundation, Incarnate Word Foundation, Laura and John Arnold Foundation, Lutheran Foundation, Missouri Foundation for Health, Needmor Fund, Neighborhood Associations, Peace Development Fund, St. Louis Community Foundation, St. Louis Philanthropic Organization, State of Missouri, U.S. Department of Justice, United Way of Greater St. Louis	Aldermen, Block Captains, Department of Public Safety, National Crime Prevention Council, Neighborhood Associations, Neighborhood Improvement Specialist, St. Louis Fire Department, St. Louis Metropolitan Police Department, State Representative, State Senator, Thomas Dunn Learning Center, United Way of Greater St. Louis, Violence Prevention Collaborative
		3	Empower residents to use the Neighborhood Ownership Model and Neighborhood Accountability Board to keep their communities safe	@	$$	Ben & Jerry's Foundation, Circuit Attorney's Office, City of St. Louis Mayor's Office, City of St. Louis Problem Properties Task Force, Deaconess Foundation, Hill-Snowdon Foundation, Incarnate Word Foundation, Laura and John Arnold Foundation, Lutheran Foundation, Needmor Fund, Neighborhood Associations, Peace Development Fund, St. Louis Metropolitan Police Department	Aldermen, Block Captains, Circuit Attorney's Office, City of St. Louis Mayor's Office, City of St. Louis Problem Properties Task Force, CURE Violence Model, Department of Public Safety, Local Congregations, Missouri Foundation for Health, National Crime Prevention Council, Neighborhood Associations, Neighborhood Improvement Specialist, St. Louis Fire Department, St. Louis Metropolitan Police Department, State Representative, State Senator, Thomas Dunn Learning Center
		4	Support reintegration and engagement of ex-offenders into the community	Ongoing	$$	Board of Aldermen, City of St. Louis Mayor's Office, Criminal Justice Ministry, Deaconess Foundation, Department of Public Safety, Lutheran Foundation, Needmor Fund, St. Louis Corrections Division, State of Missouri, U.S. Department of Justice	Aldermen, Block Captains, City of St. Louis Mayor's Office, Concordance Academy, Criminal Justice Ministry, Department of Public Safety, Local Congregations, Missouri Eastern Region Reentry Group Effort, Missouri Foundation for Health, National Criminal Justice Reference Service, Neighborhood Associations, Neighborhood Improvement Specialist, St. Louis Alliance for Reentry, St. Louis Corrections Division, St. Louis Metropolitan Police Department, State of Missouri, State Representative, State Senator, Thomas Dunn Learning Center, U.S. Department of Justice
		5	Develop a social media community agreement and standards to ensure respectful and productive online dialogue	@@	$$	City of St. Louis Mayor's Office, Department of Public Safety, Neighborhood Associations, Peace Development Fund, St. Louis Metropolitan Police Department, U.S. Department of Justice	Aldermen, Block Captains, Board of Aldermen, Cherokee Recreation Center, Cherokee Street Reach, City of St. Louis Mayor's Office, Community Mediation Services of St. Louis, Department of Public Safety, Dunn-Marquette Recreation Center, Facebook, Local Congregations, National Crime Prevention Council, Neighborhood Associations, Neighborhood Improvement Specialist, NextDoor, St. Louis Fire Department, St. Louis Metropolitan Police Department, St. Louis Public Schools, State of Missouri, State Representative, State Senator, Thomas Dunn Learning Center, U.S. Department of Justice
		6	Support safe spaces for gathering and communication throughout the neighborhoods.	@	$	Better Family Life, Board of Aldermen, Cherokee Recreation Center, Deaconess Foundation, Department of Public Safety, Dunn-Marquette Recreation Center, St. Louis Community Foundation, St. Louis Philanthropic Organization State of Missouri, United Way of Greater St. Louis	Aldermen, Better Family Life, Block Captains, Business Associations, Cherokee Recreation Center, Cherokee Street Reach, City of St. Louis Mayor's Office, Department of Public Safety, Dunn-Marquette Recreation Center, Local Congregations, Neighborhood Associations, Neighborhood Improvement Specialist, St. Louis Fire Department, St. Louis Metropolitan Police Department, St. Louis Public Schools, Thomas Dunn Learning Center

Safety Implementation Grid (continued)

Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
2	Build trust and collaboration between community, police, and court system	1. Support establishment of pedestrian, bike, or ATV beat officers throughout the neighborhoods	@@	$$$	Business Associations, Community Improvement Districts, Department of Public Safety, Neighborhood Associations, Special Business Districts, St. Louis Metropolitan Police Department, State of Missouri, U.S. Department of Justice	Aldermen, Block Captains, Business Associations, Community Improvement Districts, Department of Public Safety, Forward through Ferguson, Neighborhood Associations, Neighborhood Improvement Specialists, Rand Center on Quality Policing, Special Business Districts, St. Louis Metropolitan Police Department, State of Missouri, State Representative, State Senator, U.S. Department of Justice, Violence Prevention Collaborative
		2. Place an SLMPD Community Outreach Officer at a local nonprofit to engage directly with high-risk individuals and families in the neighborhoods	@@	$$$	Board of Aldermen, Department of Public Safety, Missouri Foundation for Health, St. Louis Metropolitan Police Department, State of Missouri, U.S. Department of Justice	Aldermen, Block Captains, Board of Aldermen, Business Associations, Cherokee Recreation Center, Cherokee Street Reach, Department of Public Safety, Dunn-Marquette Recreation Center, Forward through Ferguson, Gene Slay's Girls and Boys Club, International Association of Chiefs of Police, Neighborhood Associations, Neighborhood Improvement Specialists, Peter and Paul Community Services, St. Louis Metropolitan Police Department, State Representative, State Senator, Thomas Dunn Learning Center, U.S. Department of Justice, Violence Prevention Collaborative
		3. Create opportunities to build trust and collaboration between the community and the Circuit Attorney's Office	@	$	Board of Aldermen, Circuit Attorney's Office, City of St. Louis Mayor's Office, State of Missouri, U.S. Department of Justice	Aldermen, Block Captains, Business Associations, Carnahan High School of the Future, Cherokee Recreation Center, Cherokee Street Reach, Circuit Attorney's Office, City of St. Louis Mayor's Office, Dunn-Marquette Recreation Center, Fanning Middle School, Forward through Ferguson, Froebel Elementary School, Gene Slay's Girls and Boys Club, Meramec Elementary School, Neighborhood Associations, Neighborhood Improvement Specialists, Roosevelt High School, St. Louis Metropolitan Police Department, Thomas Dunn Learning Center
		4. Strengthen the relationship between residents and the Public Defender's Office	@	$	Board of Aldermen, City of St. Louis Mayor's Office, Public Defender's Office, State of Missouri, U.S. Department of Justice	Aldermen, Block Captains, Business Associations, Carnahan High School of the Future, Cherokee Recreation Center, Cherokee Street Reach, City of St. Louis Mayor's Office, Dunn-Marquette Recreation Center, Fanning Middle School, Forward through Ferguson, Froebel Elementary School, Gene Slay's Girls and Boys Club, Meramec Elementary School, Neighborhood Associations, Neighborhood Improvement Specialists, Public Defender's Office, Roosevelt High School, St. Louis Metropolitan Police Department, Thomas Dunn Learning Center
		5. Encourage social service experience, required community-building field time, and joint-training for officers in training	@@@	$$$	Department of Public Safety, St. Louis Metropolitan Police Department, State of Missouri, U.S. Department of Justice	Aldermen, Beyond the Badge, Block Captains, Business Associations, Carnahan High School of the Future, Cherokee Recreation Center, Cherokee Street Reach, City of St. Louis Mayor's Office, Department of Public Safety, Dunn-Marquette Recreation Center, Fanning Middle School, Forward through Ferguson, Froebel Elementary School, Gene Slay's Girls and Boys Club, International Association of Chiefs of Police, Meramec Elementary School, Neighborhood Associations, Neighborhood Improvement Specialists, Rand Center on Quality Policing, Roosevelt High School, St. Louis Metropolitan Police Department, State of Missouri, State Representative, State Senator, Thomas Dunn Learning Center, U.S. Department of Justice
		6. Foster positive, proactive police interactions with community members	@	$$	Beyond the Badge, Business Associations, City of St. Louis Mayor's Office, Community Improvement Districts, Department of Public Safety, Missouri Foundation for Health, Neighborhood Associations, St. Louis Metropolitan Police Department, State of Missouri, U.S. Department of Justice	Aldermen, Beyond the Badge, Block Captains, Business Associations, Carnahan High School of the Future, Cherokee Recreation Center, Cherokee Street Reach, Department of Public Safety, Dunn-Marquette Recreation Center, Fanning Middle School, Forward through Ferguson, Froebel Elementary School, Gene Slay's Girls and Boys Club, International Association of Chiefs of Police, Meramec Elementary School, Neighborhood Associations, Neighborhood Improvement Specialists, Peter and Paul Community Services, Rand Center on Quality Policing, Roosevelt High School, St. Louis Metropolitan Police Department, State Representative, State Senator, Thomas Dunn Learning Center, U.S. Department of Justice

Safety Implementation Grid (continued)

Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
3	Invest in Proactively Preventing Crime	1	Prioritize funding toward strategies that prevent violent crime, including employment and educational opportunity	Ongoing	$$	Board of Aldermen, Business Associations, City of St. Louis Mayor's Office, Community Development Block Grant Program, Department of Public Safety, Edward Byrne Memorial Justice Assistance, St. Louis Agency on Training and Employment, St. Louis Metropolitan Police Department, St. Louis Public Schools, State of Missouri, U.S. Department of Justice	Aldermen, Business Associations, Cherokee Recreation Center, City of St. Louis Mayor's Office, Commercial District Managers, Department of Public Safety, Drug Enforcement Agency, Dunn-Marquette Recreation Center, Edward Byrne Memorial Justice Assistance, Neighborhood Associations, Neighborhood Improvement Specialists, Ranken Technical College, Saint Louis University, St. Louis Agency on Training and Employment, St. Louis Community College, St. Louis Metropolitan Police Department, St. Louis Public Schools, State of Missouri, State Representative, State Senator, STL Youth Jobs, Thomas Dunn Learning Center, U.S. Department of Justice, University of Missouri – St. Louis, Washington University, Webster University
		2	Provide alternatives to crime and gangs	Ongoing	$	Board of Aldermen, City of St. Louis Mayor's Office, Community Development Block Grant Program, Department of Public Safety, Drug Enforcement Agency, Edward Byrne Memorial Justice Assistance, National Gang Center, St. Louis Agency on Training and Employment, St. Louis Metropolitan Police Department, St. Louis Public Schools, State of Missouri, U.S. Department of Justice	Business Associations, Cherokee Recreation Center, Circuit Attorney's Office, City of St. Louis Mayor's Office, Department of Public Safety, Drug Enforcement Agency, Dunn-Marquette Recreation Center, Edward Byrne Memorial Justice Assistance, National Gang Center, Neighborhood Associations, Neighborhood Improvement Specialists, Ranken Technical College, Saint Louis University, St. Louis Agency on Training and Employment, St. Louis Community College, St. Louis Metropolitan Police Department, St. Louis Public Schools, State of Missouri, State Representative, State Senator, STL Youth Jobs, Thomas Dunn Learning Center, U.S. Department of Justice, University of Missouri – St. Louis, Washington University, Webster University
		3	Advocate for state-level legislation for tighter gun control	@	$	Business Associations, Children's Firearm Alliance, City of St. Louis Mayor's Office, Neighborhood Associations, St. Louis Metropolitan Police Department, State Representative, State Senator	Aldermen, Beyond the Badge, Board of Aldermen, Business Associations, Children's Firearm Alliance, City of St. Louis Mayor's Office, Community Health Worker, Department of Public Safety, Missouri Foundation for Health, National Gang Center, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis Metropolitan Police Department, St. Louis Public Schools, St. Louis Young Democrats, State Representative, State Senator, Violence Prevention Collaborative, Women's Voices Raised for Social Justice
		4	Utilize community health workers to do proactive outreach with perpetrators and victims of crime	@@	$$$	Affinia Healthcare, BJC Healthcare, Casa de Salud, Community Development Block Grant Program, Drug Enforcement Agency, Edward Byrne Memorial Justice Assistance, Missouri Foundation for Health, Saint Louis University, St. Louis Metropolitan Police Department, State of Missouri, U.S. Department of Justice, University of Missouri – St. Louis, Washington University	Affinia Healthcare, Aldermen, BJC Healthcare, Business Associations, Casa de Salud, Cherokee Recreation Center, Community Health Worker, Department of Public Safety, Drug Enforcement Agency, Dunn-Marquette Recreation Center, Edward Byrne Memorial Justice Assistance, Missouri Foundation for Health, Neighborhood Associations, Neighborhood Improvement Specialists, Saint Louis University, St. Louis Metropolitan Police Department, Thomas Dunn Learning Center, U.S. Department of Justice, University of Missouri – St. Louis, Washington University
		5	Support distribution of steering wheel locks	@	$	Business Associations, City of St. Louis Mayor's Office, Commercial District Managers, Department of Public Safety, Neighborhood Associations, St. Louis Metropolitan Police Department, UPS Foundation	Aldermen, Beyond the Badge, Business Associations, Cherokee Recreation Center, City of St. Louis Mayor's Office, Commercial District Managers, Community Health Worker, Department of Public Safety, Dunn-Marquette Recreation Center, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis Metropolitan Police Department, St. Louis Public Schools, Thomas Dunn Learning Center
		6	Support distribution of gunlocks and gun safes	@	$	Business Associations, City of St. Louis Mayor's Office, Commercial District Managers, Department of Public Safety, Lock it for Love, Neighborhood Associations, St. Louis Metropolitan Police Department, UPS Foundation, Women's Voices Raised for Social Justice	Aldermen, Beyond the Badge, Business Associations, Cherokee Recreation Center, Children's Firearm Alliance, City of St. Louis Mayor's Office, Commercial District Managers, Community Health Worker, Department of Public Safety, Dunn-Marquette Recreation Center, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis Metropolitan Police Department, St. Louis Public Schools, Thomas Dunn Learning Center, Women's Voices Raised for Social Justice
		7	Build community awareness of strategies to prevent theft and burglary	Ongoing	$	Aldermen, Business Associations, City of St. Louis Mayor's Office, Neighborhood Associations, St. Louis Metropolitan Police Department, U.S. Department of Justice, UPS Foundation, Violence Prevention Collaborative	Aldermen, Beyond the Badge, Business Associations, City of St. Louis Mayor's Office, Commercial District Managers, Community Health Worker, Department of Public Safety, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis Metropolitan Police Department, St. Louis Public Schools, State Representative, State Senator

Safety Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
4	Support physical improvements to promote safe neighborhoods	1	Comprehensively address nuisance properties through increased enforcement and awareness of citizen's role	@@	$	Aldermen, City of St. Louis Building Division, City of St. Louis Department of Public Safety, City of St. Louis Forestry Division, City of St. Louis Problem Properties Division, Community Development Block Grant Program, Land Reutilization Authority, St. Louis Development Corporation, St. Louis Metropolitan Police Department	Aldermen, Block Captains, Board of Public Service, Business Associations, City of St. Louis Building Division, City of St. Louis Department of Public Safety, City of St. Louis Forestry Division, City of St. Louis Health Department, City of St. Louis Mayor's Office, City of St. Louis Office of Resilience, City of St. Louis Problem Properties Division, City of St. Louis Refuse Department, Commercial District Managers, DeSales Community Development, Dutchtown South Community Corporation, Land Reutilization Authority, Local Developers, Lutheran Development Group, Neighborhood Associations, Neighborhood Improvement Specialists, Rise Community Development, St. Louis Development Corporation, St. Louis Metropolitan Police Department, Tower Grove Neighborhoods CDC
		2	Promote distribution of light bulbs and light fixtures to assist residents in illuminating their blocks, gangways, and alleyways	@	$$	Aldermen, Ameren, Business Associations, City of St. Louis Department of Public Safety, Community Development Block Grant Program, Community Improvement Districts, Land Reutilization Authority, Local Developers, Missouri Foundation for Health, Neighborhood Associations, Porchlight Project, St. Louis Development Corporation, St. Louis Metropolitan Police Department	Aldermen, Ameren, Beyond the Badge, Block Captains, Board of Public Service, Business Associations, City of St. Louis Building Division, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, City of St. Louis Problem Properties Division, Commercial District Managers, Community Improvement Districts, DeSales Community Development, Dutchtown South Community Corporation, Land Reutilization Authority, Local Developers, Lutheran Development Group, Neighborhood Associations, Neighborhood Improvement Specialists, Porchlight Project, Rise Community Development, St. Louis Development Corporation, St. Louis Metropolitan Police Department, Tower Grove Neighborhoods CDC
		3	Support street calming and other strategies to improve pedestrian, cyclist and driver safety	@@	$$$	Aldermen, Business Associations, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, City of St. Louis Streets Department, City of St. Louis Traffic Division, Community Improvement Districts, East West Gateway, Metropolitan Sewer District, Missouri Department of Transportation, St. Louis Development Corporation, U.S. Department of Transportation	Aldermen, Block Captains, Board of Public Service, Business Associations, City of St. Louis Mayor's Office, City of St. Louis Streets Department, City of St. Louis Traffic Division, Commercial District Managers, Community Improvement Districts, DeSales Community Development, Dutchtown South Community Corporation, East West Gateway, Local Developers, Lutheran Development Group, Metro, Metropolitan Sewer District, Missouri Department of Transportation, Missouri Foundation for Health, Neighborhood Associations, Neighborhood Improvement Specialists, Rise Community Development, St. Louis Development Corporation, St. Louis Metropolitan Police Department, Tower Grove Neighborhoods CDC, Trailnet, U.S. Department of Transportation
		4	Organize city services and funding sources to conduct proactive outreach to areas of concentrated violence	@@@	$$	Aldermen, Board of Public Service, City of St. Louis Building Division, City of St. Louis Department of Public Safety, City of St. Louis Forestry Division, City of St. Louis Health Department, City of St. Louis Mayor's Office, City of St. Louis Office of Resilience, City of St. Louis Parks Division, City of St. Louis Problem Properties Division, City of St. Louis Refuse Department, City of St. Louis Streets Department, City of St. Louis Traffic Division, Land Reutilization Authority, Missouri Department of Transportation, St. Louis Development Corporation, St. Louis Metropolitan Police Department, U.S. Department of Transportation	Aldermen, Ameren, Block Captains, Board of Public Service, Business Associations, City of St. Louis Building Division, City of St. Louis Department of Public Safety, City of St. Louis Forestry Division, City of St. Louis Health Department, City of St. Louis Mayor's Office, City of St. Louis Office of Resilience, City of St. Louis Parks Division, City of St. Louis Problem Properties Division, City of St. Louis Refuse Department, City of St. Louis Streets Department, City of St. Louis Traffic Division, Commercial District Managers, HEAL Partnership, Land Reutilization Authority, Missouri Department of Transportation, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis Development Corporation, St. Louis Metropolitan Police Department, U.S. Department of Transportation

Safety Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
5	Expand trauma-informed approaches to safety	1	Educate law enforcement, educators, healthcare providers, social service providers, and community members on trauma-informed approaches to safety	@	$	Affinia Healthcare, Alive and Well STL, BJC Healthcare, Casa de Salud, Centers of Disease Control and Prevention, City of St. Louis Department of Health, City of St. Louis Department of Human Services, Missouri Department of Social Services, Missouri Foundation for Health, St. Alexius Hospital, St. Louis Metropolitan Police Department, St. Louis Public Schools, U.S. Department of Education	Affinia Healthcare, Aldermen, Alive and Well STL, BJC Healthcare, Block Captains, Business Associations, Casa de Salud, Cherokee Recreation Center, Cherokee Street Reach, Circuit Attorney's Office, City of St. Louis Department of Health, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, Community Health Worker, Community Mediation Services of St. Louis, Domestic Violence Shelters, Dunn-Marquette Recreation Center, Local Congregations, Missouri Department of Corrections, Missouri Department of Social Services, Missouri Foundation for Health, National Child Traumatic Stress Network, Neighborhood Associations, Neighborhood Improvement Specialists, Peter and Paul Community Services, St. Alexius Hospital, St. Louis Investment Property Association, St. Louis Metropolitan Police Department, St. Louis Public Schools, Thomas Dunn Learning Center, Youth in Need
		2	Establish a local mediation centers to address trauma and violence	@	$	Better Family Life, City of St. Louis Department of Human Services, City of St. Louis Department of Public Safety, Hogg Foundation, Missouri Department of Social Services, Missouri Foundation for Health, St. Louis Metropolitan Police Department, Substance Abuse and Mental Health Services of America	Aldermen, Better Family Life, Cherokee Recreation Center, Cherokee Street Reach, CHIPS Health and Wellness Center, City of St. Louis Department of Health, City of St. Louis Department of Human Services, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, Community Health Worker, Community Mediation Services of St. Louis, Crime Victim Advocacy Center, Dunn-Marquette Recreation Center, Local Congregations, Missouri Foundation for Health, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis Metropolitan Police Department, St. Louis Public Schools, Thomas Dunn Learning Center, Youth in Need
		3	Link social service and medical care providers with police to promote communication and coordination	@@	$$	Affinia Healthcare, Alive and Well STL, BJC Healthcare, Casa de Salud, Centers of Disease Control and Prevention, City of St. Louis Department of Health, City of St. Louis Department of Human Services, Missouri Department of Social Services, Missouri Foundation for Health, St. Alexius Hospital, St. Louis Metropolitan Police Department	Affinia Healthcare, Aldermen, Alive and Well STL, BJC Healthcare, Block Captains, Casa de Salud, Cherokee Recreation Center, Cherokee Street Reach, Circuit Attorney's Office, City of St. Louis Department of Health, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, Community Health Worker, Community Mediation Services of St. Louis, Domestic Violence Shelters, Dunn-Marquette Recreation Center, Local Congregations, Missouri Department of Corrections, Missouri Department of Social Services, Missouri Foundation for Health, National Child Traumatic Stress Network, Neighborhood Associations, Neighborhood Improvement Specialists, Peter and Paul Community Services, St. Alexius Hospital, St. Louis Metropolitan Police Department, Thomas Dunn Learning Center, Youth in Need
		4	Address the needs of individuals involved in sex work and sex trafficking	Ongoing	$$	Centers of Disease Control and Prevention, City of St. Louis Department of Health, City of St. Louis Department of Human Services, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, Missouri Department of Social Services, Missouri Foundation for Health, St. Louis Metropolitan Police Department, St. Louis Public Schools, Substance Abuse and Mental Health Services of America	Affinia Healthcare, Aldermen, Better Family Life, BJC Healthcare, Block Captains, Business Associations, Casa de Salud, Cherokee Recreation Center, City of St. Louis Department of Health, City of St. Louis Department of Human Services, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, Community Health Worker, Landlords, Local Congregations, Missouri Department of Corrections, Missouri Department of Social Services, Missouri Foundation for Health, Neighborhood Associations, Neighborhood Improvement Specialists, St. Alexius Hospital, St. Louis Metropolitan Police Department, St. Louis Public Schools, Substance Abuse and Mental Health Services of America, Thomas Dunn Learning Center
		5	Comprehensively address domestic violence while protecting the wellbeing of the survivor	@@	$	Board of Aldermen, Centers of Disease Control and Prevention, City of St. Louis Department of Health, City of St. Louis Department of Human Services, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, Hogg Foundation, Missouri Department of Social Services, Missouri Foundation for Health, St. Louis Metropolitan Police Department	Aldermen, Better Family Life, Block Captains, Business Associations, Casa de Salud, CHIPS Health and Wellness Center, City of St. Louis Department of Health, City of St. Louis Department of Human Services, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, Community Health Worker, Community Mediation Services of St. Louis, Crime Victim Advocacy Center, DeSales Community Development, Domestic Violence Shelters, Landlords, Local Congregations, Lutheran Development Group, Missouri Apartment Association, Missouri Department of Corrections, Missouri Department of Social Services, Neighborhood Associations, Neighborhood Improvement Specialists, Peter and Paul Community Services, Rise Community Development, Safe Connections, SLMPD Domestic Abuse Response Team, St. Alexius Hospital, St. Louis Investment Property Association, St. Louis Metropolitan Police Department, Tower Grove Neighborhoods CDC

Safety Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
6	Address drug-related issues in a comprehensive and humane way	1	Deter drug-traffic loitering	@	$	Aldermen, Beyond the Badge, Business Associations, City of St. Louis Department of Health, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, Community Improvement Districts, National Council on Alcoholism and Drug Abuse – St. Louis Area, St. Louis Metropolitan Police Department	Aldermen, Business Associations, City of St. Louis Department of Health, City of St. Louis Department of Human Services, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, Community Improvement Districts, Missouri Department of Corrections, Missouri Department of Social Services, National Council on Alcoholism and Drug Abuse – St. Louis Area, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis Metropolitan Police Department
		2	Consider alternatives to incarceration for nonviolent drug offenders	@@@	$$	Center for Women in Transition, City of St. Louis Department of Health, City of St. Louis Department of Human Services, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, Missouri Department of Corrections, Missouri Department of Social Services, St. Louis Alliance for Reentry, St. Louis Area Restorative Justice Collaboration, St. Louis Metropolitan Police Department	Affinia Healthcare, Aldermen, Alive and Well STL, Better Family Life, Beyond the Badge, BJC Healthcare, Business Associations, Casa de Salud, Center for Women in Transition, City of St. Louis Department of Health, City of St. Louis Department of Human Services, City of St. Louis Department of Public Safety, City of St. Louis Mayor's Office, Missouri Department of Corrections, Missouri Department of Social Services, Missouri Eastern Region Reentry Group Effort, National Council on Alcoholism and Drug Abuse – St. Louis Area, Neighborhood Associations, Neighborhood Improvement Specialists, St. Alexius Hospital, St. Louis Alliance for Reentry, St. Louis Area Restorative Justice Collaboration, St. Louis Metropolitan Police Department, Urgent Care Center

Gravois-Jefferson Historic Neighborhoods Plan

Youth and Education Implementation Grid

Policy Point			Recommendation	Est. Time	Est. Cost	Funding Sources	Potential Partners
1	Create a place-based approach to collective impact	1	Coordinate fragmented efforts that serve youth to develop common goals and a shared agenda valuing diversity, inclusion, and transparency	@@	$$$	Incarnate Word Foundation, Missouri Foundation for Health, Deaconess Foundation, City of St. Louis, and national foundations	Ready by 21, United Way of Greater St. Louis, Gene Slay's Boys and Girls Club, Dutchtown South Community Corporation
		2	Conduct needs assessments to determine youth interests and maintain active engagement	@@	$$	St. Louis Mental Health Board, City of St. Louis Department of Health,	City of St. Louis, Alive and Well STL, St. Louis Regional Youth Violence Prevention Task Force, Ready by 21, United Way of Greater St. Louis, Youth in Need
		3	Develop referral system for professional care and educational support providers	@@	$$	St. Louis Public Schools, Incarnate Word Foundation, City of St. Louis, Deaconess Foundation,	Cherokee Street Reach, Roosevelt High School Community Council, Wyman Center's Teen Outreach, Thomas Dunn Learning Center, Urban League of Metropolitan St. Louis, Youth in Need, Lutheran Family and Children's Services of Missouri
		4	Provide trauma-informed traning for those providing services to youth	@	$$	Alive and Well STL, Missouri Foundation for Health, City of St. Louis Health Department	St. Louis Mental Health Board, St. Louis Area Crisis Intervention Team, SSM Behavioral Health Services
2	Build social cohesion among youth, families, and communities	1	Foster a sense of inclusion among youth	@	$$	Incarnate Word Foundation, Deaconess Foundation,	Cherokee Street Reach, Thomas Dunn Learning Center, Lutheran Family and Children's Services of Missouri, United Way of Greater Missouri, Ready by 21
		2	Support mentoring programs	@@	$$	United Way of Greater St. Louis, U.S. Department of Justice - Office of Juvenile Justice and Delinquency Prevention, City of St. Louis - Youth at Risk Crime Prevention Fund	Gene Slay's Boys and Girls Club, Boys and Girls Club of Eastern Missouri, Boys Scouts of Eastern Missouri, Girls Scouts of Eastern Missouri, Wyman Center's Teen Outreach Program, Youth in Need, Lutheran Family and Children's Services,
		3	Organize parent support groups	@	$	City of St. Louis, St. Louis Public Schools	Youth in Need, Dutchtown South Community Corporation, Thomas Dunn Learning Center, Lutheran Family and Children's Services
3	Establish a network of safe and easily accessible information sources	1	Launch an online program database for all youth programs, activities, and services	@	$	City of St. Louis, Playtime Recreation (City of St. Louis), CivTech St. Louis, LaunchCode, Youth in Need, local colleges/universities	Dutchtown South Community Corporation, Thomas Dunn Learning Center, Lutheran Family and Children's Services, United Way of Greater St. Louis, Ready by 21, Blueprint 4 Summer
		2	Conduct regula asset mapping of service providers in the planning area	@	$	Lutheran Family and Children's Services, Dutchtown South Community Corporation, CivTech St. Louis, local college and/or university	Dutchtown South Community Corporation, Thomas Dunn Learning Center, Lutheran Family and Children's Services, United Way of Greater St. Louis, Ready by 21, Rise, Brown School of Social Work at Washington University in St. Louis
		3	Enlist more community and neighborhood-based organizations, faith groups, local businesses and others to serve as safe places for youth during peak and non-peak hours	@	$	Dutchtown South Community Corporation, Lutheran Family and Children's Services, Ready by 21	Dutchtown South Community Corporation, Thomas Dunn Learning Center, Lutheran Family and Children's Services, United Way of Greater St. Louis, Brown School of Social Work at Washington University in St. Louis
4	Enhance year round educational enrichment and supportive services for youth	1	Expand quality out-of-school opportunities	@@	$$$$$	Local colleges and/or universities, Dutchtown South Community Corporation, Lutheran Family and Children's Services, Youth in Need	Thomas Dunn Learning Center, Cherokee Street Reach, United Way of Greater St. Louis, Ready by 21, Rise, Brown School of Social Work at Washington University in St. Louis

Youth and Education Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Funding Sources	Potential Partners
5	Empower youth through civic engagement, leadership, and advocacy	1	Convene a local youth council to train youth to develop skills in civic engagement, leadership, and advocacy	@	$	Incarnate Word Foundation, Deaconess Foundation, City of St. Louis	Thomas Dunn Learning Center, YWCA Metro St. Lous Youth Leadership Academy
		2	Advocate for organizations, institutions, and city government to create authentic leadership and governing roles for youth	@	$	St. Louis Internship Program, City of St. Louis, SLATE, St. Louis Youth Jobs	Thomas Dunn Learning Center, Dutchtown South Community Corporation, Inroads St. Louis, St. Job Corps Center
6	Promote youth financial empowerment	1	Support year-round youth employment opportunities and improve outreach to connect youth to jobs	@	$$$$	St. Louis Internship Program, City of St. Louis, SLATE, St. Louis Youth Jobs, businesses	Chambers of commerce, local business associations, Thomas Dunn Learning Center, St. Louis Public Library
		2	Build employment pathways for disconnected youth tailored to existing and future job market	@@	$$$	U.S. Department of Education, STL Youth Jobs, SLATE	Ranken Technical College, St. Louis YouthBuild
		3	Improve youth financial capability through financial education	@	$	STL Youth Jobs, SLATE, St. Louis Internship Program, Prosperity Connection, local banks and financial institutions	St. Louis Unbanked Task Force, Metro St. Louis Community Reviestment Association, Federal Reserve Bank, Urban League of Metropolitan St. Louis

Employment and Business Development Implementation Grid

	Policy Point		Recommendation	Est. Time	Est. Cost	Funding Sources	Potential Partners
1	Improve access to reputable financial services	1	Expand financial capability through education, grassroots outreach, and greater use of services offered by reputable service providers and financial institutions	@@	$$$$	Banks, financial institutions, and credit unions	Banks and Financial Institutions, St. Louis Unbanked Taskforce, Federal Reserve Bank, Metro St. Louis Community Reinvestment Association
		2	Limit concentration of short-term loan establishments operating in the planning area	@	$$	City of St. Louis	City of St. Louis Zoning Section/City of St. Louis Planning Commission, City of St. Louis Code Enforcement
		3	Increase hiring of multilingual employees at financial institutions to provide service, marketing, and outreach	@@	$	Banks and Financial Institutions	Banks and Financial Institutions, St. Louis Unbanked Taskforce, Federal Reserve Bank, Metro St. Louis Community Reinvestment Association
2	Increase employment among youth, people of color, and immigrants	1	Support a network of shared workforce development opportunities and resources that equip individuals with job readiness skills	@@	$$$	SLATE, St. Louis Youth Jobs, Near Southside Employment Coalition, Missouri Division of Workforce Development	SLATE, St. Louis Youth Jobs, Near Southside Employment Coalition, Missouri Division of Workforce Development
		2	Attract a technical or trade school to provide apprenticeship programs	@@@	$$$	Technical or trade school	Aldermanic support, property owners, business associations, chambers of commerce
		3	Develop a green jobs training program aimed at increasing employment opportunities for planning area residents	@@	$$$	Construction trade unions, City of St. Louis, SLATE, U.S. Department of Labor	St. Louis YouthBuild, Homebuilders Association of St. Louis and Eastern Illinois, general contractors, trade and technical schools
		4	Create a mobile jobs center that connects job opportunities to residents seeking employment	@@	$$$$	Banks, financial institutions, and credit unions	City of St. Louis Library an City of St. Louis Library Foundation
		5	Promote youth employment opportunities in the community development field	@@	$	Foundations	Thomas Dunn Learning Center, Dutchtown South Community Corporation, Lutheran Development Corporation

Employment and Business Development Implementation Grid (continued)

Policy Point			Recommendation	Est. Time	Est. Cost	Funding Sources	Potential Partners
3	Support development and growth of minority, women, and immigrant-owned businesses	1	Market the planning area to small businesses , especially those that seek to connect to a multicultural and multilingual employee and consumer base	@	$$	Chippewa Broadway Business Association, Cherokee Street Business Association, Downtown Dutchtown Business Association	Dutchtown South Community Corporation, St. Louis Development Corporation. Lutheran Development Corporation
		2	Build cultural competency that supports inclusion of multicultural businesses and is welcoming to residents and consumers	@	$	Chippewa Broadway Business Association, Cherokee Street Business Association, Downtown Dutchtown Business Association	Hispanic Chamber of Commerce, Asian-American Chamber of Commerce, Bosnian Chamber of Commerce, and Heartland Black Chamber of Commerce, Center for the Acceleration of African-American Businesses
		3	Provide opportunities for mentoring, one-on-one coaching, and training seminars for business development and growth	@	$	Chippewa Broadway Business Association, Cherokee Street Business Association, Downtown Dutchtown Business Association, City of St. Louis, banks and financial institutions, chambers of commerce	Dutchtown South Community Corporation, St. Louis Development Corporation
4	Enhance major corridors and commercial districts	1	Invest in high impact, high visibility commercial district improvements	@@	$$$$	Chippewa Broadway Business Association, Cherokee Street Business Association, Downtown Dutchtown Business Association	Dutchtown South Community Corporation, St. Louis Development Corporation. Lutheran Development Corporation
		2	Explore Jefferson-Broadway-Chippewa as a potential Community Improvement District	@@	$$	Business and property owners, Dutchtown South Community Corporation	St. Louis Development Corporation
		3	Designate a high-impact portion of Gravois Avenue with Historic Main Street status (as part of the original Route 66)	@@	$$	City of St. Louis, National Trust for Historic Preservation	Missouri Main Street Connection, Main Street America
		4	Develop Management Assistance Program for management of vacant storefronts	@@	$$$	City of St. Louis, St. Louis Community Development Administration	Dutchtown South Community Corporation, St. Louis Development Corporation, Lutheran Development Corporation
		5	Coordinate diverse public events and programming to attract visitors	@	$	Chippewa Broadway Business Association, Cherokee Street Business Association, Downtown Dutchtown Business Association	Dutchtown South Community Corporation, City of St. Louis Mayor's Office, Chambers of Commerce
		6	Develop a unified marketing campaign	@	$$	Chippewa Broadway Business Association, Cherokee Street Business Association, Downtown Dutchtown Business Association	Dutchtown South Community Corporation

Employment and Business Development Implementation Grid (continued)

Policy Point		Recommendation	Est. Time	Est. Cost	Funding Sources	Potential Partners
5	Support commercial development opportunities	1. Maintain list of available properties and a community profile of the planning area	@	$	Dutchtown South Community Corporation	Chippewa Broadway Business Association, Cherokee Street Business Association, Downtown Dutchtown Business Association
		2. Recruit desired business areas to the planning area	@	$	Chippewa Broadway Business Association, Cherokee Street Business Association, Downtown Dutchtown Business Association	St. Louis Economic Development Partnership, chambers of commerce
		3. Strengthen existing resale, antique, and collectible businesses	@	$	City of St. Louis, City Treasurer's Office, banks and financial institutions, CDFIs	Chambers of Commerce, International Institute, Justine Peterson, Center for the Acceleration of African-American Businesses
		4. Support the development of the fastest growing segments in the entrepreneurial ecosystem: ethnic minority -,and women -, and immigrant owned businesses	@	$$$$	City of St. Louis, U.S. Chamber of Commerce (Minority Business Development Agency), St. Louis Economic Development Partnership, banks and financial institutions	Chambers of Commerce, International Institute, Justine Peterson, Center for the Acceleration of African-American Businesses
		5. Improve and expand counseling, training, and networking related to starting and growing businesses	@@	$$	City of St. Louis, St. Louis Economic Development Partnership, Federal Reserve Bank of St. Louis	City of St. Louis Treasurers Office, SBA, U.S. Chamber of Commerce (Minority Business Development Agency)
		6. Promote food entrepreneurship	@@	$$$	St. Louis Economic Development Partnership, City of St. Louis	Saint Louis University School of Nutrition, SBA, U.S. Chamber of Commerce (Minority Business Development Agency)
		7. Foster cultural entrepreneurship	@	$$	Regional Arts Commission	Cherokee Street Reach
		8. Promote Cherokee Street as an "International Corridor"	@	$$	City of St. Louis, Cherokee Business Association	St. Louis Community Development Corporation and chambers of commerce
		9. Strengthen connections between S. Grand, Gravois, Cherokee, Chippewa, and Broadway commercial districts	@	$$	Chippewa Broadway Business Association, Cherokee Street Business Association, Downtown Dutchtown Business Association, City of St. Louis, St. Louis Development Corporation	Dutchtown South Community Corporation
		10. Connect S. Grand and Dutchtown CIDs to improve S. Grand corridor	@	$$	City of St. Louis, St. Louis Development Corporation, Downtown Dutchtown Business Association, South Grand Community Improvement District	Dutchtown South Community Corporation
		11. Encourage commercial reuse of historic buildings along commercial corridors	@	$$$	City of St. Louis, St. Louis Development Corporation	Chippewa Broadway Business Association, Cherokee Street Business Association, Downtown Dutchtown Business Association, Dutchtown South Community Corporation, Design Review Board
		12. Encourage the development of new underdeveloped sites along commercial corridors	@	$$$	City of St. Louis, St. Louis Development Corporation, Downtown Dutchtown Business Association, South Grand Community Improvement District	Dutchtown South Community Corporation
		13. Ensure the development of new sites along commercial corridors following design guidelines	@	$$$	Design Review Board	St. Louis Development Corporation, Board of Aldermen, Dutchtown South Community Corporation, business associations

Housing Implementation Grid

Area		Recommendation		Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
1	**Preserve Affordability and Neighborhood Diversity**	1	Encourage mixed-income rental and for sale developments	Ongoing	$	Private investment, CRA investments and loans, federal grants, Affordable Housing Trust Fund, Missouri Housing Trust Fund, FHLB, LIHTCs	Private developers, area CDCs, City of St. Louis CDA, LRA, and AHC, area banks
		2	Encourage long term housing affordability by supporting community-driven, for profit and nonprofit owned and managed rental housing	Ongoing	$	Private invesment, CRA investments and loans, federal grants, Affordable Housing Trust Fund, Missouri Housing Trust Fund, FHLB, LIHTCs	Area CDCs, City of St. Louis CDA and AHC
		3	Provide operating support to community development organizations developing affordable housing	@	$$$	Federal grants foundation and grant support, charitable contributions,	Invest STL, foundation support, City of St. Louis CDA, private contributions, CRA investments
		4	Adopt housing affordability strategies such as inclusionary zoning for publicly assisted rental and for sale developments	@@	$	Private investment, CRA investments and loans, federal grants, Affordable Housing Trust Fund, Missouri Housing Trust Fund, FHLB, LIHTCs	City of St. Louis, CDA, AHC
		5	Encourage moderate rehabilitation as a strategy to preserve existing housing at more affordable development costs	Ongoing	$	Private investment, CRA invesments and loans, federal grants, FHLB	Private developers, area architects and contractors, area CDCs, area financial institutions
		6	Establish a local development review board to consider housing development proposals seeking public assistance	@@	$	Local general revenue, foundation support, federal grants	Community residents, planning and design professionals, real estate and land use lawyers, CRA officers
		7	A local CDC should build relationships with local financial institutions to expand lending and investing in market rate and affordable housing	Ongoing	$$	CDC general operating support, foundation support, federal grants, CRA investments	Area CDCs and financial institutions
		8	Engage minority and renter population in the area's housing market early on at the project planning level and during ongoing marketing efforts	Ongoing	$$	CDC general operating support, foundation support, federal grants, CRA investments	Area CDCs, neighborhood organizations, business associations, community leaders
		9	A local CDC should coordinate with community organizations and local real estate agents working in the planning area to promote the community, avoid steering, and ensure fair housing	Ongoing	$$	CDC general operating support, foundation support, federal grants, CRA investments	Area CDCs, area real estate companies, community organizations, community leaders
2	**Stabilize and Improve (Residential) Property Values**	1	Utilizing the city's Market Value Analysis, target new developments near areas of higher market value	Ongoing	$	Private capital, CDC investments, CRA investments and loans, foundation support, federal grants	Gravois Jefferson Historic Neighborhoods Development Review board, area CDCs, private developers, City of St. Louis CDA, AHC, and LRA.
		2	Utilize HUD's Neighborhood Revitalization Strategy rule for CDBG funds to underwrite development costs of producing market rate, for sale housing	@@	$$$	Private capital, CDC investments, CRA investments and loans, foundation support, federal grants	Gravois Jefferson Historic Neighborhoods Development Review board, area CDCs/CBDOs, private developers, City of St. Louis CDA, and LRA.
		3	Remove severely dilapidated buildings, and, if possible, make available as side yards or sites for new housing	@@	$$	Federal grants, city general revenue, foundation support, volunteer and training program support	Area CDCs, LRA, Building Division
		4	Attract quality anchors, schools, and neighborhood amenities to help increase demand for housing	Ongoing	$$$$$	Private capital, Special Business District funding, federal grants, structured financing on leveraged investments, Community Improvement District funding	Lutheran Development Group, Habitat for Humanity, Intersect Arts Center, area CDCs

Gravois-Jefferson Historic Neighborhoods Plan

Housing Implementation Grid (continued)

Area			Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
3	Foster Access to Homeownership	1	Expand access to and resources for down payment assistance programs for planning area residents	Ongoing	$$$	Charitable contributions, employer-funded down payment assistance programs, CRA investments, federal grants, MHDC First Place and Mortgate Credit Certificate programs	Area CDCs, area financial institutions, City of St. Louis, Missouri Housing Development Commission
		2	Tailor specialized homeownership training and education programs for low and moderate income households	Ongoing	$$	US Department of HUD, CDA, CRA investments	Local CDCs/housing counseling agency, area banks and financial institutions
		3	Encourage LIHTC lease-purchase developments when constructing new homes	@@	$	Private capital, CRA investments and loans, federal grants, Affordable Housing Trust Fund, Missouri Housing Trust Fund, FHLB, LIHTCs	For profit and nonprofit housing developers, Missouri Housing Development Commission, City of St. Louis CDA/AHC
		4	Promote home ownership in marketing the Gravois Jefferson neighborhoods	@@	$$	CDC general operating support, foundation support, federal grants, CRA investments and loans	For profit and nonprofit housing developers, local real estate agents, City of St. Louis CDA/AHC
		5	Encourage a mix of affordable and market rate for sale home development when using publicly subsidized financing	@@	$$	Private capital, bank financing, federal grants, Affordable Housing Trust Fund, Missouri Housing Trust Fund, FHLB, LIHTCs	Gravois Jefferson Historic Neighborhoods Developer Review board, for profit and nonprofit housing developers, City of St. Louis, CDA, LRA
		6	Encourage and support investment from within the community	Ongoing	$$	Private capital, bank financing, federal grants, Affordable Housing Trust Fund, Missouri Housing Trust Fund, FHLB	For profit and nonprofit housing developers, City of St. Louis, CDA, LRA
4	Facilitate Home Repair and Maintenance	1	Expand home repair services to elderly and low-income area homeowners	@@	$$$	Federal grants, FHLB, CRA investments and loans, donated materials and services, foundation support	Area financial institutions, faith based organizations, home repair organizations, area CDCs, volunteer groups
		2	Establish a below market interest rate loan program to assist middle income households with home repairs and improvements	@@	$$$	City of St. Louis general revenue, federal grants, CRA investments and loans, foundation support	City of St. Louis, area financial institutions, area CDCs, home repair organizations
		3	Develop a resource manual and training program to assist area residents in the care and maintenance of the area's historic housing stock	@@	$	CDC investments, charitable contributions, in-kind support, foundation support	Area architects and contractors, area CDCs, home repair organizations
		4	Coordinate home repair programming with larger development investments and neighborhood initiatives	@@	$$$	City of St. Louis general revenue, CRA investments and loans, foundation support	City of St. Louis, area financial institutions, area CDCs, home repair organizations
		5	Expand access to information about the City's lateral sewer line and water line insurance programs	Ongoing	$	CDC investments, foundation support, City of St. Louis general revenue	City of St. Louis, area CDCs, MSD, City Water Department

Housing Implementation Grid (continued)

	Area		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
5	Stabilize and Improve Health of Rental Housing Market	1	Expand the inventory of local rental properties owned and/or managed by community based organizations	@@	$$$	Private capital, bank financing, federal grants, Affordable Housing Trust Fund, Missouri Housing Trust Fund, FHLB, LIHTCs	Area CDCs, private landlords, City of St. Louis CDA and AHC, MHDC, area financial institutions
		2	Expand and market landlord training and support programs for owners of small rental properties	@@	$$$	CDC investments, charitable contributions, foundation support	Area CDCs, private landlords, area financial institutions
		3	Expand support services for the renter community	@@	$$	CDC investments, charitable contributions, foundation support	Area CDCs, Metro St. Louis Equal Housing Opportunity Council, City of St. Louis Civil Rights Enforcement Agency, US Department of HUD Office of Fair Housing and Equal Opportunity (FHEO)
		4	Coordinate with City of St. Louis to target funding for the acquisition and rehabilitation of owner occupied, 2-4 family buildings	@@	$$$	Private investments, CRA investments and loans, federal grants, Affordable Housing Trust Fund, Missouri Housing Trust Fund, FHLB	Gravois Jefferson Historic Neighborhoods Development Review board, area CDCs, private investors, City of St. Louis CDA and AHC, area financial institutions
		5	Encourage on-site management of larger, multi-family rental properties	Ongoing	$	CDC investments, charitable contributions, foundation support	Area CDCs, private investors
		6	Strengthen capacity of area residents and community organizaitons to encourage better stewardship of residential property	Ongoing	$$	CDC investments, charitable contributions, foundation support	Area CDCs, area financial institutions, City of St. Louis Neighborhood Stabilization Team, City of St. Louis Building Division
		7	Support stronger enforcement of Housing Conservation District and St. Louis Housing Authority housing inspections	Ongoing	$$$	City of St. Louis general revenue, CRA investments, CDC investments, foundation support	Area CDCs, City of St. Louis Building Division, St. Louis Housing Authority, City of St. Louis Neighborhood Stabilization Team
		8	Create a below-market rate loan program to assist owners of small rental properties	@@	$$$$$	Private investment, CRA investments and loans, foundation support, federal grants, FHLB	Area CDCs, Federal Home Loan Bank, area financial institutions

Housing Implementation Grid (continued)

Area			Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
6	Foster Resident Well Being	1	Create a community welcome center to serve as a centralized location for housing information and to welcome new residents to the area	@@	$$	CDC investments, charitable contributions, foundation support	Area CDCs, community organizations, mobile empowerment center, possibly with a movable display capability for neighborhood events
		2	Develop outreach program to welcome new residents to the area	@	$	CDC investments, charitable contributions, foundation support	Area CDCs, neighborhood and community organizations, through potential collaboration
		3	Encourage outreach by community organizations and associations to engage renters as valued members of the community	@	$	CDC investments, charitable contributions, foundation support	Area CDCs, private landlords and management companies, neighborhood and community organizations, through potential collaboration
		4	Provide counseling support to renters transitioning from unsafe housing	@@	$$	CDC investments, federal grants charitable contributions, foundation support	HUD approved housing counseling agencies, area CDCs, Prosperity Connection
		5	Strengthen resources to assist homeless service providers	@@	$$$	St. Louis Mental Health Board, St. Louis Continuum of Care, federal grants	St. Louis Continuum of Care partner agencies, City of St. Louis Department of Human Services
		6	Support creation of a city-wide tenant bill of rights	@@	$$	CDC investments, charitable contributions, foundation support	Metro St. Louis Equal Housing Opportunity Council, Legal Services of East Missouri, volunteer lawyers, City of St. Louis Civil Rights Enforcement Agency
		7	Support the formation of a renters association	@@	$$	CDC investments, charitable contributions, foundation support	Area CDCs, Metro St. Louis Equal Housing Opportunity Council, Legal Services of East Missouri, volunteer lawyers, City of St. Louis Civil Rights Enforcement Agency
		8	Improve access to renter resources to inform them about their rights, responsibilities and available resources	@@	$$	CDC investments, charitable contributions, foundation support	Area CDCs, Metro St. Louis Equal Housing Opportunity Council, Legal Services of East Missouri, volunteer lawyers, City of St. Louis Civil Rights Enforcement Agency
		9	Expand use of free mediation services to resolve landlord/renter disputes	@@	$	CDC investments, charitable contributions, foundation support	Community Mediation Services of St. Louis, Metro St. Louis Equal Housing Opportunity Council, Legal Services of East Missouri, volunteer lawyers
		10	Deter unlawful or abusive eviction practices	Ongoing	$$	City of St. Louis general revenue, CRA investments, CDC investments, foundation support	Community Mediation Services of St. Louis, Metro St. Louis Equal Housing Opportunity Council, Legal Services of East Missouri, US Department of Housing Department of Fair Housing and Equal Opportunity (FHEO)
		11	Ensure that tenants are informed during a nuisance abatement process and encourage alternative abatement procedures	Ongoing	$$	City of St. Louis general revenue, CRA investments, CDC investments, foundation support	Area CDCs, City of St. Louis Neighborhood Stabilization Team, SLMPD
		12	Support community collective action on neighborhood housing issues based on the Neighborhood Ownership Model	Ongoing	$$	City of St. Louis general revenue, CRA investments, CDC investments, foundation support	Area CDCs, City of St. Louis Neighborhood Stabilization Team, SLMPD, City Counselor's Office, area aldermen
		13	Strengthen the enforcement of occupancy permits	Ongoing	$$	City of St. Louis general revenue, CRA investments, CDC investments, foundation support	City of St. Louis Building Division, area aldermen, City of St. Louis Neighborhood Stabilization Team, area CDCs, neighborhood organizations
		14	Enforce fair housing	Ongoing	$$$	City of St. Louis general revenue, CRA investments, CDC investments, foundation support	City of St. Louis Civil Rights Enforcement Agency, Metro St. Louis Equal Housing Opportunity Council, Legal Services of East Missouri, US Department of Housing Department of Fair Housing and Equal Opportunity (FHEO)

	Area		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
7	Remedy Dangerous and Unhealthy Building Conditions	15	Explore tools to increase civic and community engagement in the planning area	@@	$$	City of St. Louis general revenue, CRA investments, CDC investments, foundation support	Area CDCs, local aldermen, area university partners, Community Builders Network Community Engagement Action Group
		1	Organize systematic lead testing in the planning area, with priority for households with children or pregnant women	@@	$$$	City of St. Louis general revenue, CRA investments, CDC investments, foundation support	City of St. Louis Building Division, City of St. Louis CDA, area CDCs, neighborhood organizations, City of St. Louis Health Department , City of St. Louis Neighborhood Stabilization Team
		2	Design and implement a lead and asbestos awareness campaign tied to home repair programs and landlord outreach	@@	$$	City of St. Louis general revenue, CRA investments, federal grants, CDC investments, foundation support	City of St. Louis Building Division, City of St. Louis CDA, area CDCs, neighborhood organizations, City of St. Louis Health Department, City of St. Louis Neighborhood Stabilization Team
		3	Increase targeted demolition of dangerous buildings in places proximate to youth activity	@@	$$$	City of St. Louis Proposition P funding, federal grants, City of St. Louis general revenue, foundation support	Area CDCs, City of St. Louis Neighborhood Stabilization Team, area aldermen, LRA, City of St. Louis Building Division
		4	Track inadequate living conditions	Ongoing	$$	CDC investments, charitable contributions, foundation support	Area CDCs, City of St. Louis Neighborhood Stabilization Team, area aldermen, City of St. Louis Building Division, neighborhood organizations
		5	Work closely with the Building Division and the City of St. Louis to increase the enforcement of building codes from the point of purchase at tax sale to occupancy'	Ongoing	$$$	City of St. Louis general revenue, CRA investments, federal grants, CDC investments, foundation support	Area CDCs, City of St. Louis Neighborhood Stabilization Team, area aldermen, City of St. Louis Building Division, neighborhood organizations
		6	Provide upfront notifications to investors about code enforcement and housing quality expectations	@@	$$	City of St. Louis general revenue, CRA investments, federal grants, CDC investments, foundation support	Area CDCs, City of St. Louis Neighborhood Stabilization Team, area aldermen, City of St. Louis Building Division, City of St. Louis Sheriff's Office (tax sale properties)
8	Reduce Vacant and Abandoned Properties	1	Create a training ground for construction trades with tax-deductible incentives	@@	$$$	Foundation support, private contributions, labor unions, CRA investments	Association of General Contractors, local builders, trade schools, area CDCs, employment and apprenticeship programs
		2	Explore partnerships between community development organizations and local residents to act upon nearby vacant properties	@@	$$	Foundation support, private contributions, CRA investments, CDC investments	Area CDCs, neighborhood organizations, City of St. Louis Neighborhood Stabilization Team
		3	Encourage vacancy prevention through increased resident awareness and services	@	$$	Foundation support, private contributions, CRA investments, university partnerships, pro-bon legal services, CDC investments	Area CDCs, volunteer lawyers, neighborhood organizations, City of St. Louis Neighborhood Stabilization Team, area aldermen
		4	Target stabilization of vacant properties in areas around schools, parks, and youth-frequented spaces	@@	$$	Federal grants, foundation support, CRA investments, volunteer support	City of St. Louis LRA, Building Division, area aldermen, area CDCs, foundations
		5	Reprogram demolition funds for stabilization of vacant properties	@@	$$	Federal grants, foundation support, CRA investments	City of St. Louis LRA, Building Division, area aldermen, area CDCs, foundations
		6	Advocate for higher municipal fines for ordinance violations	@@	$	Foundation support, CRA investments, private contributions	Area CDCs, area aldermen
		7	Explore options for more durable board up and securing of vacant buildings	@@	$$	Federal grants, foundation support, CRA investments, private contributions	Area architects and contractors, City of St. Louis LRA, private investors and developers, area CDCs, foundations and volunteer community support
		8	Advocate for support for stabilization of vacant and abandoned properties	@@	$	Foundation support, CRA investments, private contributions	Area architects and contractors, City of St. Louis LRA, private investors and developers, area CDCs, foundations and volunteer community support

Gravois-Jefferson Historic Neighborhoods Plan

Housing Implementation Grid (continued)

	Area		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
9	Targeted and Inclusive Community Based Development	1	Prioritize use of development incentives for rehab of existing buildings over new construction	@	$	Private investment, federal grants, CDC investments, CRA investments and loans	Gravois Jefferson Historic Neighborhoods Development Review board, City of St. Louis CDA, AHC, area CDCs, private investors and developers, foundations
		2	Maintain parcel boundaries within residential areas to preserve neighborhood density	Ongoing	$	Private investment, CDC investments, federal grants, CRA investments and loans	Gravois Jefferson Historic Neighborhoods Development Review board, area CDCs. City of St. Louis CDA, AHC, and LCRA, private developers and investors
		3	Encourage the rehabilitation of vacant buildings in a manner that responds to current market demands	@	$	Private investment, CDC investments, federal grants, CRA investments and loans	Gravois Jefferson Historic Neighborhoods Development Review board, area CDCs, private developers and ivnestors, City of St. Louis CDA and AHC, LCRA
		4	Maintain the existing unit mix of occupied buildings	@	$	Private investment, federal grants, CDC investments, CRA investments and loans	Area CDCs, private developers and investors
		5	Encourage new construction designs that compliment the historic architecture of the planning area	@	$	Private investment, CDC investments, CRA investments and loans	Gravois Jefferson Historic Neighborhoods Development Review board, area CDCs, City of St. Louis CDA, AHC, and LCRA, private developers and investors
		6	Promote mixed-income, mixed-use developments along commercial corridors	@	$	Private investment, federal grants, CDC investments, CRA investments and loans	Gravois Jefferson Historic Neighborhoods Development Review board, area CDCs, City of St. Louis CDA and AHC, LCRA, private developers and investors
		7	Utlize the City's Market Value Analysis (MVA) to prioritize the planning area for redevelopment	@	$	Private investment, federal grants, CDC investments, CRA investments and loans	Gravois Jefferson Historic Neighborhoods Development Review board, area CDCs, City of St. Louis CDA, AHC, and LCRA, private developers and investors
		8	Advocate for long term affordability when providing public assistance to rental housing developments	@	$	Private investment, federal grants, CDC investments, CRA investments and loans	Gravois Jefferson Historic Neighborhoods Development Review board, area CDCs. City of St. Louis CDA, AHC, and LCRA, private developers and investors
		9	Limit demolition of buildings that are listed as contributing buildings to the Jefferson Streetcar National Register Historic District	@	$	CDC investments, federal grants, foundation support, private contributions	LRA, area CDCs, area aldermen and neighborhood/community organizations, foundations, private support and volunteer activity

IMPLEMENTATION

Health Implementation Grid

		Area		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
1		Improve the access to quality health care with comprehensive measures	1	Assist under-insured and non-insured residents in evaluating their eligibility for medical insurance or opportunities of affordable care.	@	$$$	Boeing, Incarnate Word Foundation, Missouri Foundation For Health, Office of Minority Health, Office of Refugee Resettlement, Signature Healthcare Foundation, SSM Health Foundation, The Foundation for Barnes-Jewish Hospital	Affinia Healthcare, Barnes Jewish Hospital, Casa de Salud, Children's Hospital, employment agencies, Family Healthcare center, Health Literacy Missouri, hospital social workers, International Institute, Mental Health Board of St. Louis, MO HealthNet Division, St. Alexius Hospital, St. Louis City Health Department, St. Louis Integrated Health Network, St. Louis Regional Health Commission, University of Missouri Extension
			2	Broaden the presence of bilingual medical staff or interpreters for migrant patients	@	$	Incarnate Word Foundation, Missouri Foundation For Health, Office of Minority Health, Office of Refugee Resettlement	Affinia Healthcare, Casa de Salud, International Institute, Mental Health Board of St. Louis, healthcare service providers, St. Alexius Hospital, St. Francis Community Services, St. Louis City Health Department, St. Louis University, Washington University
			3	Prioritize cultural-competency among healthcare providers to address the needs of minority populations.	@@	$$	Incarnate Word Foundation, Missouri Foundation For Health, Office of Minority Health, SAMHSA Office of Behavioral Health Equity, Signature Healthcare Foundation	Affinia Healthcare, Barnes Jewish Hospital, Casa de Salud, Children's Hospital, Community Health Workers, Forward Through Ferguson, Hospital social workers, International Institute, Metro Trans Umbrella Group, other healthcare service providers, Pride St. Louis, SAMHSA Office of Behavioral Health Equity, St. Alexius Hospital, St. Louis City Health Department, St. Louis University, Washington University
			4	Educate service providers on how to work with LGBT populations	@	$	Missouri Foundation For Health, Signature Healthcare Foundation	Affinia Healthcare, Barnes Jewish Hospital, Children's Hospital, Community Health Workers, Hospital social workers, Metro Trans Umbrella Group, National LGBT Education Health Center, other healthcare service providers, Pride St. Louis, St. Alexius Hospital, St. Louis Black Pride, St. Louis City Health Department, St. Louis University, Washington University
			5	Use technology and interactive tools to connect the community with health resources and partners.	@@	$$	Boeing, Missouri Foundation For Health, Signature Healthcare Foundation, The Foundation for Barnes-Jewish Hospital	Affinia Healthcare, Barnes Jewish Hospital, Children's Hospital, Community Health Workers, Cortex Innovation Community, Hospital social workers, other healthcare service providers, St. Alexius Hospital, St. Louis City Health Department, St. Louis University, Washington University
			6	Pursue efforts to provide safe and affordable transportation services to connect patients with appropriate health care providers.	Ongoing	$$	Boeing, Missouri Foundation For Health, Signature Healthcare Foundation	Affinia Healthcare, Barnes Jewish Hospital, Children's Hospital, Community Health Workers, Hospital social workers, Metropolitan Saint Louis Transit Agency, healthcare service providers, St. Alexius Hospital, St. Louis City Health Department, St. Louis University, Washington University

Health Implementation Grid (continued)

	Area		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
2	Foster the provision of quality and affordable medical care	1	Organize bi-annual Community Health Fairs to bring services and information into the neighborhoods	@	$$	Boeing, Mercy, Missouri Foundation For Health, Signature Healthcare Foundation, Walgreens	Affinia Healthcare, Casa de Salud, Children's Hospital, Community health worker, DSCC, Employment support organizations, Local schools, Missouri Foundation for Health, Neighborhood Associations, Roosevelt High School Clinic, School nurses and staff, St. Alexius Hospital, St. Louis City Health Department, University medical students
		2	Connect the local healthcare providers to their surrounding community through increased engagement in neighborhood events.	Ongoing	$	Boeing, Missouri Foundation For Health, Signature Healthcare Foundation	Affinia Healthcare, Casa de Salud, Children's Hospital, Community health worker, DSCC, Employment support organizations, Local schools, Neighborhood associations, Roosevelt High School Clinic, School nurses and staff, St Francis Community services, St. Alexius Hospital, St. Louis City Health Department, University medical students
		3	Invest in school-based health centers to provide students access to comprehensive care and services	@@	$$$$	Boeing, Missouri Foundation For Health, Signature Healthcare Foundation	Affinia Healthcare, Children's Hospital, Community health worker, Institute for Family Medecine, Local schools, Mercy, Missouri Foundation for Health, Planned Parenthood, Roosevelt High School Clinic, School nurses and staff, St. Alexius Hospital, St. Louis City Health Department, University medical students
		4	Increase opportunity for youth access to women's healthcare and pregnancy prevention	@	$$	Missouri Foundation For Health	Affinia Healthcare, Casa de Salud, Children's Hospital, Community health worker, Institute for Family Medecine, Local schools, Missouri Foundation for Health, NARAL, Planned Parenthood, Roosevelt High School Clinic, School nurses and staff, St Francis Community services, St. Alexius Hospital, St. Louis City Health Department, University medical students
		5	Work with community health professionals to train residents on health issues and refer patients to appropriate medical providers.	@	$$$	Incarnate Word Foundation, Missouri Foundation For Health	Affinia Healthcare, Barnes-Jewish Hospital, Casa de Salud, Children's Hospital, Community health workers and case managers, DeSales Community Housing, DSCC, Institute for Family Medecine, Neighborhood associations, St. Alexius Hospital, St. Louis City Health Department, University medical students
		6	Promote the presence of mobile clinics providing basic healthcare and dental care to residents and workers.	@	$$$$	Boeing, Deaconess Foundation, Incarnate Word Foundation, Missouri Foundation For Health	Affinia Healthcare, Barnes-Jewish Hospital, Children's Hospital, Community health workers and case managers, DSCC, Institute for Family Medecine, St. Alexius Hospital, St. Louis City Health Department, University medical students
		7	Facilitate referrals among community partners.	@	$	Incarnate Word Foundation, Missouri Foundation For Health, Office of Refugee Resettlement	Affinia Healthcare, Barnes-Jewish Hospital, Casa de Salud, Children's Hospital, Community health workers and case managers, DeSales Community Housing, DSCC, Energycare, Faith-based organisations, Institute for Family Medecine, Neighborhood associations, St. Alexius Hospital, St. Louis City Health Department, Thomas Dunn Learning Center, University medical students

Health Implementation Grid (continued)

	Area		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
3	Support the residents suffering from mental health disorders	1	Implement a trauma-informed approach in local schools, after-school programs and community centers.	@	$$	Deaconess Foundation, Incarnate Word Foundation, Missouri Foundation For Health, Office of Minority Health, St. Louis Mental Health Board	Alive and Well, Barnes-Jewish Hospital, Casa de Salud, Children's Hospital, Community Health Worker, Forward Through Ferguson, International Institute, Neighborhood-based organizations, Places of worship, Recreation centers, Schools, St. Alexius Hospital, St. Louis Regional Health Commission, Thomas Dunn Learning Center
		2	Advocate for stress management support and activities	@	$	Missouri Foundation For Health, Office of Minority Health, St. Louis Mental Health Board	Alive and Well, Barnes-Jewish Hospital, Casa de Salud, Children's Hospital, Community Health Worker, Forward Through Ferguson, International Institute, Neighborhood-based organizations, Places of worship, Recreation centers, Schools, St. Alexius Hospital, Thomas Dunn Learning Center
		3	Invest in mental support centers or qualified staff to screen, support and treat residents exposed to violence for post-traumatic stress.	@@	$$$	Missouri Foundation For Health, St. Louis Mental Health Board, U.S. Office of Minority Health, U.S. Office of Refugee Resettlement	Affinia Healthcare, Barnes Jewish Hospital, Casa de Salud, Children's Hospital, hospital social workers, Mental Health Board of St. Louis, MO HealthNet Division, St. Alexius Hospital, St. Louis City Health Department, St. Louis Integrated Health Network, St. Louis Regional Health Commission
		4	Facilitate seamless transitions from primary healthcare to mental health care	@@	$$	Missouri Foundation For Health, St. Louis Mental Health Board, U.S. Office of Minority Health	Affinia Healthcare, Barnes Jewish Hospital, Casa de Salud, Children's Hospital, hospital social workers, Mental Health Board of St. Louis, MO HealthNet Division, St. Alexius Hospital, St. Louis City Health Department, St. Louis Integrated Health Network, St. Louis Regional Health Commission
		5	Develop a campaign in schools and in the community to decrease stigma of mental illness and build awareness of available resources.	@	$$	Deaconness Foundation, Missouri Foundation For Health, SAMHSA Center of Mental Health Services, St. Louis Mental Health Board, U.S. Office of Minority Health	Affinia Healthcare, Children's Hospital, Community health worker, Institute for Family Medecine, Local schools, Mercy healthcare, Missouri Foundation for Health, School nurses and staff, St. Alexius Hospital, St. Louis City Health Department, St. Louis Mental Health Board, University medical students

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Health Implementation Grid (continued)

Area			Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
4	Enable the prevention of sexually transmitted infections	1	Increase prevention and sexual education in after-school programs and community centers.	@	$$	Centers for Disease Control and Prevention, Missouri Foundation For Health	Affinia Healthcare, After-school programs, City of St. Louis Department of Health, Community health activists, Community Wellness, Community-based organizations, Parents groups, Planned Parenthood, Recreation Centers, Saint Louis Effort for Aids, STIRR – STI Regional Response, The Spot, Thomas Dunn Learning Center, University medical students
		2	Provide regular free screenings in schools and community centers	@	$$$	Centers for Disease Control and Prevention, Missouri Foundation For Health	Affinia Healthcare, After-school programs, Carnahan High School medical staff, City of St. Louis Department of Health, Community health activists, Community Wellness, Community-based organizations, Parents groups, Planned Parenthood, Recreation Centers, Roosevelt High School clinic, Saint Louis Effort for Aids, STIRR – STI Regional Response, The Spot, Thomas Dunn Learning Center, University medical students
		3	Increase access to free STI prevention methods in the community	@	$	Centers for Disease Control and Prevention, Missouri Foundation For Health	Affinia Healthcare, After-school programs, Carnahan High School medical staff, City of St. Louis Department of Health, Community health activists, Community Wellness, Community-based organizations, Local businesses and venues, Parents groups, Planned Parenthood, Recreation Centers, Roosevelt High School clinic, Saint Louis Effort for Aids (mobile testing unit), STIRR – STI Regional Response, Thomas Dunn Learning Center, University medical students
5	Lower substance abuse with responsible and informed practices	1	Provide honest and informative drug education, with a reality-based approach.	@	$	Missouri Foundation For Health, SAHMSA Center for Substance Abuse Treatment and Prevention	National Council on Alcoholism and Drug Abuse (NCADA), Parents groups, Preferred Family Healthcare, Schools, Wahington University
		2	Advocate for local ordinances preventing the outside advertising of tobacco and alcohol products.	@	$	Missouri Foundation For Health, SAHMSA Center for Substance Abuse Treatment and Prevention	Aldermen, Benton Park West Neighborhood Association, Cherokee Business Association, Dutchtown South Community Corporation, Gravois Park Neighborhood Association
		3	Integrate substance use treatment and rehabilitation programs into the community	@	$$$	Missouri Foundation For Health, SAHMSA Center for Substance Abuse Treatment and Prevention	Affinia Healthcare, Benton Park West Neighborhood Association, Cherokee Business Association, Dutchtown South Community Corporation, Gravois Park Neighborhood Association, Harris House, St. Alexius Hospital
		4	Prioritize Harm Reduction Strategies for drug users	@@@	$$$$	Missouri Foundation For Health, SAHMSA Center for Substance Abuse Treatment and Prevention	Bethany Place, National Council on Alcoholism and Drug Abuse (NCADA), Parents groups, Preferred Family Healthcare, Schools, Wahington University

Health Implementation Grid (continued)

	Area		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
6	Create a healthy and supportive food environment	1	Increase access to free and safe drinking water in the parks.	@	$$	Incarnate Word Foundation, Missouri Foundation For Health, Monsanto	Food Policy Coalition, HEAL Partnership, St. Louis City Health Department, St. Louis City Park Department,
		2	Support and continue to strengthen coordination of food pantries.	Ongoing	$	Incarnate Word Foundation, Missouri Foundation For Health, Monsanto	City Greens Market, Community gardens, Gateway Greening, HEAL Partnership., Neighborhood Business Associations, Schnucks, St Anthony, St. Louis City Health Department, St. Louis Food Policy Coalition, The Salvation Army, Thomas Dunn Learning Center, University of Missouri Extension
		3	Increase access to healthy food options through local food systems	@	$	Incarnate Word Foundation, Missouri Foundation For Health, Monsanto	City Greens Market, Community gardens, Gateway Greening, HEAL Partnership., Neighborhood Business Associations, St. Louis City Health Department, St. Louis Food Policy Coalition, STL Metro Market, Thomas Dunn Learning Center, University of Missouri Extension
		4	Promote the use of the Double Up Food Bucks program in local grocery stores and farmers market.	@	$	Incarnate Word Foundation, Missouri Foundation For Health, Monsanto	City Greens Market, Dutchtown South Community Development Corporation, HEAL Partnership., Neighborhood Business Associations, Schnucks, St. Louis City Health Department, St. Louis Food Policy Coalition, University of Missouri Extension
		5	Connect community gardens to school garden programs	Ongoing	$	Incarnate Word Foundation, Missouri Foundation For Health, Monsanto	Benton Park West Neighborhood Association, Community Gradens, Gateway Greening, Gravois Park Neighborhood Association, HEAL Partnership, Schools, Thomas Dun Learning Center
		6	Support culinary and nutrition education programs in the planning area.	Ongoing	$$	Incarnate Word Foundation, Missouri Foundation For Health, Monsanto	City Greens Market, City of St. Louis Health Department, Gateway Greening, HEAL Partnership, local food businesses, St. Louis Food Policy Coalition, Thomas Dunn Learning Center

Health Implementation Grid (continued)

	Area		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
7	Promote active living and physical activity	1	Install complementary outdoor athletic facilities and programming suitable for children, adults and seniors	@	$$	Missouri Foundation For Health, Kaboom!, Cardinals Care, Blues For Kids	Aldermen, City of St. Louis Health Department, City of St. Louis Park Department, Dutchtown South Community Development Corporation, Gravois Park Neighborhood Association, Recreation centers
		2	Encourage the development and improvement of gym facilities	@@	$$$$	Blues For Kids, Cardinals Care, Missouri Foundation For Health	Aldermen, City of St. Louis Health Department, City of St. Louis Park Department, Dutchtown South Community Development Corporation, Gravois Park Neighborhood Association, Recreation centers
		3	Advocate for the use of schools as public recreation space.	@	$	Saint Louis Public Schools, Missouri Department of Education, Missouri Foundation for Health	Aldermen, City of St. Louis Health Department, City of St. Louis Park Department, Dutchtown South Community Development Corporation, Gravois Park Neighborhood Association, Recreation centers, Schools
		4	Leverage partners and resources to increase the offering of athletic programs for the residents of the area	@	$$	Blues For Kids, Cardinals Care, Missouri Foundation For Health	Aldermen, Boys and Girls Club, City of St. Louis Health Department, City of St. Louis Park Department, Dutchtown South Community Development Corporation, Gravois Park Neighborhood Association, Police Athletic League, Recreation centers, Schools, YMCA
		5	Organize biking and walking advocacy groups	@	$	Corporate sponsors, Missouri Foundation For Health	Aldermen, Boys and Girls Club, BWorks, City of St. Louis Health Department, City of St. Louis Park Department, Dutchtown South Community Development Corporation, Gravois Park Neighborhood Association, Police Athletic League, Recreation centers, Schools, Trailnet, YMCA
		6	Encourage sports equipment rental services in the neighborhoods	@	$$	Blues For Kids, Cardinals Care, Missouri Foundation For Health	Aldermen, City of St. Louis Health Department, City of St. Louis Park Department, Dutchtown South Community Development Corporation, Gravois Park Neighborhood Association, Recreation centers

Transit, Streets and Walkability Implementation Grid

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
1	Increase transit options and improve existing transit services	1	Advocate for a North-South extension of Metrolink along S. Jefferson and S. Broadway Avenues	@@@	$$	Bi-State Development, East-West Gateway, City of St. Louis, HUD, MODOT	Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, elected officials, MODOT, Neighborhood Organizations
		2	Advocate for the development of a Bus Rapid Transit (BRT) system	@@@	$$	Bi-State Development, East-West Gateway, City of St. Louis, HUD, MODOT	Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, elected officials, MODOT, Neighborhood Organizations
		3	Establish dedicated bus lanes	@@@	$$$$	Bi-State Development, East-West Gateway, City of St. Louis, HUD, MODOT	Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, elected officials, MODOT, St. Louis Streets Department, Neighborhood Organizations
		4	Increase the frequency and efficiency of buses going through the neighborhoods	@	$$$	Bi-State Development, East-West Gateway, City of St. Louis, HUD, MODOT	Bi-State Development, East-West Gateway, Citizens for Modern Transit, Neighborhood Organizations, National Alliance of Public Transportation Advocates
		5	Promote clean transit options	@@	$$	Bi-State Development, East-West Gateway, City of St. Louis, HUD, MODOT, EPA	Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, elected officials, National Alliance of Public Transportation Advocates
2	Enhance public transit stop conditions through a community-oriented approach	1	Build more comfortable, safe and visible transit stops	@@@	$$$$	Bi-State Development, East-West Gateway, City of St. Louis, HUD, MODOT	Bi-State Development, East-West Gateway, Citizens for Modern Transit, MODOT, St. Louis Streets Department
		2	Develop multimodal transit hubs at the main street intersections	@@	$$$$	Bi-State Development, East-West Gateway, City of St. Louis, HUD, Corporate Sponsorships, Philanthropic individuals or organizations	Bi-State Development, East-West Gateway, Citizens for Modern Transit, MODOT, Local Artists, Neighborhood Organizations, The St. Louis Regional Arts Commission.
3	Improve information about public transit and make it more available	1	Explore options for interactive transit stops and maps	@@	$$	Bi-State Development, East-West Gateway, City of St. Louis, Capital Ward Funds, Corporate Sponsorships, Philanthropic individuals or organizations	Bi-State Development, East-West Gateway, Citizens for Modern Transit, elected officials,
		2	Create signs pointing pedestrians to nearby transit options or bus stops	@@	$$	Bi-State Development, East-West Gateway, City of St. Louis, Capital Ward Funds, Corporate Sponsorships, Philanthropic individuals or organizations	Bi-State Development, East-West Gateway, Citizens for Modern Transit, MODOT, Neighborhood Organizations, St. Louis Streets Department, Explore St. Louis, St. Louis Chamber of Commerce, Hispanic Chamber of Commerce
		3	Mark stop numbers on bus stop signs	@	$	Bi-State Development, East-West Gateway, City of St. Louis	Bi-State Development
		4	Add destination wayfaring signs at transit stops	@@	$	Bi-State Development, East-West Gateway, City of St. Louis, Capital Ward Funds, Corporate Sponsorships, Philanthropic individuals or organizations	Bi-State Development, East-West Gateway, Citizens for Modern Transit, MODOT, Neighborhood Organizations, St. Louis Streets Department, Explore St. Louis, St. Louis Chamber of Commerce, Hispanic Chamber of Commerce

Transit, Streets and Walkability Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
4	Increase ridership of public transit	1	Develop campaigns to encourage those with cars to take alternate forms of transit, including bus	@	$$	Bi-State Development, East-West Gateway, City of St. Louis, Capital Ward Funds, elected officials, Citizens for Modern Transit	Bi-State Development, East-West Gateway, Citizens for Modern Transit
		2	Incentivize transit use through subsidized fare cards	Ongoing	$	Bi-State Development, East-West Gateway	Bi-State Development, East-West Gateway, City of St. Louis, St. Louis County
		3	Create opportunities within community to buy transit cards	@@	$$	Bi-State Development, East-West Gateway, City of St. Louis, Capital Ward Funds, elected officials	Bi-State Development, East-West Gateway, City of St. Louis, Local business districts
		4	Support development of My Gateway Card	@	$	Bi-State Development, East-West Gateway	Neighborhood organizations, Bi-State Development, Citizens for Modern Transit
		5	Encourage transit use to access events within the planning area	Ongoing	$	Bi-State Development, Local Business Districts, City of St. Louis, Capital Ward Funds, elected officials, Citizens for Modern Transit	Bi-State Development, East-West Gateway, Citizens for Modern Transit, MODOT, Neighborhood Organizations, St. Louis Streets Department, Explore St. Louis, St. Louis Chamber of Commerce, Hispanic Chamber of Commerce, Transit Activists
		6	Encourage transit-oriented events and programing	Ongoing	$	Bi-State Development, Local Business Districts, City of St. Louis, Capital Ward Funds, elected officials, Citizens for Modern Transit	Bi-State Development, East-West Gateway, Citizens for Modern Transit, MODOT, Neighborhood Organizations, St. Louis Streets Department, Explore St. Louis, St. Louis Chamber of Commerce, Hispanic Chamber of Commerce, Transit Activists
5	Transit Oriented Development (TOD)	1	The entire planning area should be considered a TOD area	Ongoing	$$	HUD, State of Missouri, City of St. Louis, St. Louis Development Corporation, Bi-State Development, Private Developers	Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, elected officials, MODOT, Neighborhood Organizations
		2	Concentration of new development near potential high traffic transit corridors	Ongoing	$$	HUD, State of Missouri, City of St. Louis, St. Louis Development Corporation, Bi-State Development, Private Developers	Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, elected officials, MODOT, Neighborhood Organizations
6	Improve street design	1	Maintain historic brick streets and alleys to reduce vehicle damage and promote traffic calming	@@	$$$	MODOT, City of St. Louis Streets Deparmtent, City of St. Louis, Federal Funding Sources, Ward Capital Funds	East-West Gateway, Trailnet, elected officials, Neighborhood Organizations, City of St. Louis Streets Department
		2	Increase pedestrian scale lighting	@	$$$	MODOT, City of St. Louis Streets Deparmtent, City of St. Louis, Federal Funding Sources, Ward Capital Funds	East-West Gateway, Trailnet, elected officials, Neighborhood Organizations, City of St. Louis Streets Department
		3	Build Curb Bump-outs where appropriate	@@	$$$	MODOT, City of St. Louis Streets Deparmtent, City of St. Louis, Federal Funding Sources, Ward Capital Funds	East-West Gateway, Trailnet, elected officials, Neighborhood Organizations, City of St. Louis Streets Department
		4	Support principles of crime prevention through environmental design (CPTED)	Ongoing	$$$	MODOT, City of St. Louis Streets Deparmtent, City of St. Louis, Federal Funding Sources, Ward Capital Funds, Saint Louis Metropolitan Police Department	East-West Gateway, Trailnet, elected officials, Neighborhood Organizations, City of St. Louis Streets Department, SLPD, The Ethical Society of Police, City of St. Louis board of public service

Policy Point			Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
7	Develop street multimodality	1	Improve neighborhood aesthetic for non-motorized traffic	@@	$$$	Neighborhood Organizations, Local Community Development Organizations, The St. Louis Regional Arts Commission, Local Artists, Ward Capital Funds	Trailnet, elected officials, Neighborhood Organizations, City of St. Louis Streets Department, Bike St. Louis, Neighborhood Organizations
		2	Re-organize commercial corridors to organize and physically separate the use of private motorized vehicles, buses, and bikes	@@	$$$$	MODOT, City of St. Louis Streets Deparmtent, City of St. Louis, Federal Funding Sources, Ward Capital Funds, Bi-State Development, East West Gateway	East-West Gateway, Trailnet, elected officials, Neighborhood Organizations, City of St. Louis Streets Department, Great Rivers Greenway, St. Louis Metropolitan Sewer District
		3	Increase the presence of well-designed bike racks in commercial corridors, parks, and at transit hubs	@	$$	Neighborhood Organizations, Local Community Development Organizations, City of St. Louis Streets Department	Trailnt, City of St. Louis Streets Department, local business owners, Chamber of Commerce, Bike St. Louis
8	Improve flow management	1	Add traffic-calming measures, such as speed humps and bump-outs	@	$$	City of St. Louis Streets Department, Ward Capital Funds, East West Gateway, City of St. Louis	Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, elected officials, MODOT, Neighborhood Organizations
		2	Promote road-diets and calm street programs	Ongoing	$$	City of St. Louis Streets Department, Ward Capital Funds, East West Gateway, City of St. Louis	Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, elected officials, MODOT, Neighborhood Organizations
		3	Implement street conversion plans developed in the 20th and 25th Wards	@@	$	City of St. Louis Streets Department, Ward Capital Funds, East West Gateway, City of St. Louis	Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, elected officials, MODOT, Neighborhood Organizations
		4	Support resident carpooling initiatives to help relieve local traffic congestion	Ongoing	$	City of St. Louis, Neighborhood Organizations, Community Development Organizations	Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, elected officials, MODOT, Neighborhood Organizations
		5	Support bike infrastructure	Ongoing	$	City of St. Louis Streets Department, Ward Capital Funds, City of St. Louis	Bi-State Development, East-West Gateway, Citizens for Modern Transit, Trailnet, elected officials, MODOT, Neighborhood Organizations
9	Adapt parking to resident and business needs	1	Replace parking kiosks with single space meters	@	$$	City of St. Louis office of the Treasurer, City of St. Louis Streets Department	elected officials, St. Louis City Treasurer's Office, City of St. Louis Streets Department,Chamber of Commerce, Hispanic Chamber of Commerce
		2	Increase elasticity of metered parking price to reach a stable occupancy of 80%	@@	$$	City of St. Louis office of the Treasurer, City of St. Louis Streets Department	elected officials, St. Louis City Treasurer's Office, City of St. Louis Streets Department,Chamber of Commerce, Hispanic Chamber of Commerce
		3	Create no-cost or subsidized resident parking permits	@@	$$	Neighborhood organizations, business districts, community development corporations, City of St. Louis	elected officials, St. Louis City Treasurer's Office, City of St. Louis Streets Department,Chamber of Commerce, Hispanic Chamber of Commerce, Neighborhood Associations, Dutchtown South Community Corporation
		4	Reduce parking requirements for Transit Oriented Development areas	@@	$$	City of St. Louis Planning and Urban Design Agency, City of St. Louis office of the Treasurer	elected officials, St. Louis City Treasurer's Office, City of St. Louis Streets Department,

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
10	Reclaim alleys	1	Improve access and conditions of garages in alleys	@	$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department	elected officials, City of St. Louis Streets Department,Chamber of Commerce, Hispanic Chamber of Commerce, Neighborhood Assocations
		2	Implement clean and clear initiatives in the alleys to maintain safe circulation access	@@	$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department	elected officials, City of St. Louis Streets Department, Neighborhood Assocations, Trailnet
		3	Prevent illegal dumping and accumulation of waste in alleys	@@	$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department	elected officials, City of St. Louis Streets Department,Chamber of Commerce, Hispanic Chamber of Commerce, Neighborhood Assocations, St. Louis Regional Arts Commission
		4	Improve alley lighting for pedestrians and automobiles	@	$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, Business Districts	elected officials, City of St. Louis Traffic and Lighting Division,Neighborhood Assocations, Ameren
		5	Use art to create a sense of place in alleyways	Ongoing	$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, Business Districts, Regional Arts Commissions, Local Artists, Washington University Sam Fox School of Design, Local Creative Centers (Kismet Creative, Thomas Dunn)	elected officials, City of St. Louis Streets Department,Chamber of Commerce, Hispanic Chamber of Commerce, Neighborhood Assocations, St. Louis Regional Arts Commission
		6	Maintain and keep brick and cobblestone alleyways	Ongoing	$$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department	elected officials, City of St. Louis Streets Department, Neighborhood Associations,
		7	Explore possibility of replacing dumpsters with wheeled trash and recycling bins	@	$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, City of St. Louis Department of Refuse	Neighborhood Assocations, City of St. Louis Refuse Department
11	Use streets as a catalyst for helping connect neighborhoods	1	Create branding campaigns along major streets	@@	$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, Business Districts	elected officials, City of St. Louis Streets Department,Chamber of Commerce, Hispanic Chamber of Commerce, Neighborhood Assocations, City of St. Louis Zoning
		2	Create additional crosswalks and road crossings between neighborhoods for non-motorized transportation	@@	$$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, Business Districts	elected officials, City of St. Louis Streets Department, City of St. Louis Zoning, City of St. Louis Traffic and Lighting Division

Transit, Streets and Walkability Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
12	Increase information and access to walkable amenities	1	Widen sidewalks along commercial corridors to a minimum of 12ft	@@@	$$$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, St. Louis Metropolitan Sewer District	elected officials, City of St. Louis Streets Department, City of St. Louis Zoning, City of St. Louis Traffic and Lighting Division, St. Louis Metropolitan Sewer District.
		2	Implement crosswalks at all street crossings	@@	$$$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, Business Districts	elected officials, City of St. Louis Streets Department, City of St. Louis Zoning, City of St. Louis Traffic and Lighting Division, St. Louis Metropolitan Sewer District.
		3	Increase the number of mid-block crosswalks in strategic areas	@@	$$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, Business Districts	elected officials, City of St. Louis Streets Department, City of St. Louis Zoning, City of St. Louis Traffic and Lighting Division, Neighborhood Organizations
		4	Improve the visibility and maintenance of crosswalks	@@	$$$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, Business Districts	elected officials, City of St. Louis Streets Department, City of St. Louis Zoning, City of St. Louis Traffic and Lighting Division, Neighborhood Organizations
		5	Extend the native tree canopy to increase shade without decreasing pedestrian scale lighting	@@	$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, Business Districts, City of St. Louis Forestry Department	elected officials, City of St. Louis Streets Department, City of St. Louis Traffic and Lighting Division, City of St. Louis Parks Department
		6	Create access to public drinking fountains and bottle refill stations	@@	$$$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, St. Louis Metropolitan Sewer District	elected officials, City of St. Louis Streets Department, City of St. Louis Traffic and Lighting Division, City of St. Louis Parks Department, St. Louis Metropolitan Sewer District
		7	Increasing seating, preferably under tree canopy for pedestrians to rest	@	$$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, Business Districts, Local Philanthropy	elected officials, Neighborhood Associations, Business Districts, Local Activists
		8	Implement High-intensity Activated crossWalK (HAWK) signals at crosswalks for major thoroughfares	@@	$$$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department, Business Districts	elected officials, City of St. Louis Streets Department, City of St. Louis Traffic and Lighting Division
		9	Build pedestrian refuge islands where appropriate	@@	$$$$	Neighborhood organizations, Ward Capital Funds, City of St. Louis Streets Department	elected officials, City of St. Louis Streets Department, City of St. Louis Traffic and Lighting Division

Policy Point			Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
13	**Increase information and access to walkable amenities**	1	Connect amenities to existing pedestrian trails and paths	@@@	$$$	Great Rivers Greenway, City of St. Louis, Ward Capital Funds, Trailnet	elected officials, City of St. Louis Streets Department, Trailnet, Great Rivers Greenway, Neighborhood Associations
		2	Connect walkable amenities to main commercial corridors	@@@	$$$	Great Rivers Greenway, City of St. Louis, Ward Capital Funds, Trailnet, City of St. Louis Streets Department	elected officials, City of St. Louis Streets Department, Trailnet, Great Rivers Greenway, Neighborhood Associations
		3	Implement a "10-Point Place" strategy	@@	$$	Local Business owners, business districts, ward capital funds, private philanthopy, local artists	elected officials, Trailnet, Great Rivers Greenway, Neighborhood Associations, Bi-State
		4	Install wayfaring signs for walkable destinations	@@	$$$	Explore St. Louis, St. Louis Economic Development Partnership, East West Gateway, Ward Capital Funds	elected officials, City of St. Louis Streets Department, Trailnet, Great Rivers Greenway, Neighborhood Associations, Bi-State
14	**Encourage walking and bicycling**	1	Organize walking and biking tours of the neighborhoods	@	$	Neighborhood organizations, local community development groups, Bike St. louis, trailnet	elected officials, Neighborhood Associations, Local Historians, Bike St. Louis, St. Louis Recreational Cyclists
		2	Increase bicycle safety workshops for adults and kids in the neighborhood.	@	$	Neighborhood organizations, local community development groups, Bike St. louis, trailnet	elected officials, Neighborhood Associations, Trailnet, St. Louis Recreational Cyclists
		3	Temporarily open streets for non-motorized use	Ongoing	$	Neighborhood organizations, local community development groups, Trailnet	elected officials, Neighborhood Associations, Trailnet, St. Louis Recreational Cyclists, STL Open Streets
		4	Encourage buddy system and walking groups for children in the neighborhood walking to school.	Ongoing	$	Neighborhood organizations, local community development groups, St. Louis Public Schools	elected officials, Neighborhood Associations, Local CDCs (Dutchtown South CC)
		5	Designate the planning area as a south side bike-share hub	@	$	Neighborhood organizations, local community development groups, Bi-State Development, corporate sponsorships	elected officials, Neighborhood Associations, Local Historians, Bike St. Louis, St. Louis Recreational Cyclists, Bi-State, City of St. Louis Streets Department
		6	Increase access to high quality bike locks.	Ongoing	$	Ward Capital Funds, City of St. Louis, corporate sponsorshops	elected officials, Neighborhood Associations, Local CDCs (Dutchtown South CC), City of St. Louis Mayor's Office, Bi-State

Arts and Culture Implementation Grid

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
1	Empower the artists within	1	Build peer-to-peer mentorship among local artists to build support, professional skills, and access to resources	@	$	Fox Performing Arts Charitable Foundation, Creative Capital, The Foundation Center	St. Louis Public Schools, Cherokee Street Reach, Colorbridge, Art Scope, Regional Arts Commission, Artist Art, 2720 Cherokee, Intersect Art Center, Blank Space, Art Farm Design and Print, Firecracker Press, Camp Jessop, Thomas Dunn Learning Center, The Luminary, Kismet Creative Center, Community Arts and Movement Project, Yeyo Arts Collective, Citizen Carpentry, STL Style, Perennial
		2	Create opportunities for everyone to discover their passion for arts and creativity	Ongoing	$$	Regional Arts Commission, Fox Performing Arts Charitable Foundation, Creative Capital, Center for Cultural Innovation, The Foundation Center	St. Louis Public Schools, Center of Contemporary Arts, Cherokee Street Reach, Colorbridge, Art Scope, Regional Arts Commission, Artist Art, 2720 Cherokee, Intersect Art Center, Blank Space, Art Farm Design and Print, Firecracker Press, Camp Jessop, Thomas Dunn Learning Center, The Luminary, Kismet Creative Center, Community Arts and Movement Project, Yeyo Arts Collective, Citizen Carpentry, STL Style, Perennial
		3	Support programming that addresses key skills for success in the arts, including business development and financial management	Ongoing	$$	Regional Arts Commission, Fox Performing Arts Charitable Foundation, Creative Capital, Center for Cultural Innovation, The Foundation Center, Starving Artists Law	Prosperity Connection, Midwest BankCentre, Missouri Small Business Development Center, SLATE, Regional Arts Commission, Intersect Art Center, Thomas Dunn Learning Center, The Luminary
		4	To increase coordination and accountability, encourage regular meetings of local artists, arts-based organizations, and residents	Ongoing	$	Fox Performing Arts Charitable Foundation, Creative Capital, The Foundation Center	Cherokee Street Reach, Colorbridge, Art Scope, Regional Arts Commission, Artist Art, 2720 Cherokee, Intersect Art Center, Blank Space, Art Farm Design and Print, Firecracker Press, Camp Jessop, Thomas Dunn Learning Center, The Luminary, Kismet Creative Center, Community Arts and Movement Project, Yeyo Arts Collective, Citizen Carpentry, STL Style, Perennial
2	Make arts and culture physical	1	Ensure galleries and arts spaces can root long-term	@@	$$$	National Endowment for the Arts, Americans for the Arts, Grantmakers in the Arts	Local developers, Commercial District Manager, Cherokee Street Development League, Land Reutilization Authority, The Luminary, Kismet Creative Center, Blank Space, 2720 Cherokee, Intersect Art Center, Cherokee Street Reach, Thomas Dunn Learning Center.
		2	Encourage resident-informed, culturally relevant murals on buildings	@	$	Regional Arts Commission, Creative Capital, National Endowment for the Arts, Crowdfunding, Greater University Service Foundation	Neighborhood Associations, Business Associations, Regional Arts Commission, local developers, Preservation Research Office, area universities, Commercial District Manager, STL Mural Project, artists, local businesses, St. Louis Public Schools.
		3	Use artistic and cultural programming to activate underutilized storefronts	@	$	Regional Arts Commission, National Endowment for the Arts, Crowdfunding, Greater University Service Foundation	Business Associations, local developers, Commercial District Manager, local business owners.
		4	Support the arts in new developments and public improvements	Ongoing	$$	National Endowment for the Arts, Crowdfunding, Greater University Service Foundation, Americans for the Arts	Neighborhood Associations, local developers, Commercial District Manager, Aldermen, Regional Arts Commission, community development organizations.
		5	Build physical infrastructure to tell the cultural history of our community, especially the Latinx, immigrant, and minority heritage	@@	$$	Regional Arts Commission, National Endowment for the Arts, Crowdfunding, Americans for the Arts, Tax Revenue	Hispanic Chamber of Commerce, Heartland St. Louis Black Chamber of Commerce, Neighborhood Associations, Business Associations, Regional Arts Commission, Preservation Research Office, area universities, Commercial District Manager, Missouri History Museum, STL Mural Project, artists, local businesses.

Arts and Culture Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
3	Leverage the arts for social change and community development	1	Support artistic efforts to board up vacant and abandoned buildings	@	$	Regional Arts Commission, National Endowment for the Arts, Creative Capital, The Foundation Center, Center for Cultural Innovation, City of St. Louis	Neighborhood Associations, Regional Arts Commission, local developers, Neighborhood Improvement Specialists, Aldermen, City of St. Louis, St. Louis Development Corporation, Land Reutilization Authority, Preservation Research Office, Dutchtown South Community Corporation, Luthean Development Group, community development organizations.
		2	Leverage the arts to clean up the community	@	$	Regional Arts Commission, Creative Capital, Environmental Protection Agency, City of St. Louis	Neighborhood Associations, Neighborhood Improvement Specialists, Aldermen, Refuse Division, City of St. Louis, Cherokee Street Reach, Citizen Carpentry, community development organizations, Thomas Dunn Learning Center, Dutchtown South Community Corporation
		3	Utilize the arts to enhance public space	@	$$	Americans for the Arts, Grantmakers in the Arts, Center for Cultural Innovation, Regional Arts Commission	Local developers, business owners, Streets Department, Aldermen, St. Louis Development Corporation, community development organizations.
		4	Empower the arts community to serve as community advocates, mediators, and activists	@@	$	Creative Capital, The Foundation Center, Missouri Foundation for Health, Better Family Life	Better Family Life, Neighborhood Associations, Aldermen, St. Louis Metrpolitan Police Department, Mediation Center Model, Thomas Dunn Learning Center
4	Market the neighborhoods as a live-work-play community	1	Coordinate campaign and branding efforts to promote the neighborhoods and their vibrant culture	@@	$$	Regional Arts Commission, Americans for the Arts, Grantmakers in the Arts.	Community Development Corporations, Community Improvement Districts, Special Business Districts, Cherokee Street Development League, Neighborhood Associations, Business Associations, Aldermen, Neighborhood Improvement Specialists, Commercial District Manager.
		2	Mark the entrances to the community through the arts	@@	$$	Regional Arts Commission, Americans for the Arts, Grantmakers in the Arts, Creative Capital.	Regional Arts Commission, local developers, Community Development Corporations, Neighborhood Associations, Aldermen, Citizen Carpentry, Perennial
		3	Utilize the arts to bridge the business community with adjacent neighborhoods	@@	$	Regional Arts Commission, Americans for the Arts, Grantmakers in the Arts, Creative Capital, Chambers of Commerce, St. Louis Development Corporation.	Land Reutilization Authority, Regional Arts Commission, local developers, Community Development Corporations, Community Improvement Districts, Special Business District, Neighborhood Associations, Business Associations, Aldermen, Commercial District Manager, Cherokee Street Reach, Colorbridge, Art Scope, Regional Arts Commission, Artist Art, 2720 Cherokee, Intersect Art Center, Blank Space, Art Farm Design and Print, Firecracker Press, Camp Jessop, Thomas Dunn Learning Center, The Luminary, Kismet Creative Center, Community Arts and Movement Project, Yeyo Arts Collective, Citizen Carpentry, STL Style, Perennial.
		4	Market commercial and residential real estate through collaboration among artists, realtors, and developers	@@	$	Americans for the Arts, Grantmakers in the Arts, Development Corporations, Association of Realtors	Land Reutilization Authority, St. Louis Realtor's Association, local developers, Community Development Corporations, Neighborhood Associations, Aldermen.

Arts and Culture Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
5	Support housing for local artists	1	Explore the development of a nonprofit-owned or cooperative housing model for local artists	@@@	$$$$	Fox Performing Arts Charitable Foundation, Center for Cultural Innovation, Creative Capital, The Foundation Center, Starving Artists Law, Regional Arts Commission, Missouri Housing Development Commission, Incarnate Word Foundation, Private Donations, St. Louis Development Corporation, City of St. Louis, National Endowment for the Arts.	Housing developers, Dutchtown South Community Corporation, Tower Grove Neighborhoods CDC, DeSales Community Development, Rise Community Development, Incarnate Word Foundation, Aldermen, St. Louis Public Schools, Cherokee Street Reach, Civic Creatives, Association of Community Land Trusts.
		2	Create a Special Use District to allow for live/work space	@	$	City of St. Louis	Zoning Section of the Building Division of the City of St. Louis, Board of Aldermen, Regional Arts Commission, housing developers.
		3	Encourage artists who work in the community to live in the neighborhood	Ongoing	$	Fox Performing Arts Charitable Foundation, Center for Cultural Innovation, Creative Capital, The Foundation Center, Starving Artists Law	Community Development Corporations, Neighborhood Associations, Business Associations, Aldermen, Cherokee Street Reach, Colorbridge, Art Scope, Regional Arts Commission, Artist Art, 2720 Cherokee, Intersect Art Center, Blank Space, Art Farm Design and Print, Firecracker Press, Camp Jessop, Thomas Dunn Learning Center, The Luminary, Kismet Creative Center, Community Arts and Movement Project, Yeyo Arts Collective, Citizen Carpentry, STL Style, Perennial, Association of Realtors, housing developers, Dutchtown South Community Corporation, Tower Grove Neighborhoods CDC, DeSales Community Development, Rise Community Development
6	Support and expand cultural and events programming	1	Support existing events and festivals	Ongoing	$$	Community Development Corporations, Neighborhood Associations, Business Associations, Regional Arts Commission, Fox Performing Arts Charitable Foundation, Center for Cultural Innovation, Creative Capital	Community Development Corporations, Neighborhood Associations, Business Associations, Aldermen, Chambers of Commerce.
		2	Encourage consistent activation of the parks as cultural and artistic spaces for community gathering	Ongoing	$$	Community Development Corporations, Neighborhood Associations, Business Associations, Regional Arts Commission, Fox Performing Arts Charitable Foundation, Center for Cultural Innovation, Creative Capital	City of St. Louis Parks Department, Community Development Corporations, Neighborhood Associations, Business Associations, Aldermen, Chambers of Commerce.

Environment Implementation Grid

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
1	Engage and educate residents on environmental and ecological topics	1	Use community gardens and green infrastructure projects as education and engagement projects	@	$	American Honda Foundation, Annie's School Garden, Captain Planet Foundation, Clarence E. Heller Charitable Foundation, Clif Bar Family Foundation, Community Foods Projects, Fund for Wild Nature, Garden Club of America, Herb Society of America, International Paper Foundation, KEEN Effect, Kresge Foundation, Missouri Department of Conservation, National Environmental Education Foundation, Project Learning Tree, Whole Kids Foundation	Brightside, Business Associations, Carnahan High School of the Future, City of St. Louis, City of St. Louis Parks Department, Dutchtown South Community Corporation, Environmental Protection Agency, Froebel Elementary School, Gateway Greening, Lutheran Development Group, Mayor's Office of Sustainability, Meramec Elementary School, Missouri Botanical Garden, Missouri Department of Conservation, Neighborhood Associations, Neighborhood Improvement Specialists
		2	Partner with local universities and organizations to create environmental and ecologic education opportunities and projects for youth	@	$	Fontbonne College, Saint Louis Community College, Saint Louis University, University of Missouri St. Louis, Washington University in St. Louis, Webster University	Brightside, Business Associations, Carnahan High School of the Future, Cherokee Street Reach, Dutchtown South Community Corporation, Fontbonne College, Froebel Elementary School, Gateway Greening, Intersect Art Center, Lutheran Development Group, Mayor's Office of Sustainability, Meramec Elementary School, Neighborhood Associations, Saint Louis Community College, Saint Louis University, Salvation Army, Thomas Dunn Learning Center, University of Missouri St. Louis, Washington University in St. Louis
		3	Engage community members, including youth, as clean community leaders	@	$	American Honda Foundation, Clarence E. Heller Charitable Foundation, Clif Bar Family Foundation, Community Development Block Grant Program, Environmental Protection Agency, KEEN Effect, Kresge Foundation, Missouri Department of Conservation, National Environmental Education Foundation, St. Louis Agency on Training and Employment, STL Youth Jobs	Brightside, Business Associations, Carnahan High School of the Future, Cherokee Street Reach, City of St. Louis Office of Resilience, City of St. Louis Refuse Division, DeSales Community Development, Dutchtown South Community Corporation, Environmental Protection Agency, Froebel Elementary School, Gateway Greening, Land Reutilization Authority, Lutheran Development Group, Mayor's Office of Sustainability, Meramec Elementary School, Missouri Botanical Garden, Missouri Department of Conservation, Neighborhood Associations, Neighborhood Improvement Specialists, Salvation Army, St. Louis Agency on Training and Employment, STL Youth Jobs
		4	Make recycling and composting mainstream through education and implementation	@@	$$	American Honda Foundation, Brightside, City of St. Louis Health Department, City of St. Louis Refuse Division, Clarence E. Heller Charitable Foundation, Environmental Protection Agency, KEEN Effect, National Environmental Education Foundation	Board of Aldermen, Brightside, Business Associations, Carnahan High School of the Future, Cherokee Street Reach, Citizen Service Bureau, City of St. Louis Health Department, City of St. Louis Office of Resilience, City of St. Louis Refuse Division, Environmental Protection Agency, Gateway Greening, Mayor's Office of Sustainability, Neighborhood Associations, Neighborhood Improvement Specialists, Private Developers, St. Louis City Recycles, St. Louis Composting

Gravois-Jefferson Historic Neighborhoods Plan

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
2	Preserve and improve the quality and impact of local public spaces and community assets	1	Ensure the city parks are maintained to equitable standards	@	$$	City of St. Louis Forestry Department, City of St. Louis Office of Resilience, City of St. Louis Parks Department, City of St. Louis Streets Department, Forest ReLeaf of Missouri, Mayor's Office of Sustainability	Board of Aldermen, Business Associations, Citizen Service Bureau, City of St. Louis Forestry Department, City of St. Louis Office of Resilience, City of St. Louis Parks Department, City of St. Louis Streets Department, Dutchtown South Community Corporation, Environmental Protection Agency, Mayor's Office of Sustainability, Metropolitan Sewer District, Neighborhood Associations, Private Developers
		2	Ensure development of new and existing parks and play spaces include community engagement during design and implementation	@@	$	Bank of the West Charitable Investments, East West Gateway, Environmental Protection Agency, Kerr Foundation, Krieger Foundation, Missouri Foundation for Health, National Association of Realtors, Weyerhaeuser Company Foundation	Board of Aldermen, Brightside, Business Associations, City of St. Louis Office of Resilience, City of St. Louis Parks Department, City of St. Louis Streets Department, City Parks Alliance, Dutchtown South Community Corporation, Environmental Protection Agency, Forest ReLeaf of Missouri, Gateway Greening, Land Reutilization Authority, Mayor's Office of Sustainability, Missouri Department of Conservation, Missouri Foundation for Health, Neighborhood Associations, Private Developers
		3	Integrate parks, play spaces, and gardens into surrounding neighborhoods	@@@	$$$	Bank of the West Charitable Investments, City of St. Louis Forestry Department, City of St. Louis Parks Department, City of St. Louis Streets Department, Forest ReLeaf of Missouri, Gateway Greening, Home Depot Foundation, Kerr Foundation, Krieger Foundation, Land Reutilization Authority, Mayor's Office of Sustainability, Metropolitan Sewer District, Missouri Department of Conservation, Missouri Foundation for Health, Missouri Prairie Foundation, National Association of Realtors, National Park Service, Private Developers, St. Louis Wild Ones, Transportation Alternatives Program (TAP), U.S. Department of Transportation, Weyerhaeuser Company Foundation	Brightside, Business Associations, CBB Traffic Engineering, City of St. Louis Forestry Department, City of St. Louis Parks Department, City of St. Louis Streets Department, DeSales Community Development, Dutchtown South Community Corporation, East West Gateway, Forest ReLeaf of Missouri, Gateway Greening, Land Reutilization Authority, Lutheran Development Group, Mayor's Office of Sustainability, Metropolitan Sewer District, Missouri Botanical Garden, Missouri Department of Conservation, Missouri Foundation for Health, Neighborhood Associations, Private Developers, Tower Grove Neighborhoods CDC, Trailnet
		4	Connect Marquette Park with a community plaza on Compton Avenue	@@	$$$	City of St. Louis Parks Department, City of St. Louis Streets Department, Home Depot Foundation, Kerr Foundation, Krieger Foundation, Metropolitan Sewer District, Missouri Foundation for Health, National Association of Realtors, National Park Service, Wells Fargo Community Investment, Weyerhaeuser Company Foundation	Board of Aldermen, Business Associations, CBB Traffic Engineering, City of St. Louis Parks Department, City of St. Louis Streets Department, City Parks Alliance, Dutchtown South Community Corporation, Mayor's Office of Sustainability, Metropolitan Sewer District, Missouri Foundation for Health, Neighborhood Associations, Trust for Public Land
		5	Integrate the principles of Crime Prevention through Environmental Design (CPTED) in all gardens, parks, and play spaces	Ongoing	$	Bank of the West Charitable Investments, City of St. Louis Forestry Department, Community Improvement Districts, Home Depot Foundation, Krieger Foundation, Missouri Foundation for Health, National Association of Realtors, Private Developers, St. Louis Metropolitan Police Department, Wells Fargo Community Investment, Weyerhaeuser Company Foundation	Board of Aldermen, Business Associations, City of St. Louis Forestry Department, City of St. Louis Office of Resilience, City of St. Louis Parks Department, City of St. Louis Streets Department, DeSales Community Development, Dutchtown South Community Corporation, Environmental Protection Agency, Land Reutilization Authority, Lutheran Development Group, Mayor's Office of Sustainability, Missouri Department of Conservation, Missouri Foundation for Health, Neighborhood Associations, Private Developers, St. Louis Metropolitan Police Department, Tower Grove Neighborhoods CDC, Trailnet
		6	Implement a tool library system for gardening, home repair, vacant lot clean-up, and public space maintenance	@@	$$$	Home Depot Foundation, Kerr Foundation, Missouri Foundation for Health, National Association of Realtors, Neighborhood Associations, Wells Fargo Community Investment, Weyerhaeuser Company Foundation	Board of Aldermen, Brightside, Business Associations, City of St. Louis Forestry Department, DeSales Community Development, Dutchtown South Community Corporation, Gateway Greening, Land Reutilization Authority, Lutheran Development Group, Missouri Department of Conservation, Neighborhood Associations, Tower Grove Neighborhoods CDC, Trailnet

Environment Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
3	Transform vacancy into vibrancy through community-informed design	1	Support urban agriculture, farming, and community gardens	@@	$$	Gateway Greening, Krieger Foundation, Land Reutilization Authority, Missouri Department of Conservation, Weyerhaeuser Company Foundation	Board of Aldermen, Business Associations, City of St. Louis Office of Resilience, Dutchtown South Community Corporation, Environmental Protection Agency, Gateway Greening, Land Reutilization Authority, Lutheran Development Group, Mayor's Office of Sustainability, Missouri Department of Conservation, Neighborhood Associations, Private Developers
		2	Explore opportunities to use vacant lots for community based energy production	@@@@	$$$$$	Ameren, City of St. Louis Comptroller, Eco Block, EFS Energy, EnergyTeam USA, Environmental Protection Agency, Missouri State Energy Tax Credit, US Department of Agriculture, US Department of Energy	Ameren, Board of Aldermen, Business Associations, Center for Community Progress, City of St. Louis Comptroller, East West Gateway, Eco Block, EcoDistricts, EFS Energy, EnergyTeam USA, Environmental Protection Agency, Land Reutilization Authority, Mayor's Office of Sustainability, Neighborhood Associations, Neighborhood Improvement Specialists, Private Developers
		3	Clean and beautify vacant lots with native landscaping	@	$	Brightside, Business Associations, Forest ReLeaf of Missouri, Krieger Foundation, Land Reutilization Authority, Missouri Botanical Garden, Missouri Department of Conservation, Missouri Prairie Foundation, St. Louis Wild Ones	Board of Aldermen, Brightside, Business Associations, Center for Community Progress, East West Gateway, Flowers and Weeds, Flowers to the People, Forest ReLeaf of Missouri, Land Reutilization Authority, Mayor's Office of Sustainability, Missouri Botanical Garden, Missouri Department of Conservation, Missouri Prairie Foundation, Neighborhood Associations, Neighborhood Improvement Specialists, Private Developers, St. Louis Wild Ones
		4	Transform vacant lots into vibrant public spaces with gardens, arts, and outdoor public space	@@	$$	DeSales Community Development, Dutchtown South Community Corporation, Krieger Foundation, Lutheran Development Group, Missouri Department of Conservation, Missouri Prairie Foundation, Regional Arts Commission, Tower Grove Neighborhoods CDC, Weyerhaeuser Company Foundation	Board of Aldermen, Brightside, Business Associations, Center for Community Progress, DeSales Community Development, Dutchtown South Community Corporation, East West Gateway, Eco Block, Forest ReLeaf of Missouri, Gateway Greening, Land Reutilization Authority, Lutheran Development Group, Mayor's Office of Sustainability, Missouri Botanical Garden, Missouri Department of Conservation, Missouri Prairie Foundation, Neighborhood Associations, Neighborhood Improvement Specialists, Private Developers, Regional Arts Commission, St. Louis Wild Ones, Tower Grove Neighborhoods CDC

Environment Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
4	Support energy efficiency, low impact development, and clean energy	1	Advocate for home repair that improves energy efficiency for existing residents, especially elders and lower-income households	@@	$$	Ameren, City of St. Louis Comptroller, Community Development Block Grant Program, EFS Energy, Energy Care, Environmental Protection Agency, Green HELP, Healthy Home Repair Program, Krieger Foundation, Missouri Housing Development Commission, Missouri State Energy Tax Credit, US Department of Agriculture, US Department of Energy, US Department of Housing and Urban Development.	Ameren, Architects, Block Captains, City of St. Louis Comptroller, City of St. Louis Office of Resilience, DeSales Community Development, Dream Builders 4 Equity, Dutchtown South Community Corporation, Eco Block, EFS Energy, Energy Care, EnergyStar, EnergyTeam USA, Green HELP, Healthy Home Repair Program, Lutheran Development Group, Mayor's Office of Sustainability, Missouri Housing Development Commission, Neighborhood Associations, Neighborhood Improvement Specialists, Tower Grove Neighborhoods CDC, Youth Build
		2	Pilot a cool or white roof program as a low-cost solution to promoting energy efficiency	@@	$$$	City of St. Louis Comptroller, Community Development Block Grant Program, Environmental Protection Agency, Green HELP, Healthy Home Repair Program, Missouri Housing Development Commission, US Department of Energy, US Department of Housing and Urban Development	Architects, Block Captains, Board of Aldermen, Business Associations, City of St. Louis Comptroller, City of St. Louis Office of Resilience, DeSales Community Development, Dream Builders 4 Equity, Dutchtown South Community Corporation, Eco Block, Energy Care, Enterprise Green Communities, Environmental Protection Agency, Green HELP, Healthy Home Repair Program, Lutheran Development Group, Mayor's Office of Sustainability, Missouri Housing Development Commission, Neighborhood Associations, Neighborhood Improvement Specialists, Private Developers, Tower Grove Neighborhoods CDC, Youth Build
		3	Increase awareness of subsidies for energy efficient appliances and utilities	Ongoing	$	Business Associations, City of St. Louis Comptroller, Mayor's Office of Sustainability, Neighborhood Associations	Block Captains, Board of Aldermen, Business Associations, City of St. Louis Comptroller, City of St. Louis Office of Resilience, DeSales Community Development, Dutchtown South Community Corporation, East West Gateway, Energy Care, Lutheran Development Group, Mayor's Office of Sustainability, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis Rehabbers Club, Tower Grove Neighborhoods CDC
		4	Support moderate energy-efficient rehabilitation of historic properties	@@	$$$$	Ameren, City of St. Louis Comptroller, Community Development Block Grant Program, Green HELP, Healthy Home Repair Program, Krieger Foundation, Missouri Housing Development Commission, Missouri State Energy Tax Credit, US Department of Energy, US Department of Housing and Urban Development, Weyerhaeuser Company Foundation	Architects, City of St. Louis Comptroller, City of St. Louis Cultural Resources Office, City of St. Louis Office of Resilience, DeSales Community Development, Dream Builders 4 Equity, Dutchtown South Community Corporation, Enterprise Green Communities, Green HELP, Healthy Home Repair Program, Lutheran Development Group, Missouri Housing Development Commission, St. Louis Rehabbers Club, Tower Grove Neighborhoods CDC, Youth Build
		5	Encourage green, energy-efficient new developments	Ongoing	$$$	Community Development Block Grant Program, Environmental Protection Agency, Krieger Foundation, Missouri Housing Development Commission, Missouri State Energy Tax Credit, US Department of Agriculture, US Department of Energy, US Department of Housing and Urban Development	Ameren, Architects, Board of Aldermen, Business Associations, City of St. Louis Office of Resilience, DeSales Community Development, Dutchtown South Community Corporation, Eco Block, EcoDistricts, EFS Energy, Energy Care, EnergyStar, EnergyTeam USA, Enterprise Green Communities, Habitat for Humanity, Lutheran Development Group, Mayor's Office of Sustainability, Missouri Housing Development Commission, Neighborhood Associations, Neighborhood Improvement Specialists, Private Developers, Tower Grove Neighborhoods CDC
		6	Set community-level sustainability goals and report progress to residents	@	$$	Environmental Protection Agency, Krieger Foundation, Mayor's Office of Sustainability, Weyerhaeuser Company Foundation	Ameren, Block Captains, Board of Aldermen, Business Associations, City of St. Louis Office of Resilience, EFS Energy, Energy Care, Enterprise Green Communities, Environmental Protection Agency, Mayor's Office of Sustainability, Neighborhood Associations, Neighborhood Improvement Specialists

Environment Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
5	Foster cleaner streets and communities	1	Heighten reporting of illegal dumping and enforcement of consequences	Ongoing	$	Board of Aldermen, Citizen Service Bureau, City of St. Louis Refuse Division, City of St. Louis Streets Department, Land Reutilization Authority	Aldermen, Business Associations, Citizen Service Bureau, City of St. Louis Refuse Division, City of St. Louis Streets Department, Dutchtown South Community Corporation, Environmental Protection Agency, Land Reutilization Authority, Mayor's Office of Sustainability, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis Metropolitan Police Department
		2	Build awareness around the health and environmental concerns associated with litter and dumping	Ongoing	$	Brightside, Business Associations, City of St. Louis Health Department, City of St. Louis Refuse Division, Community Improvement Districts, Environmental Protection Agency, Keep America Beautiful, Metropolitan Sewer District	Aldermen, Brightside, Business Associations, City of St. Louis Health Department, City of St. Louis Office of Resilience, City of St. Louis Refuse Division, Dutchtown South Community Corporation, East West Gateway, Environmental Protection Agency, Mayor's Office of Sustainability, Metropolitan Sewer District, Neighborhood Associations, Neighborhood Improvement Specialists, Salvation Army
		3	Ensure existing trash cans are properly services and install recycling at strategic locations	@@	$$	Board of Aldermen, Bi-State Development, Brightside, City of St. Louis Refuse Division, Coca Cola Public Space Recycling Grant, Community Improvement Districts, Keep America Beautiful, Mayor's Office of Sustainability, Metro, St. Louis City Recycles	Aldermen, Brightside, Business Associations, Citizen Service Bureau, City of St. Louis Refuse Division, Community Improvement Districts, Dutchtown South Community Corporation, East West Gateway, Metro, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis City Recycles
		4	Organize inclusive neighborhood clean-up days regularly	Ongoing	$	Brightside, Business Associations, City of St. Louis Refuse Division, Keep America Beautiful, Neighborhood Associations	Aldermen, Brightside, Business Associations, Citizen Service Bureau, City of St. Louis Forestry Department, City of St. Louis Office of Resilience, City of St. Louis Refuse Division, Dutchtown South Community Corporation, Keep America Beautiful, Land Reutilization Authority, Mayor's Office of Sustainability, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis City Recycles, St. Louis Composting, St. Louis Metropolitan Police Department
		5	Develop a coordinated clean-up effort led by community leaders that involve sanitation professionals	@	$	Aldermen, Brightside, Business Associations, City of St. Louis Refuse Division, Keep America Beautiful, Mayor's Office of Sustainability, Neighborhood Associations	Aldermen, Brightside, Business Associations, Citizen Service Bureau, City of St. Louis Forestry Department, City of St. Louis Office of Resilience, City of St. Louis Refuse Division, Dutchtown South Community Corporation, East West Gateway, Keep America Beautiful, Land Reutilization Authority, Mayor's Office of Sustainability, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis City Recycles, St. Louis Composting, St. Louis Metropolitan Police Department

Environment Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
6	Manage stormwater and wastewater to protect and enhance property and natural systems	1	Promote storm water management practices for positive community impact	@@	$	Brightside, City of St. Louis Streets Department, Community Improvement Districts, Gateway Greening, Land Reutilization Authority, Metropolitan Sewer District, Missouri Department of Conservation, Missouri Prairie Foundation, Private Developers, St. Louis Development Corporation	Aldermen, Brightside, Business Associations, City of St. Louis Health Department, City of St. Louis Office of Resilience, City of St. Louis Streets Department, Environmental Protection Agency, Gateway Greening, Land Reutilization Authority, Mayor's Office of Sustainability, Metropolitan Sewer District, Missouri Department of Conservation, Private Developers
		2	Reduce impervious surfaces in neighborhoods	@@	$$$	Board of Aldermen, City of St. Louis Streets Department, Community Improvement Districts, Metropolitan Sewer District, Private Developers, St. Louis Development Corporation	Aldermen, Brightside, Business Associations, City of St. Louis Office of Resilience, City of St. Louis Streets Department, Community Improvement Districts, East West Gateway, Froebel Elementary School, Gateway Greening, Green City Coalition, Land Reutilization Authority, Mayor's Office of Sustainability, Metropolitan Sewer District, Missouri Department of Conservation, Missouri Prairie Foundation, Neighborhood Associations, Private Developers, St. Louis Development Corporation, St. Louis Public Schools Foundation
		3	Educate residents about keeping storm sewer drains clear	@	$	City of St. Louis Health Department, City of St. Louis Office of Resilience, East West Gateway, Environmental Protection Agency, Mayor's Office of Sustainability, Metropolitan Sewer District	Aldermen, Business Associations, City of St. Louis Health Department, City of St. Louis Office of Resilience, Dutchtown South Community Corporation, East West Gateway, Environmental Protection Agency, Green City Coalition, Mayor's Office of Sustainability, Metropolitan Sewer District, Missouri Department of Conservation Neighborhood Associations, Thomas Dunn Learning Center
7	Develop a resilient community against Climate Change and Disaster	1	Develop a community disaster preparedness and outreach plan in alignment with city wide resilience plan	@@	$$	Bank of America, City of St. Louis Health Department, City of St. Louis Office of Resilience, East West Gateway, Enterprise Community Partners, Federal Emergency Management Agency, Global Community Engagement and Resilience Fund, National Fish and Wildlife Foundation, Rockefeller Foundation, Threshold Foundation, United Nations Office for Disaster Risk Reduction, Wells Fargo	Carnahan High School of the Future, Cherokee Recreation Center, City of St. Louis Office of Resilience, Dunn-Marquette Recreation Center, Dutchtown South Community Corporation, Federal Emergency Management Agency, Fire Department, Froebel Elementary School, Mayor's Office of Sustainability, Meramec Elementary School, Missouri Department of Conservation, Neighborhood Improvement Specialists, Rockefeller Foundation, St. Louis Metropolitan Police Department, St. Louis Science Center, Thomas Dunn Learning Center, University of Missouri – St. Louis
		2	Raise awareness of people in the community who are vulnerable to extreme temperatures	@	$	Bank of America, City of St. Louis Health Department, City of St. Louis Office of Resilience, Enterprise Community Partners, MacArthur Foundation, Threshold Foundation	Business Associations, Carnahan High School of the Future, Cherokee Recreation Center, Citizen Service Bureau, City of St. Louis Building Division, City of St. Louis Health Department, City of St. Louis Office of Resilience, Dunn-Marquette Recreation Center, Dutchtown South Community Corporation, Fire Department, Froebel Elementary School, Local Congregations, Meramec Elementary School, Neighborhood Associations, Neighborhood Improvement Specialists, St. Louis Metropolitan Police Department, Thomas Dunn Learning Center
		3	Increase access to community cooling and heating centers	@	$$	Board of Aldermen, Business Associations, City of St. Louis Health Department, Fire Department, National Institute of Standards and Technology, St. Louis Metropolitan Police Department	Board of Aldermen, Business Associations, Carnahan High School of the Future, Cherokee Recreation Center, City of St. Louis Health Department, City of St. Louis Office of Resilience, Dunn-Marquette Recreation Center, Dutchtown South Community Corporation, Fire Department, Froebel Elementary School, Global Community Engagement and Resilience Fund, Green City Coalition, Local Congregations, Meramec Elementary School, Neighborhood Associations, Neighborhood Improvement Specialists, Private Developers, St. Louis Metropolitan Police Department, St. Louis Science Center, Thomas Dunn Learning Center, University of Missouri – St. Louis

Environment Implementation Grid (continued)

	Policy Point		Recommendation	Est. Time	Est. Cost	Potential Funding Sources	Potential Resources
8	Support and increase local native landscape and urban tree canopy	1	Protect existing infrastructure through maintenance and design	Ongoing	$$	City of St. Louis Forestry Department, City of St. Louis Parks Department, City of St. Louis Streets Department, Community Improvement Districts, Land Reutilization Authority, Metropolitan Sewer District	Business Associations, City of St. Louis Forestry Department, City of St. Louis Parks Department, City of St. Louis Streets Department, Community Improvement Districts, Land Reutilization Authority, Mayor's Office of Sustainability, Metropolitan Sewer District, Neighborhood Associations
		2	Increase tree canopy to through community informed planting	@	$$	Aldermen, Brightside, Center for Agroforestry, City of St. Louis Forestry Department, City of St. Louis Parks Department, Community Improvement Districts, Forest ReLeaf of Missouri, Home Depot Foundation, Missouri Botanical Garden, Missouri Department of Conservation, National Fish and Wildlife Foundation, Native Trees for Missouri Landscapes, Trio Foundation	Aldermen, Brightside, Business Associations, Center for Agroforestry, City of St. Louis Forestry Department, City of St. Louis Parks Department, Community Improvement Districts, Forest ReLeaf of Missouri, Green City Coalition, Mayor's Office of Sustainability, Missouri Botanical Garden, Missouri Department of Conservation, Missouri Native Plant Society, Native Trees for Missouri Landscapes, Neighborhood Associations, Trio Foundation, University of Missouri – St. Louis
		3	Support access to and awareness of native plants	@	$	Center for Agroforestry, East West Gateway, Environmental Protection Agency, Forest ReLeaf of Missouri, Grow Native!, Missouri Department of Conservation, Missouri Prairie Foundation, National Fish and Wildlife Foundation, National Garden Clubs, St. Louis Wild Ones,Trio Foundation,	Aldermen, Brightside, Business Associations, Center for Agroforestry, City of St. Louis Forestry Department, East West Gateway, Environmental Protection Agency, Flowers and Weeds, Flowers to the People, Forest ReLeaf of Missouri, Gateway Greening, Green City Coalition, Grow Native!, Mayor's Office of Sustainability, Metropolitan Sewer District, Midwest Invasive Plant Network, Missouri Botanical Garden, Missouri Department of Conservation, Missouri Native Plant Society, Missouri Prairie Foundation, National Fish and Wildlife Foundation, National Garden Clubs, Native Trees for Missouri Landscapes, Neighborhood Associations, Saint Louis University, St. Louis Wild Ones, University of Missouri – St. Louis, Washington University in St. Louis
		4	Incorporate native planting into new developments	Ongoing	$$	Community Improvement Districts, DeSales Community Development, Dutchtown South Community Corporation, Forest ReLeaf of Missouri, Grow Native!, Home Depot Foundation, Lutheran Development Group, Missouri Department of Conservation, Missouri Native Plant Society, Missouri Prairie Foundation, National Fish and Wildlife Foundation, Native Trees for Missouri Landscapes, Private Developers, Rise Community Development, St. Louis Wild Ones, Tower Grove Neighborhoods CDC	Aldermen, Board of Aldermen, Business Associations, City of St. Louis Forestry Department, Community Improvement Districts, DeSales Community Development, Dutchtown South Community Corporation, East West Gateway, Forest ReLeaf of Missouri, Gateway Greening, Green City Coalition, Grow Native!, Lutheran Development Group, Mayor's Office of Sustainability, Midwest Invasive Plant Network, Missouri Botanical Garden, Missouri Department of Conservation, Missouri Native Plant Society, Missouri Prairie Foundation, National Fish and Wildlife Foundation, National Garden Clubs, Native Trees for Missouri Landscapes, Neighborhood Associations, Private Developers, Rise Community Development, Saint Louis University, St. Louis Wild Ones, Tower Grove Neighborhoods CDC, University of Missouri – St. Louis, Washington University in St. Louis

Appendix

Gravois-Jefferson
Historic Neighborhoods Plan
Benton Park West • NE Dutchtown • Gravois Park

Minimum Submittal Requirements (A1)

The table to the right shows the minimum submittal requirements for adoption of the Plan by the City's Planning Commission. The page numbers correspond to pages in the Gravois-Jefferson Plan that include the information required by the City for formal adoption.

Requirements	Page Number
Clear Boundaries and Geographic Areas, i.e. blocks, acres, neighborhood(s)	22
History of Neighborhood	32-39
Documentation of the planning process that was followed	27-29
Substantial/broad Public Participation (documentation of residents and other stakeholders)	24-26
Establishment/existence of steering committee	30
Evidence of planning staff participation in planning process	30
Public Meetings	25, 27
Preliminary discussion of proposed planning effort in neighborhood/area	25, 27
Neighborhood/committee/subcommittee meetings	25, 27, 31
Presentation to propose draft of plan	25, 27
Final presentation of proposed plan	25, 27
Brief Summary of Previous Planning Efforts	40-45
Existing Conditions	46-63
Land use summary and map	63
Zoning summary and map	63
Demographics (population, employment, housing, and economic characteristics, etc.)	55-57
Transportation and circulation map (e.g. traffic counts, barricaded streets, stop signs, one-way streets, bus routes, etc.)	58-59
Building conditions summary and map (detailed, building by building)	62
Analysis of urban design (e.g. historic preservation, park linkages, pedestrian circulation, etc.)	2
Known operation redevelopment plans (Chapters 99s, 100s, and 353s) or other plans	59

Requirements	Page Number
Known existence of proposed expansions by business or industry	253-255
Infrastructure conditions and capacity (e.g. streets/alleys, waters/sewers, basic utilities, lighting, telecommunication systems, etc.)	262-271
Capital Improvement Program	210-249
Neighborhood Vision (A description of the desired future of the neighborhood)	29
Goals and Objectives (Based on the neighborhood vision, a list of goals and their measurable objectives to be achieved through the plan's implementation should be established.)	29
Recommended plan of action (recommendations) (The actions that must be taken in order to actuate the new directions.)	66-203
Demographic/economic impacts (e.g. employment, business, population)	272-319
Recommended land use and zoning changes (specific zoning recommendations preferred)	209
Infrastructure impacts/public facilities impacts	66-203, 253, 262-271
Environmental compatibility/sustainability	256-257
Conformance with the City's Comprehensive Plan	209
Implementation schedule (phasing of actions)	210-249
Overall funding of plan of action	210-249
Multi-year time frame defined	210-249
Implementation funding (proposed public- and private-sector sources, and proposed dollar amounts)	210-249

Commercial Corridor Design Guidelines (A2)

Project: Standards and guidelines for developing along commercial corridors Gravois Jefferson planning

Date: 03/19/2018

Design Intent

The intent of the standards for the design guidelines is to enhance the pedestrian, transit and personal auto experience in regards to those corridors that have been established in the plan as commercial corridors

Typology of Corridors

The district contains two types of commercial corridors: Neighborhood Commercial and District Commercial. Each are unique in the way that future infill development will be approached.

Neighborhood commercial streets in the planning area generally, but not exclusively, have:
- The same form as local residential streets
- In the subject planning are run east to west
- Separated from each other by 3 to 4 blocks
- By nature of location, intended design and limited parking tend to be highly neighborhood oriented pedestrian
- 2 travel lanes
- 2 parking lanes
- Tree lawns are often sporadic
- Usually a mix of commercial and residential buildings on the street
- Sidewalks range between 5'-0" to 8'-0"
- May be transit corridors that serve the neighborhood but carry lower volumes of traffic

District Commercial streets in the planning area generally, but not exclusively, have:
- City arterial having 4 travel lanes –or- 2 travel lanes and a turn lane
- 2 parking lanes
- Tree lawns are rare

- Usually a mix of commercial and residential buildings on the street
- Sidewalks range between 5'-0" to 8'-0"
- May be transit corridors that serve the neighborhood but carry lower volumes of traffic

Recommendations – District Commercial

Streets

- Reduce the speed of traffic on both streets to tolerances within the existing speed limit.
- Maintain existing street parking where possible
- Accommodate transit stops and consider land use around existing stops.

Sidewalks

- Increase sidewalk width where below 8'-0" if possible increase to 10'-0" to 12'-0" where conditions allow
- Eliminate tree lawns, maintain and increase trees using larger tree wells, where existing trees exist
- Increase street trees – appropriately sized to street at maturity and plated in tree wells designed to accommodate future growth
- Provide bump outs at intersections both signaled and un-signaled for pedestrian safety – designed to those standards recommended by the City of St. Louis street department and the adopted Complete Streets ordinance
- Street furniture – Consider benches, information kiosks and civic and transit information, planter boxes, and trash receptacles near intersections that do not impede the right of way
- Lighting – provide lighting that illuminates the pedestrian right of way as well as street traffic – can be mounted on the same standard or separate or can be lit bollards
- Bus stops – coordinate with Metro for the location of bus stops in the area of new development – I f a shelter is to be provided consider its design in relation to the sidewalk right of way and its relation to the street.

- ADA access – Provide curb cuts and walking surface that adheres to ADA requirements and any additional requirements from the city of St. Louis. Provide curb cuts that correspond to direct paths of travel and avoid corner cuts, this avoids pooling at corners

Block Form and Permeability

Permeability is the ease as to which users regardless of transportation method can access the street grid and buildings as required for daily function
- Highly used spaces that host commercial, civic, retail or institutional uses shall address the main artery either directly (facing) or by such a means that users can easily identify and access a legible path to the destination
  o Provide direct entrances the public way or sidewalk, utilize corners where possible.
  o Provide for required services (trash removal, recycling, bulk delivery, stocking, and utility access) in non-public or back of house locations to minimize disruption in the public realm and remove refuse and recycling intended for the tenants from public access
  o Provide parking at rear or side of building or block, and connect those areas to the public realm via easily identifiable well lit and safe "keys" or passage ways from back of block to front of the block
  o Rears of blocks that do not contain parking shall be considered as private areas to serve the housing or commercial use integrated into the mixed-use building
  o Scale access to planned intensity of use, all public access to be well lit and discourage "blind spots" or hiding places
  o Block design shall conform to the existing city grid context, that is to respect and conform to street edge, exceptions can be made for nodes, plazas, or limited green space where appropriate.

Commercial Corridor Design Guidelines (continued)

o Encourage linking of intersections scaling down block density from commercial to residential, so that building massing increases on more traveled arterial streets.

o Encourage the continuity of perimeter block design, or where new building construction provides a continuous edge to the street corridor and public right of way. Exceptions can be made can be made for nodes, plazas, or limited green space where appropriate.

New Construction

Design Intent of new construction in relationship to the public realm is to focus on the street and sidewalks to create a safe environment for pedestrians and autos. Also, to foster an environment where both neighborhood and destination commercial and retail enterprises can maximize their sales/customer/user potential by enhancing the journey experience through ease and safety as well as leveraging the marketing opportunities inherent in this design approach

- Building massing – New construction shall respect the zoning and codes for the site as set forth by the City of St. Louis and the district. New construction shall:
  o Adhere to FAR (Floor Area Ratio) as prescribed and take full advantage of the site in relation to the buildable area.
  o Encourage to incorporate mixed use if the tenant and owners program allows for it. This would include residential, office, or institutional uses above first floor retail or other commercial or institutional use
  o Multistory and higher density construction is encouraged along city arterials as these streets can exploit the transit advantages.
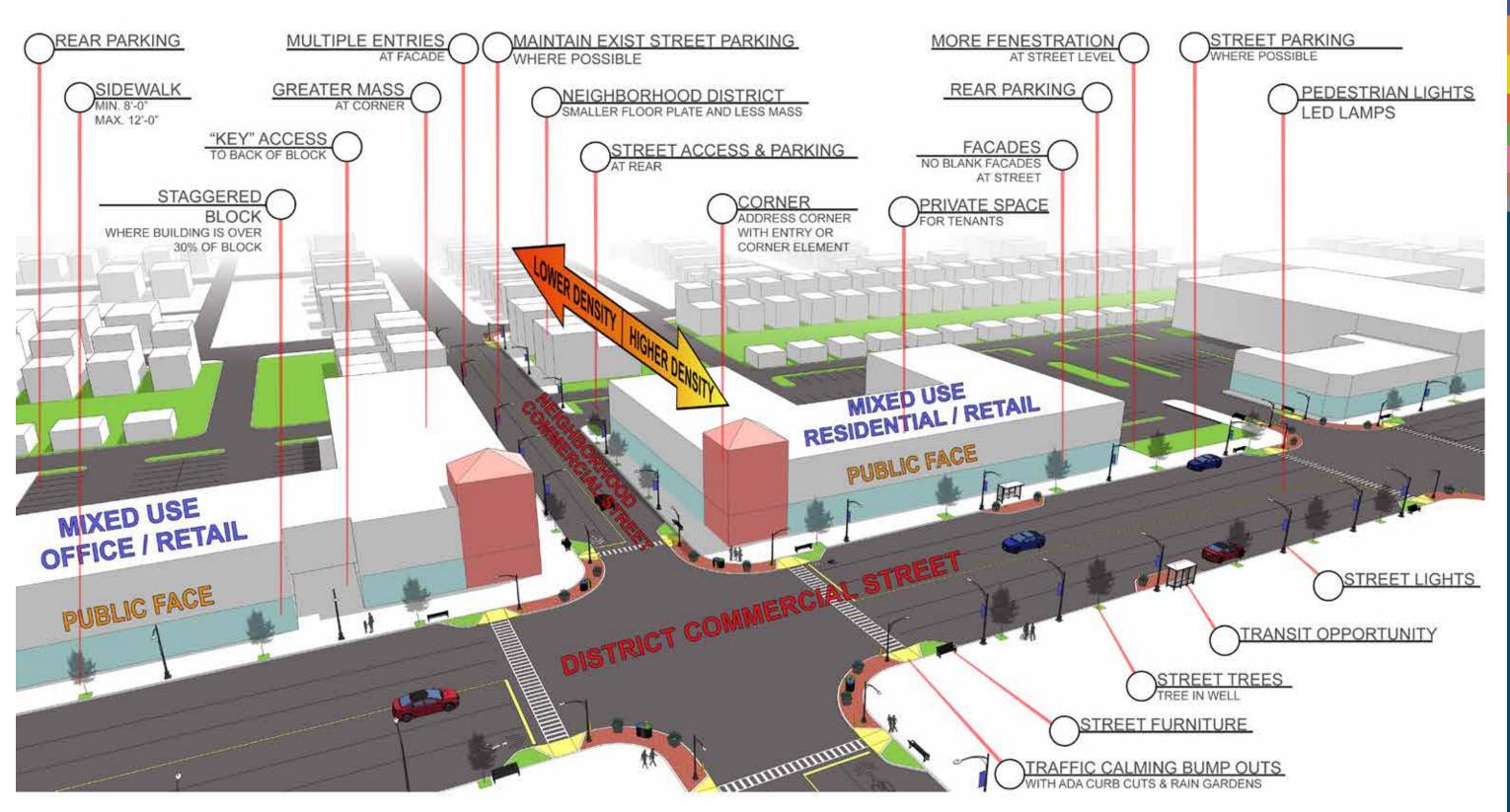
o Multi-story buildings or portions of buildings should be placed at the block corners to accentuate corner edges and potentially provide signage

- Building set backs
  o Parking should be behind or opposite the corner of a new construction
  o No front-loaded parking allowed
  o New buildings should be constructed on the build line where it aligns with inside of edge of the sidewalk right of way. For buildings that stretch over 30% of the block length consider staggered setbacks to diffuse the mass of the building.
  o New facades to be in an alignment tolerance with existing facades on the street in those locations where an existing "street wall" of facades exists. Incremental variation is allowed in set back to allow for street variation, and to accommodate outside seating at potential bars and restaurant locations.

- Encourage higher density at intersections of arterial streets.
  o This takes advantage of the existing transport networks, higher density requires better connectivity

- Encourage corner entries
  o Corner entries better serve pedestrian traffic from both direction s
  o Develop as a primary or secondary entrance if another entrance is required to address parking
  o Corners are natural meeting spots provide additional space and or seating

- Building fenestration
  o At grade level unarticulated or blank facades are discouraged.
  o The majority of storefronts level sills should be between 0" (at grade) and 30" maximum above finish grade. Sills on smaller windows allowed to be higher as dictated by function.
  o Fenestration at street level storefront openings to be congruous with aggregate street level fenestration found in historic storefronts in the surrounding block

Building function and dynamic

Neighborhoods grow and change over the lifespan of the surrounding structures so the need for adaptability of the block and buildings will be important to maximize the lifespan and enhance the sustainable nature of the neighborhood. While impossible to predict what will happen as the neighborhood evolves there are some factors that can increase the likelihood of building reuse
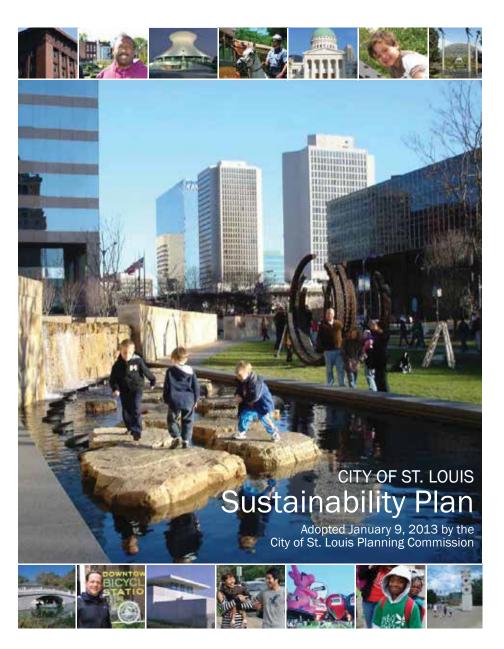
- Ease of accessibility
  o Access to the pubic right of way and parking
  o Provide the potential for multiple accessible entrances at the public right of way that can increase storefront use
  o Storefront (grade level) volume, provide ceiling heights more in keeping with commercial and retail needs at grade level
  o Access to services (trash removal and deliveries) at non-public or back of house locations
  o Include the potential for ease of access to the lobby or building vertical circulation from the public realm

Conceptual Design showing Commercial Design Guidelines in practice.

REAR PARKING

SIDEWALK
MIN. 8'-0"
MAX. 12'-0"

"KEY" ACCESS
TO BACK OF BLOCK

STAGGERED
BLOCK
WHERE BUILDING IS OVER
30% OF BLOCK

MULTIPLE ENTRIES
AT FACADE

GREATER MASS
AT CORNER

MAINTAIN EXIST STREET PARKING
WHERE POSSIBLE

NEIGHBORHOOD DISTRICT
SMALLER FLOOR PLATE AND LESS MASS

STREET ACCESS & PARKING
AT REAR

CORNER
ADDRESS CORNER
WITH ENTRY OR
CORNER ELEMENT

MORE FENESTRATION
AT STREET LEVEL

REAR PARKING

FACADES
NO BLANK FACADES
AT STREET

PRIVATE SPACE
FOR TENANTS

STREET PARKING
WHERE POSSIBLE

PEDESTRIAN LIGHTS
LED LAMPS

LOWER DENSITY | HIGHER DENSITY

MIXED USE
OFFICE / RETAIL

PUBLIC FACE

NEIGHBORHOOD COMMERCIAL STREET

MIXED USE
RESIDENTIAL / RETAIL

PUBLIC FACE

DISTRICT COMMERCIAL STREET

STREET LIGHTS

TRANSIT OPPORTUNITY

STREET TREES
TREE IN WELL

STREET FURNITURE

TRAFFIC CALMING BUMP OUTS
WITH ADA CURB CUTS & RAIN GARDENS

Environmental Compatibility (A3)

The Gravois-Jefferson Historic Neighborhoods Plan aligns with the City of St. Louis's Sustainability Plan in many ways. Many of the recommendations in the Gravois-Jefferson Plan reinforce the calls to action set out in the Sustainability Plan. Below, the key recommendations of the Sustainability Plan are laid out along with how they related to chapters and recommendations of the Gravois-Jefferson Plan. Alignment between these efforts should support greater collaboration in order to implement both plans.

CITY OF ST. LOUIS
Sustainability Plan
Adopted January 9, 2013 by the
City of St. Louis Planning Commission

Urban Character, Vitality & Ecology
A. Support Designated Districts that Focus on Job Creation and Economic Prosperity
Employment and Business Development Recommendations 2, 3 and 4.
B. Develop Healthy, Compact, Transit-Served Smart Neighborhoods
Transit, Streets and Walkability Recommendations 1 and 5.
C. Strengthen Use, Access and Programming of Civic Amenities, Public Spaces, and Streets
Transit, Streets and Walkability Recommendations 3, 6, 11, and 12.
Environment Recommendations 2.
D. Support and Increase the City's Greenscape, Including its Existing Park System and Urban Tree Canopy
Environment Recommendations 2, 6, and 8.
E. Promote Urban Conservation and Revitalization of the City's Unique Biodiversity and Natural Resources
Environment Recommendations 6 and 7.
F. Preserve the City's Historically and Architecturally Significant Districts, Buildings, Landmarks, and Landscapes
Housing Recommendation 9.
G. Increase Access to Affordable Housing in Neighborhoods with Access to Transit and Amenities
Housing Recommendation 1.
H. Encourage Creative, Smart, and Sustainable Uses for Under-Utilized Land and Buildings
Housing Recommendation 7 and 8.
I. Build a Vibrant, Community-Based Urban Agriculture Industry
Environment Recommendations 3.
J. Facilitate Place-Based, Integrated Sustainability Planning
Environment Recommendations 1 and 7.

Arts, Culture & Innovation
A. Utilize the Arts, Culture, Design, Creative, and Innovation Industries for Economic and Community Development
Arts and Culture Recommendations 2, 3, 4, and 5.
B. Increase Affordable and Equitable Access to a Diversity of Arts and Culture
Arts and Culture Recommendations 1 and 5.
C. Develop Multi-Use, Transit Accessible Arts and Cultural Districts
Arts and Culture Recommendations 5.
D. Encourage Innovation through Smart Learning Hubs and Venture Capital
E. Encourage Public Art and Design that Builds Vibrancy and Identity
Arts and Culture Recommendations 2 and 3.
F. Promote and Develop Arts, Cultural and Innovation Facilities, Resources, and Events
Arts and Culture Recommendations 2 and 6.
G. Build Arts, Design and Cultural Leadership, Volunteerism, Stewardship, and Funding
Arts and Culture Recommendation 1.

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
Safety Recommendation 1.
C. Promote Youth Development, Education, Engagement, and Empowerment
Youth and Education Recommendations 1, 2, 3, 4, 5 and 6.
D. Promote Senior Civic Involvement, Empowerment, and Intergenerational Engagement
E. Reduce Homelessness and Support Low Income Families and the Unemployed
Housing Recommendation 6.
F. Ensure Equal Access to Amenities, Business Opportunities, Transportation, and Safe and Healthy Neighborhoods

Health, Well-Being & Safety

A. Advance Positive Behavior, Nonviolent Conflict Resolution, and Crime Prevention
Safety Recommendation 5 and 6.
B. Reduce Toxins in the Environment
C. Increase Access to Healthy, Local Food, and Nutritional Information
Health Recommendation 6.
D. Encourage Physical Activity, Fitness, and Recreation
Health Recommendation 7.
E. Ensure Access to Local Health Systems, Services, and Information
Health Recommendation 2.
F. Minimize Vulnerability to Hazards and Disasters
Environment Recommendations 7.

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
Transit, Streets and Walkability Recommendations 1.
C. Reduce Greenhouse Gas Emissions
D. Minimize Landfill-Bound Waste
E. Manage Stormwater and Wastewater to Protect and Enhance Property and Natural Systems
Environment Recommendations 6.
F. Provide the Best Quality Water from Sustainable Sources
G. Advance Health and Resource Efficiency in Buildings
Environment Recommendations 4.
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
Youth and Education Recommendations 1 and 4.
B. Provide Continuing Education Opportunities
C. Link National Economic Growth Sectors to Local Training
Employment and Business Development Recommendations 2.
D. Nurture Leadership and Management Capabilities in Business, Government, and Neighborhoods
Employment and Business Development Recommendations 2 and 3.
E. Increase Citizens' Environmental Literacy
Environment Recommendations 4.

Prosperity, Opportunity & Employment

A. Assure the Employability of the Entire Labor Force
Employment and Business Development Recommendations 2 and 3.
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
Environment Recommendations 4.
F. Maintain a Diverse and Valuable Tax Base
G. Strategically Invest in Forward-Thinking Ideas
H. Create Economic Prosperity Through Investments in Human Capital
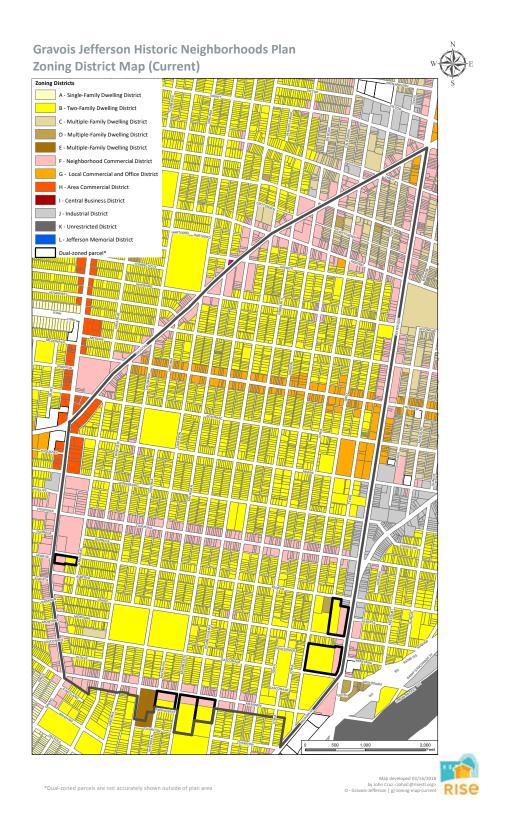
Existing Land Use and Zoning Maps (A4)

To the right are the existing land use and zoning maps for the Gravois-Jefferson Planning Area. The land use map uses designations from the St. Louis Strategic Land Use Plan (SLUP). Recommended changes to land use and zoning can be found in the Implementation Chapter of this Plan.

The "Zoning District Map" shows the breakdown of areas zoned to be used as two-family, multi-family, neighborhood commercial, local commercial & office, area commercial, and industrial districts in the planning area. More than half of the land in the planning area is zoned for two-family dwellings, which is shown in the lighter color or blue. There are three multi-family dwelling districts, districts C through E, which are concentrated on the northern tip of the area and surrounded mainly by a neighborhood commercial district. There are also three commercial districts, F through H. Overall, commercial districts are located along the major commercial streets of Gravois, Grand, Arsenal, Cherokee, Chippewa, Meremac, and Jefferson. The local commercial and office district zoning area is concentrated along Cherokee, while the other commercial districts are located along the planning area's main commercial streets mentioned above. The smallest district is the industrial district located along Jefferson Street between Miami and Osage.

The "Strategic Land Use Map" shows the existing land use designations according to the Strategic Land Use Plan, last updated in 2016. The Strategic Land Use Plan functions as the City of St. Louis's comprehensive plan. The majority of the area is designated Neighborhood Preservation Area (NPA), calling for the preservation of existing housing and corner commercial building stock while augmenting it with new infill residential and corner commercial development. Commercial corridors are designated Neighborhood Commercial Areas (NCA). These are areas where the development of new and the rehabilitation of existing commercial uses that primarily serve adjacent neighborhoods should be encouraged. The planning area is also home to several major institutions, which are designated Institutional Preservation and Development Areas (IPDA), where significant nodes of educational, medical, religious or other institutional uses currently exist and are appropriately situated. The parks in the planning area are marked as Recreational/Open Space Preservation/Development Area (ROSPDA).

Gravois Jefferson Historic Neighborhoods Plan
Zoning District Map (Current)

Zoning Districts
- A - Single-Family Dwelling District
- B - Two-Family Dwelling District
- C - Multiple-Family Dwelling District
- D - Multiple-Family Dwelling District
- E - Multiple-Family Dwelling District
- F - Neighborhood Commercial District
- G - Local Commercial and Office District
- H - Area Commercial District
- I - Central Business District
- J - Industrial District
- K - Unrestricted District
- L - Jefferson Memorial District
- Dual-zoned parcel*

*Dual-zoned parcels are not accurately shown outside of plan area

Map developed 03/16/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj-zoning-map-current

Gravois Jefferson Historic Neighborhoods Plan
Strategic Land Use Current

- BIDA
- BIPA
- IPDA
- NCA
- NDA
- NPA
- OA
- RCA
- ROSPDA
- SMUA

Map developed 02/26/2018
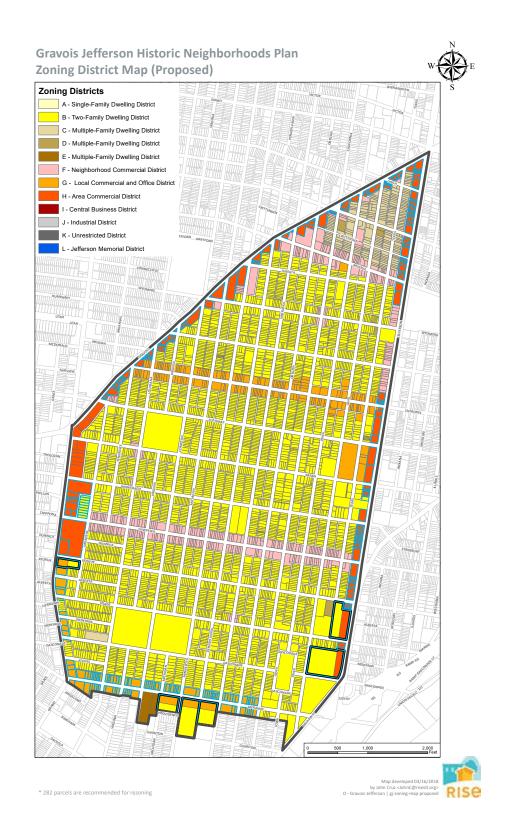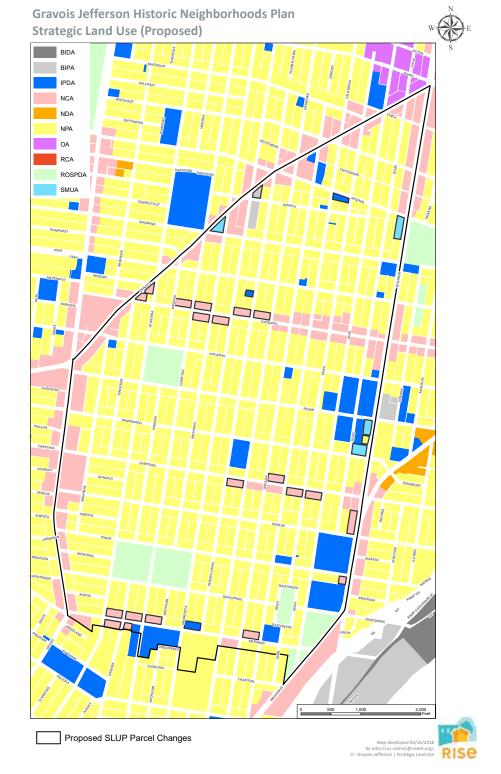by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | Strategic Land Use

Proposed Land Use and Zoning Maps (A5)

To the right are the proposed land use and zoning maps for the Gravois-Jefferson Planning Area. The land use map uses designations from the St. Louis Strategic Land Use Plan (SLUP).

The "Zoning Map (Proposed)" shows recommended changes to the existing zoning districts (boxed in blue) and a breakdown of areas zoned to be used as two-family, multi-family, neighborhood commercial, local commercial & office, area commercial, and industrial districts in the planning area. The majority of the recommended changes are along major commercial corridors (Gravois, South Grand, Jefferson, and South Broadway). The Plan recommends changing many of the parcels facing these corridors from "F - Neighborhood Commercial District" to "H - Area Commercial District." This represents the community's vision for mixed-use development along walkable, transit-oriented commercial corridors. Along South Broadway, the Plan recommends changes from "J - Industrial District" to "H - Area Commercial District." This area is not suited for industrial use and the community has expressed a desire to see commercial and residential development along this corridor. The final collection of recommended zoning changes are along Meramec, where the Plan recommends changing "F - Neighborhood Commercial District" to "G - Local Commercial and Office District." This change will allow for greater density and a mix of uses along Meramec, which is in line with the recommendations of the Gravois-Jefferson Plan.

The "Strategic Land Use Plan Map (Proposed)" shows recommended land use designations using categories set out in the Strategic Land Use Plan. There are several blocks along Cherokee, Chippewa, and Meramec Streets for which the Plan recommends changing the SLUP designation from Neighborhood Preservation Area (NPA) to Neighborhood Commercial Area (NCA). These blocks are ones where businesses are currently operating at corner and mid-block locations. These business serve the immediate and surrounding neighborhoods in mixed use buildings with commercial at grade and a mix of uses on upper floors. While some at-grade spaces are currently used for residential purposes, the community vision for Cherokee, Chippewa, and Meramec is to have businesses return to these store fronts in order to create walkable and engaged neighborhoods. There are several parcels along major commercial corridors which the Plan recommends designating Specialty Mixed Use Area (SMUA). These parcels are along major transit corridors and their best use will be high-density, mixed-use development serving a variety of community needs.

Gravois Jefferson Historic Neighborhoods Plan
Zoning District Map (Proposed)

Zoning Districts
- A - Single-Family Dwelling District
- B - Two-Family Dwelling District
- C - Multiple-Family Dwelling District
- D - Multiple-Family Dwelling District
- E - Multiple-Family Dwelling District
- F - Neighborhood Commercial District
- G - Local Commercial and Office District
- H - Area Commercial District
- I - Central Business District
- J - Industrial District
- K - Unrestricted District
- L - Jefferson Memorial District

* 282 parcels are recommended for rezoning

Map developed 03/16/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj-zoning-map-proposed

Gravois Jefferson Historic Neighborhoods Plan
Strategic Land Use (Proposed)

- BIDA
- BIPA
- IPDA
- NCA
- NDA
- NPA
- OA
- RCA
- ROSPDA
- SMUA

☐ Proposed SLUP Parcel Changes

Map developed 03/16/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | Strategic Land Use

Priority Recommendations (A6)

Once Plan recommendations were developed, they were shared widely for review and feedback. As part of this process, public meeting attendees were asked to assign priorities to the initiatives presented. Taking this feedback and considering the goals of the Gravois-Jefferson Plan, the Steering Committee prioritized recommendations based on three criteria they developed: sustainable, feasible, and equitable. The top 20% of recommendations in each chapter are marked as "Priority Recommendations" with a "P" symbol in the Plan.

Safety

1. Engage and empower the community to make the neighborhoods safe and welcoming for all

1.1. Build robust and representative neighborhood associations and block captain programs.

1.3. Empower residents to use the Neighborhood Accountability Board to keep their communities safe.

2. Build trust and collaboration between the community, police, and the court system

2.6. Foster positive, proactive police interactions with community members.

3. Invest in Proactively Preventing Crime

3.1. Use public safety funding for strategies that prevent violent crime, including employment and educational opportunity.

3.3. Advocate for state-level legislation for tighter gun control.

4. Support physical improvements to promote safe neighborhoods.

4.1. Comprehensively address nuisance properties through increased enforcement and awareness of citizen's role.

6. Address drug-related issues in a comprehensive and humane way

6.1. Deter drug-traffic loitering.

Youth and Education

2. Build social cohesion among youth, families, and communities

2.2. Support mentoring programs.

4. Enhance year round educational enrichment and supportive services for youth

4.1. Expand quality out-of-school opportunities.

6. Promote youth financial empowerment

6.1. Build employment pathways for disconnected youth to the existing and future job market.

Employment and Business Development

1. Improve access to reputable financial services

1.2. Limit the concentration of short-term loan establishments operating around the planning area.

2. Increase employment among youth, people of color, and immigrants

2.1. Support a network of workforce development resources that equip individuals with job readiness skills.

2.2. Attract a technical or trade school to provide apprenticeship programs.

2.5. Promote youth employment opportunities in the community development field.

5. Support commercial development opportunities

5.11. Encourage commercial reuse of historic buildings along commercial corridors.

5.12. Encourage the development of underdeveloped sites along commercial corridors.

Housing

1. Preserve housing affordability and neighborhood diversity

1.1. Encourage mixed-income rental and for-sale developments.

1.2. Encourage long-term housing affordability by supporting community-driven, for profit and nonprofit owned and managed rental housing.

2. Stabilize and improve property values

2.3. Remove severely dilapidated buildings and, when possible, make land available as side yards or sites for new housing.

2.4. Attract quality anchors, schools, and neighborhood amenities to help increase demand for housing.

3. Foster access to homeownership

3.2. Tailor specialized homeownership training and education programs for low and moderate income households.

3.6. Encourage and support investment from within the community.

4. Facilitate home repair and maintenance

4.1. Expand home repair services to elderly and low-income area homeowners.

4.2. Establish a below market interest rate loan program to assist middle income households with home repairs and improvements.

6. Foster resident well-being

6.10. Deter unlawful or abusive eviction practices.

6.14. Enforce Fair Housing.

9. Prioritize targeted and inclusive community-based development

9.1. Prioritize use of development incentives for rehab of existing buildings over new construction.

9.6. Promote mixed-income, mixed-use developments along commercial corridors.

Health

1. **Improve the access to quality health care with comprehensive measures**

   1.6. Pursue efforts to provide safe and affordable transportation services to connect patients with appropriate health care providers.

2. **Foster the provision of quality and affordable medical care**

   2.1. Organize semi-annual Community Health Fairs to bring services and information into the neighborhoods.

   2.3. Invest in school-based health centers to provide students access to comprehensive care and services.

3. **Support the residents suffering from mental health conditions**

   3.3. Invest in mental health support centers or qualified staff to screen, support and treat residents exposed to violence for post-traumatic stress.

5. **Lower substance abuse with responsible and informed practices**

   5.1. Provide honest and informative drug education, with a reality-based approach.

   5.3. Integrate substance use treatment and rehabilitation programs into the community.

6. **Create a healthy and supportive food environment**

   6.2. Support and continue to strengthen the coordination of food pantries.

Transit, Streets and Walkability

1. **Increase transit options and improve existing transit services**

   1.1. Advocate for a North-South extension of Metrolink along S. Jefferson and S. Broadway Avenues.

   1.2. Advocate for the development of a Bus Rapid Transit (BRT) system.

   1.4. Increase the frequency and efficiency of buses going through the neighborhoods.

2. **Enhance public transit stop conditions through a community-oriented approach**

   2.1. Build more comfortable, safe and visible transit stops.

   2.2. Develop multimodal transit hubs at the main street intersections.

3. **Improve information about public transit and make it more available**

   3.5. Improve communication on bus arrival time and bus tracking at bus stops.

6. **Improve street design**

   6.2. Increase pedestrian scale lighting.

7. **Develop street multimodality**

   7.2. Re-organize commercial corridors to organize and physic separate the use of private motorized vehicles, buses, and bi

   7.3. Increase the presence of well-designed bike racks in commer corridors, parks, and at transit hubs.

8. **Improve traffic flow management**

   8.5. Support bike infrastructure.

10. **Reclaim alleys**

    10.1. Improve access and conditions of garages in alleys.

    10.3. Prevent illegal dumping and accumulation of waste in alley

    10.4. Improve alley lighting for pedestrians and automobiles.

12. **Improve pedestrian infrastructure and comfort**

    12.2. Implement crosswalks at all street crossings.

14. **Encourage walking and bicycling**

    14.2. Increase bicycle safety workshops for adults and kids in the neighborhood.

Arts and Culture

2. **Make arts and culture physical**

   2.3. Use artistic and cultural programming to activate underutilized storefronts.

3. **Leverage the arts for social change and community development**

   3.1. Support artistic efforts to board up vacant and abandoned buildings.

4. **Promote the neighborhoods as a live-work-play community**

   4.4. Market commercial and residential real estate through collaboration among artists, realtors, and developers.

6. **Support and expand cultural and events programming**

   6.1. Support existing events and festivals.

   6.2. Encourage consistent activation of the parks as cultural and artistic spaces for community gathering.

Environment

1. **Engage and educate residents on environmental and ecological topics**

   1.3. Engage community members, including youth, as clean community leaders.

2. **Preserve and improve the quality and impact of public spaces and assets**

   2.1. Ensure the city parks are maintained to equitable standards.

   2.3. Integrate gardens, parks, and play spaces into surrounding neighborhoods.

3. **Transform vacancy into vibrancy through community-informed design**
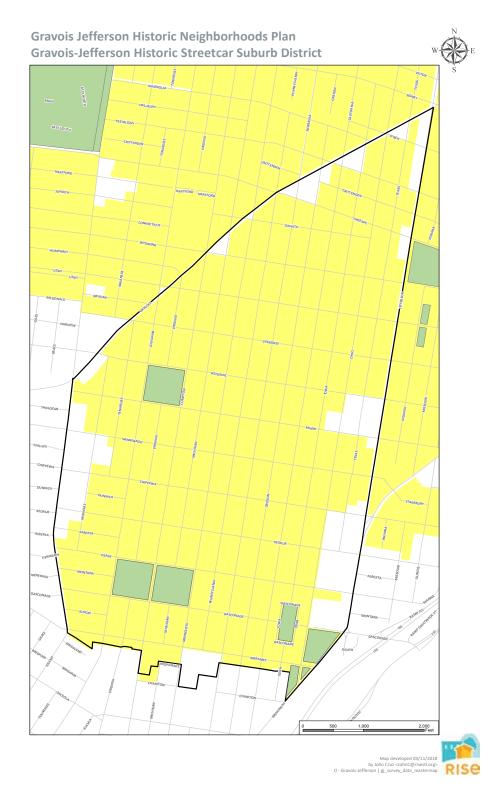
   3.5. Support and expand efforts to reclaim City-owned vacant lots.

5. **Foster clean streets and communities**

   5.3. Ensure existing trashcans are properly serviced and install recycling at strategic locations.

   5.4. Organize inclusive neighborhood clean-up days regularly.

Parcel Survey and Conditions Maps (A7)
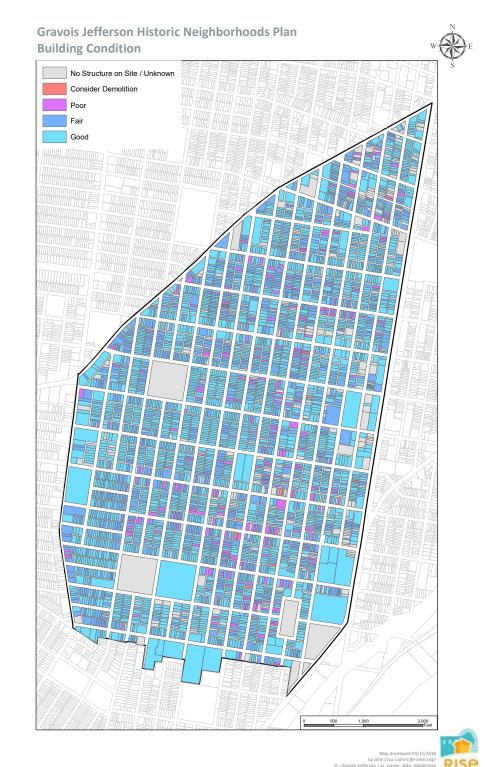
Using the Loveland Parcel Surey application, every parcel in the planning area was surveyed to evaluate land use, site condition, occupancy status, and other relevant factors. The maps produced from these surveys are included in the following pages. Additional maps, such as historic districts and racial make-up, are also included. Data sets are available for these maps. Please reach out to the planning team for further inquires.

Gravois Jefferson Historic Neighborhoods Plan
Gravois-Jefferson Historic Streetcar Suburb District

Map developed 03/11/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj_survey_data_mastermap

Gravois Jefferson Historic Neighborhoods Plan
Housing Tenure Dot Density Map

1 Dot = 1
OwnerOccup
RenterOccu
VacantUnit

Map developed 03/11/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj_survey_data_mastermap

Gravois Jefferson Historic Neighborhoods Plan
Active Redevelopment Areas

Gravois Jefferson Historic Neighborhoods Plan
Building Condition

- No Structure on Site / Unknown
- Consider Demolition
- Poor
- Fair
- Good

Gravois Jefferson Historic Neighborhoods Plan
Building External Construction Material

- Other/Unknown/No Structure
- Metal
- Vinyl Siding
- Plaster
- Brick

Gravois Jefferson Historic Neighborhoods Plan
Surveyed Building Occupancy

Parks
No Structure on site
Occupied (Not Vacant)
Partially Occupied
Possible Unoccupied
Unoccupied (Vacant)

Map developed 03/11/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj_survey_data_mastermap

Gravois Jefferson Historic Neighborhoods Plan
City Wards

06
08
15
09
20
25
09

Map developed 03/11/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj_survey_data_mastermap

Gravois Jefferson Historic Neighborhoods Plan
Presence of Dumping on Vacant Lots

Structure on site or park
No
Yes

Map developed 03/11/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj_survey_data_mastermap

Gravois Jefferson Historic Neighborhoods Plan
Building Fire Damage

- No Fire Damage
- Minor Fire Damage
- Major Fire Damage

Map developed 03/11/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj_survey_data_mastermap

Gravois Jefferson Historic Neighborhoods Plan
Front Facing Sidewalks

- Front Facing Sidewalk
- No Front Facing Sidewalk

Map developed 03/11/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj_survey_data_mastermap

Gravois Jefferson Historic Neighborhoods Plan
Grafitti Presence

- No Grafitti Present
- Grafitti Present

Map developed 03/11/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj_survey_data_mastermap

Gravois Jefferson Historic Neighborhoods Plan
Historic Districts

Historic Districts

Gravois Jefferson Historic Neighborhoods Plan
Building Security for Unoccupied Buildings
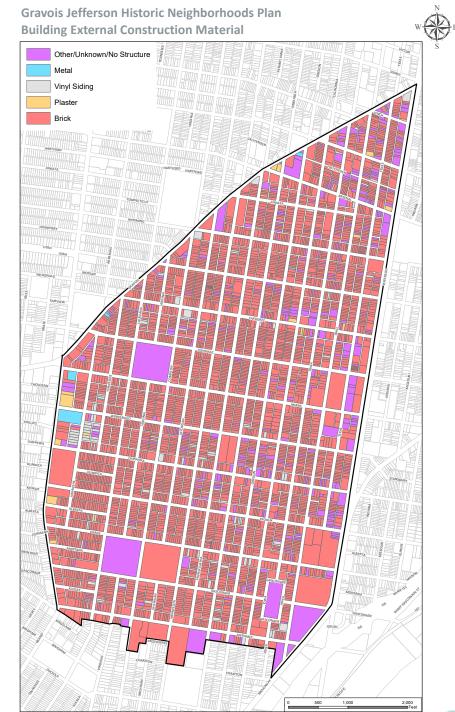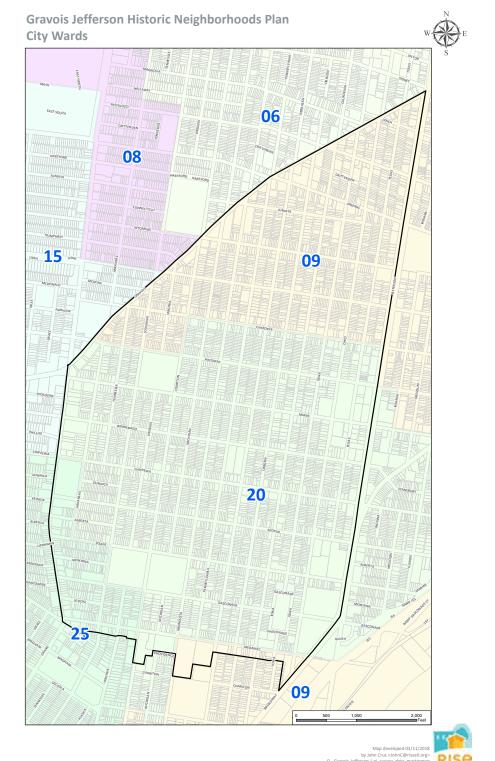
No Structure on Site
Occupied
Secured
Unsecured

Gravois Jefferson Historic Neighborhoods Plan
Metrobus Lines

Gravois Jefferson Historic Neighborhoods Plan
Number of Trees Per Parcel
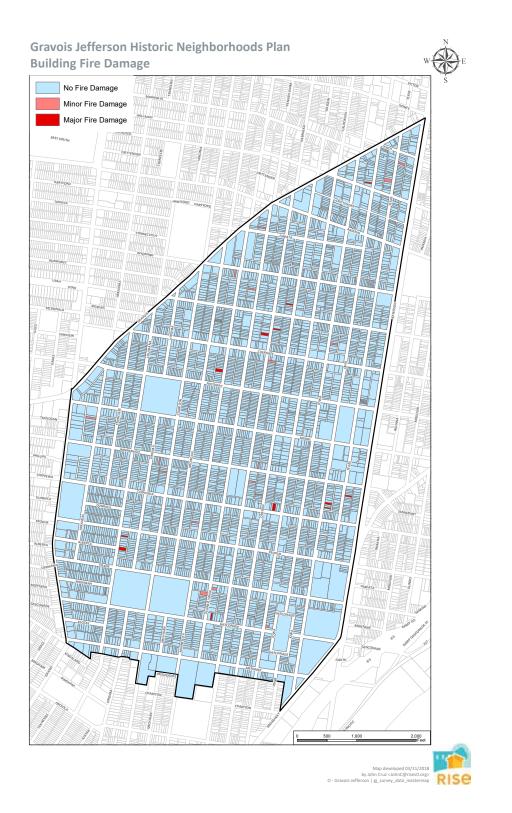
- 0
- 1 - 3
- 1-3
- 4-6
- 7-9
- 10-12
- 12+

0 500 1,000 2,000 Feet

RISE

Gravois Jefferson Historic Neighborhoods Plan
Pedestrian Scale Lighting

- No pedestrian scale lighting
- Pedestrian scale lighting present

0 500 1,000 2,000 Feet

RISE

Gravois Jefferson Historic Neighborhoods Plan
Qualified Census Tracts, 2016

- Qualified Census Tracts, 2016

0 500 1,000 2,000 Feet

RISE

APPENDIX

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Gravois Jefferson Historic Neighborhoods Plan
Roof Condition

- No Structure on site
- Fully Intact
- Not Present
- Partially Intact
- Unknown

Gravois Jefferson Historic Neighborhoods Plan
Visible Security Cameras

- No Structure on Site
- No
- Yes

Gravois Jefferson Historic Neighborhoods Plan
Surveyed Land Use

- Parks
- Vacant Lot
- Entertainment
- Grocery
- Multi-Occupant
- Offices
- Other/Unknown Commercial
- Restaurant/Bar
- Retail
- Service
- Institutional
- Industrial
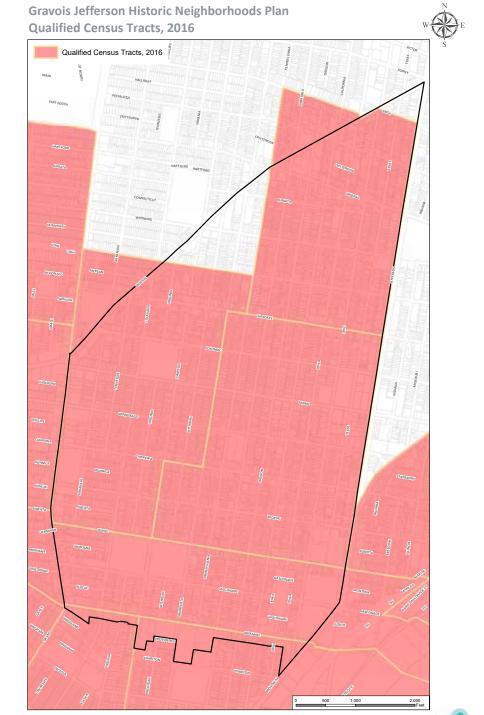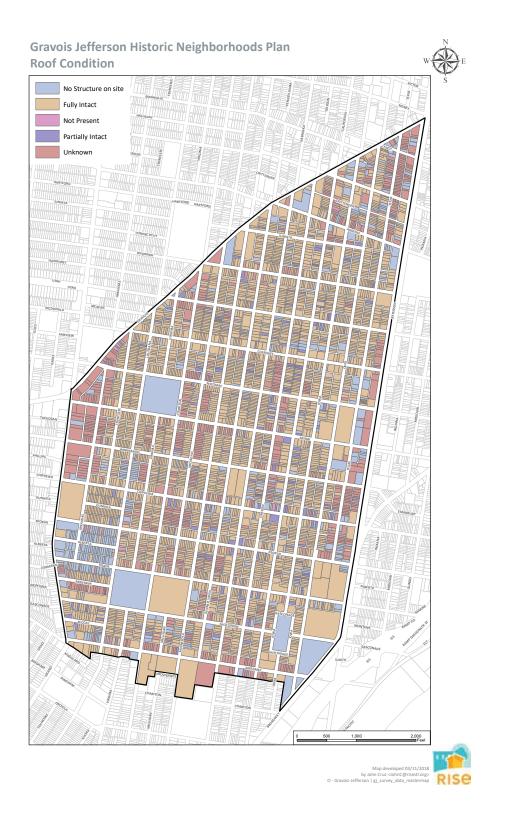- Single-Family
- Multi-Family, Apartments, or other Residential

Gravois Jefferson Historic Neighborhoods Plan
Unsheltered Person's Use of Site

Legend:
- Unsheltered Person's Use of Site

Gravois Jefferson Historic Neighborhoods Plan
Parcel use for buildings with no structure on site

Legend:
- Structure on Site
- Attached Lot
- Garden
- Other/Unknown
- Park
- Parking Lot
- Vacant Lot

Gravois Jefferson Historic Neighborhoods Plan
Maintenance on Vacant Lots

Legend:
- Structure on Site or Park
- Lot Not Maintained
- Lot Maintained

APPENDIX

Gravois Jefferson Historic Neighborhoods Plan
Vegetation Coverage on Vacant Lots

Legend:
- Structure on Site or Park
- 0 - 25%
- 25% - 50%
- 50% - 75%
- 75% - 100%

Map developed 03/11/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj_survey_data_mastermap

Gravois Jefferson Historic Neighborhoods Plan
Existing Planning Efforts

Legend:
- Metrolink Study Area
- Gravois MoDOT Plan and Greater Gravois Initiative
- Trailnet Calm Streets Concept Plan: Louisiana
- Southside TOD area
- Southeast Neighborhood Revitalization Strategy Area
- PIER Plan Neighborhoods
- 2001 Sustainable Neighborhood Plan

Map developed 03/11/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj_survey_data_mastermap

Gravois Jefferson Historic Neighborhoods Plan
Trafffic Circulation Map

Legend:
- One Way Streets
- Two-Way Streets

Map developed 03/11/2018
by John Cruz <JohnC@risestl.org>
O - Gravois-Jefferson | gj_survey_data_mastermap

Gravois Jefferson Historic Neighborhoods Plan
LRA Parcels (2018)

Gravois Jefferson Historic Neighborhoods Plan
Neighborhoods

Tower Grove Park

Fox Park

Tower Grove East

Benton Park West

Gravois Park

Marine Villa

Dutchtown

Mount Pleasant

Gravois Jefferson Historic Neighborhoods Plan
Race and Ethnicity Dot Density Map

1 Dot = 1

White_Non_...
Black1
HispPop
Asian1

GRAVOIS-JEFFERSON HISTORIC AREA
REAL ESTATE MARKET STUDY

MARCH 2017

DEVELOPMENTSTRATEGIES®

Table of Contents

APPENDIX

Chapter One

INTRODUCTION AND
NEIGHBORHOOD MARKETABILITY

INTRODUCTION AND SUMMARY

This study focusses on existing real estate market conditions within the Gravois-Jefferson Historic Area comprised of the Benton Park West, Gravois Park, and northeast portion of the Dutchtown neighborhoods. In addition, it identifies various opportunities, and challenges within these neighborhoods, as well as certain development tools and incentives necessary to stimulate new investment.

This purpose of this study is to assess existing market conditions within the Gravois-Jefferson Historic Area (Study Area) defined generally by all or sections of the Benton Park West, Gravois Park, and Dutchtown neighborhoods. Throughout the report, the market viability of three land use types—residential, industrial, and commercial—are examined. The result is a summary of development typologies that exist throughout the Study Area and conclusions regarding their economic feasibility, with various tools and incentives available for each typology.

While this study briefly considers local site and community context, demographic trends, and demand, it is focused primarily on existing competitive supply. This will result in conclusions regarding the types of products that would be suitable within the Study Area, as well as achievable rents/prices, values, and development costs for these varying products.

As this report will demonstrate, current market opportunities are limited within the majority of the Study Area. While demand for affordably-priced housing in historic, walkable, mixed-use neighborhoods has increased in recent years, rent and sale prices for traditional residential, commercial, and industrial space remain below levels necessary to support new rehabilitation or construction costs typically incurred by real estate professionals. This greatly limits the amount of development that can occur without the use of available public subsidies. If development encumbrances can be overcome, tax credits secured, public/private partnerships established, and grants awarded, certain parts of the Study Area could be redeveloped with new quality housing, retail, office, and industrial space that would greatly improve existing conditions.

APPENDIX

STUDY AREA

MARKETABILITY: SWOT ANALYSIS

An evaluation of the strengths, weaknesses, opportunities, and threats (SWOT) of the Gravois-Jefferson Historic Area was undertaken to identify the factors that support or detract from its overall marketability.

The Study Area has a number of factors that could make it marketable for housing, retail, and other complementary uses, as well as others that complicate growth and development in these neighborhoods and need to be addressed in order to stimulate increased development and economic activity. Following is a partial list:

Strengths: The geographic location of the Study Area is within close proximity of employment and cultural amenities in Downtown St. Louis, as well as transportation networks, parks, and commercial services. These neighborhoods also have an abundance of historic architecture, with dense residential, commercial, and mixed-use development. The rich culture of the area, especially among the local businesses and diverse community surrounding Cherokee Street, help create a unique identity within the Study Area.

Weaknesses: There is a greater presence of vacant, abandoned, and under maintained properties within the Study Area compared to nearby neighborhoods. There is also a heightened degree of actual and perceived crime that negatively impacts the marketability of the area. Poorly performing public schools and other diminished services are also negative factors.

Opportunities: Current grassroots efforts have proven successful among these neighborhoods and can be leveraged to support further progress. There is also an abundance of low-cost space available for the expansion and attraction of local businesses Ample opportunities also exist to increase quality affordable housing for low- and moderate-income residents, with excellent access to existing and proposed transit connections

Threats: Perhaps the largest threat to the Study Area is continued lack of investment in redevelopment opportunities, contributing to further deterioration of conditions in the community. This cannot occur in a vacuum and aligning various efforts and engaged stakeholders supporting community improvement will also prove challenging.

APPENDIX

SWOT ANALYSIS

STRENGTHS   S

- Proximity to Downtown and local amenities
- Cherokee Street
- Historic architecture and housing density
- Diverse community of involved residents
- Strong cultural and artistic life
- Success through grassroots approaches

WEAKNESSES   W

- High levels of actual and perceived crime
- Lack of access to healthy foods and health services
- Underperforming school district
- High concentrations of vacant and abandoned properties

INTERNAL FACTORS

OPPORTUNITIES   O

- Redevelopment of historic properties
- Available space to expand local business and entrepreneurial activity
- Increase access to high-quality affordable housing
- Connect residents to transit via proposed Southside MetroLink extension
- Community involvement and empowerment
- Increase walkability

THREATS   T

- Continued disinvestment
- Risk of gentrification
- Rising crime rates
- Disengagement from neighborhood residents and youth

EXTERNAL FACTORS

POSITIVE

NEGATIVE

AREA AMENITIES

Tower Grove Park
Downtown St. Louis (2.4 miles)
South Grand Boulevard
SOULARD
Benton Park
Schnucks
Anheuser Busch
Gravois Plaza
Cherokee Street
Gravois Park
STUDY AREA
Marquette Park
Laclede Park
Minnie Wood Memorial Square

Chapter Two

REGIONAL TRENDS AND DEMOGRAPHICS

MARKET ANALYSIS: A PROCESS OVERVIEW

Arriving at a market-supported development program requires evaluating land use through different lenses—supply, demand, and future growth trends.

DEMAND

This study evaluates demand to determine if there are undersupplied residential products in the market. This often requires standard demographic analysis of consumer segments to determine who might live in a particular location.

SUPPLY

Analysis of existing supply indicates a great deal about what the market will support in terms of rents, sales prices, and lease rates. It indicates preferences for specific products or locations. Sometimes, analysis of the competitive market can reveal specific opportunities for developers by identifying newer,

more competitive types of development that achieve product differentiation by focusing on quality, amenity, or design.

GROWTH TRENDS

An assessment of future growth can reveal opportunities for new development, be it housing or retail. For example, estimates regarding changes in demographics can provide an indicator of future housing needs, while employment growth projections can be evaluated to determine prospective demand for different types of commercial and industrial space.
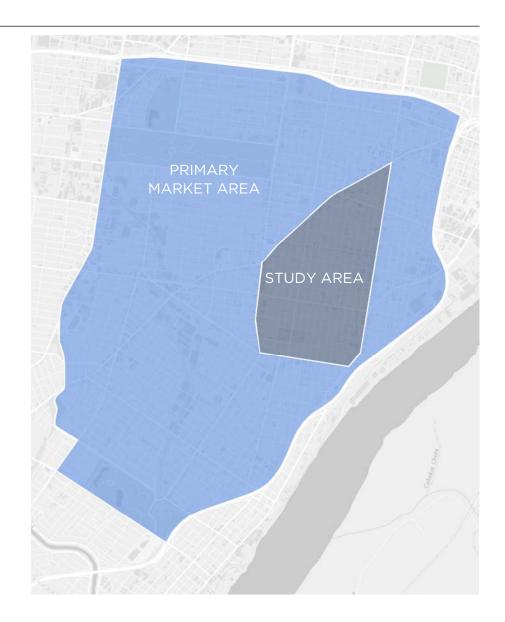
Residential

Office

Retail

DEMAND
Opportunity Gaps

SUPPLY
Competitive Market

FUTURE DEMAND
Projections

DEVELOPMENT PROGRAM

APPENDIX

DEFINITION OF PRIMARY MARKET AREA

Market Areas are defined by hard and soft boundaries, as well as consumer preferences. Analysis of these market areas provides useful insight into existing demographic characteristics, housing demand, and product types that would be suitable for the Study Area.

In market analysis, a Primary Market Area (PMA) is typically defined as the smallest geographic area from which a high percentage (often 75 percent) of support for a project will be drawn. Market boundaries are sometimes defined by hard boundaries, such as rivers, highways and other major thoroughfares, railroads, etc. Often, market areas are defined by soft boundaries—that is, marked changes in socio-economic condition, such as income, density, ethnicity, and educational attainment.

For the Gravois-Jefferson Historic Area, the Study Area covers the neighborhoods of Benton Park West, Gravois Park, and a portion of northeast Dutchtown. The PMA consists of a broader area of South City, including some of its more affluent neighborhoods to the northwest near Tower Grove Park, as well as other neighborhoods to the southwest near Carondelet Park. Residents of these areas could be attracted to newly-constructed or renovated homes with easy access to Interstate 55, Gravois Avenue, and Downtown.

TRENDS AND MARKET AREAS: AREA AND REGIONAL OVERVIEW

Although the City of St. Louis has continued to decline in population, current estimates indicate the Study Area and the PMA have experienced slight gains, reversing long-term trends.

Currently the 20th largest in the country, the St. Louis MSA is home to more than 2.8 million people spread across 14 counties in Missouri and Illinois. At its core is the city of St. Louis, which contains roughly 11 percent of regional population and the region's primary cultural, institutional, employment, and entertainment destinations. It is bordered immediately to the west by St. Louis County, which contains more than 1.0 million people living in 90 distinct municipalities.
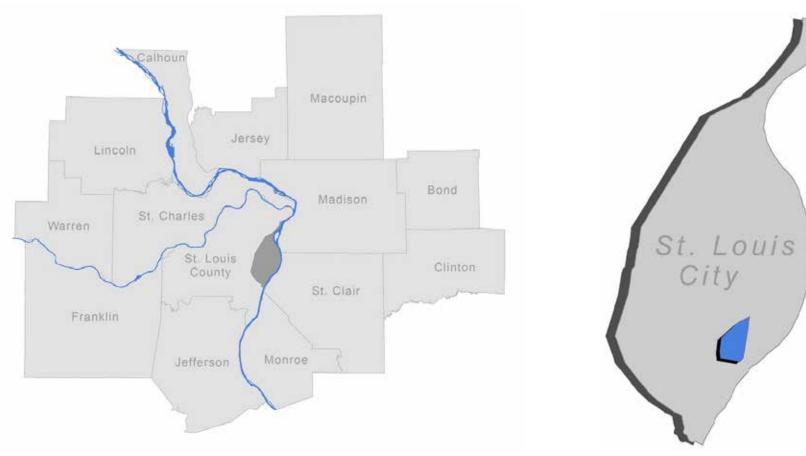
Historically a center for manufacturing, St. Louis has transitioned to a mostly service-based economy, with strengths in healthcare, education, and finance. It is home to nearly 40 colleges, universities, and technical schools, such as Washington University in St. Louis, University of Missouri-St. Louis, and Saint Louis University. It also has the largest concentration of investment brokerages west of Manhattan, acts as the financial center of a large portion of the Midwest, and serves as the headquarters of the Eighth Federal Reserve District Bank.

Since its peak in 1950, the City of St. Louis has declined in population from about 850,000 to its current level of 319,000. Most of this population loss has been due to the broad suburbanization of the St. Louis region, which has left large segments of its urban core vacant, underutilized, and/or distressed. While the greatest amount of decline occurred on the city's north side, parts of South St. Louis—including the Study Area—also experienced considerable levels of disinvestment and abandonment. Relative to the rest of the region and the city's central corridor, some South St. Louis neighborhoods, including those in the Study Area, have generally lower household incomes and property values, higher levels of crime (both perceived and real), and signs of urban decay apparent throughout.

Despite these historical trends, a number of positive trends have emerged in recent years. This includes a growing number of businesses along redeveloping corridors such as South Grand and Cherokee Street, as well as an increase in new and rehabilitated housing in the nearby Tower Grove, Soulard, and Benton Park neighborhoods. Continued and increased investment in the Study Area will be necessary for sustained long-term growth and improvement of South St. Louis and the city as a whole.

	Study Area	PMA	City of St. Louis	St. Louis Region
TOTAL POPULATION	15,079	91,858	318,722	2,824,527
POPULATION GROWTH 2010 - 2016	1.4%	0.5%	-0.2%	1.3%
MEDIAN HOUSEHOLD INCOME	$24,500	$36,000	$35,700	$55,000
MEDIAN HOUSING VALUE	$83,300	$125,800	$130,000	$170,000

Source: Esri, 2016

TRENDS AND MARKET AREAS: MARKET AREA DEMOGRAPHICS

Population in the Study Area has been generally stable over the past few years. However, household incomes and housing values remain some of the lowest in South St. Louis.
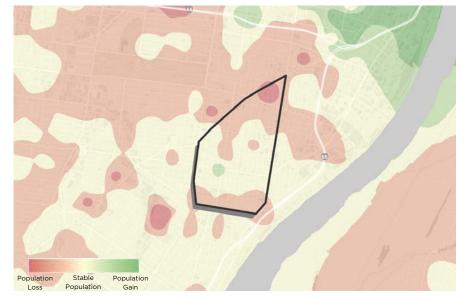
POPULATION CHANGE

According to current ESRI estimates, the City of St. Louis lost 0.2 percent of its population during the past six years, a trend that is expected to continue through 2021 at a rate of 0.4 percent. Despite this, both the Study Area and PMA increased population during the same time period. Specifically, the population in the Study Area increased by about 200 people, while the population in the PMA increased by about 440 people. In both the Study Area and PMA, most of the population growth has occurred among residents over 50 years of age, a trend that is expected to continue; however, the Study Area has seen a slight influx of college age residents (ages 18 to 24). The map on the right shows population change from 2000 to 2016 and indicates that much of South St. Louis has lost population or remained stable. This is due in part to reduced household sizes and a considerable amount of building conversions to smaller property types; i.e. four-family properties converted to two-family properties, etc.
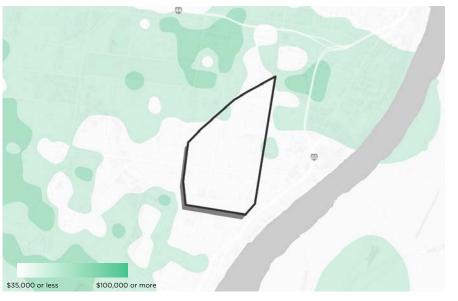
MEDIAN HOUSEHOLD INCOME

The Study Area contains some of South St. Louis' lowest income areas. With a median household income of $24,503, it is about 32 percent lower than that of the PMA ($36,033) and 31 percent lower than that of the city ($35,653). While the median household income is expected to grow at a rate of 2.8 percent—a rate exceeding the city and PMA—during the next five years, this growth rate is well below the region as a whole.

POPULATION CHANGE

Population Loss   Stable Population   Population Gain

MEDIAN HOUSEHOLD INCOME

$35,000 or less $100,000 or more

HOUSING VALUES

The Study Area also has lower home and property values, a greater number of multi-family properties, and higher proportion of renter-occupied housing relative to other parts of South St. Louis. According to ESRI, which utilizes data provided by the Housing Price Index (HPI) from the Federal Housing Finance Agency (FHFA), the median housing value in the Study Area is $83,321, about 34 percent lower than that of the PMA ($125,797) and 36 percent lower than that of the city. Because the HPI utilizes repeat sales data, including refinancing, this value is significantly different than the average sales figures provided by the City of St. Louis and Zillow on pages 20 and 21, which only account for actual sales transactions. In an area where a large proportion of sales are of vacant or underutilized properties, ESRI's estimate is a better indicator of value for occupied and sufficiently maintained property.

MEDIAN HOUSING VALUE

$125,000 or less $475,000 or more

POPULATION METRICS
Study Area

29%   are under the age of 17

2.66   average household size

51%   earn less than $25,000 annually

69%   are renter-occupied households

$83K   median housing value

2.9%   projected five-year median household income growth annually

Source: Esri, 2016

Chapter Three

REAL ESTATE MARKET ANALYSIS

APPENDIX

Housing

MARKET ANALYSIS: NEIGHBORHOOD TRENDS

Despite broad improvements in local housing markets, average reported rents and sale prices in the Study Area remain well below other proximate neighborhoods. Market sales activity and pricing in the Study Area also remains below pre-recession levels.
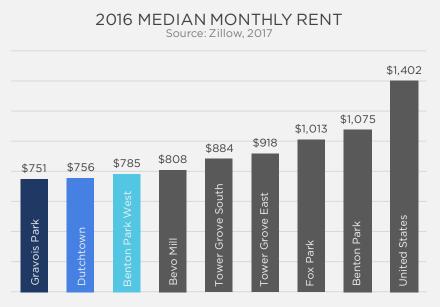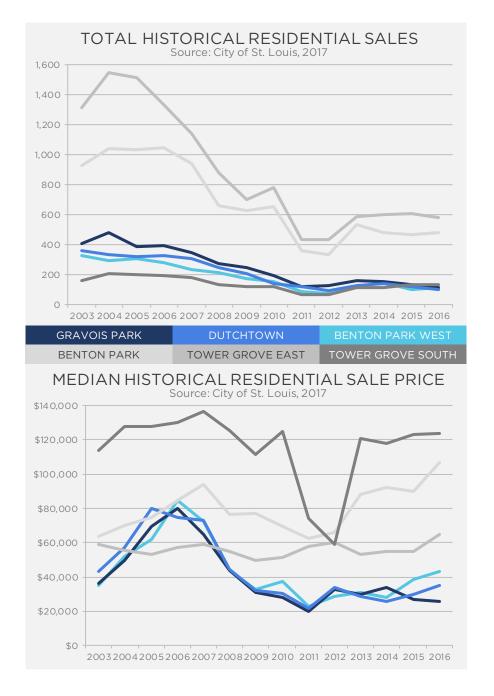
FOR-SALE MARKET

While sale prices have rebounded slightly during the past year or two, activity and pricing in the three Study Area neighborhoods are 30 to 60 percent below levels prior to 2008. Data provided by the City of St. Louis indicates that the median sale price for all residential properties in 2016 was $44,000 in Benton Park West, $35,000 in Dutchtown, and $26,000 in Gravois Park. This pricing is well below ESRI's estimated median home value, which is due primarily to differences in methodology, as ESRI uses repeat-sales data of existing homes that includes refinancing, while the city's data includes a large share of vacant residential buildings acquired for prospective renovations. Although there has been an uptick in visible rehab activity within the Study Area, particularly in Benton Park West, the reduction in sales activity coupled with a drop in permitting activity indicates this uptick is unlikely to be a long-term trend.
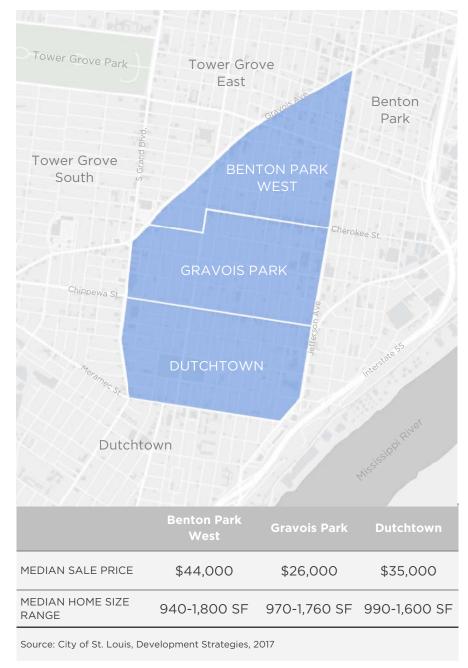
RENTAL MARKET

Within the Study Area, rents also remain below other parts of the city according to Zillow, which tracks actively marketed rental properties, but tends to exclude most lower quality rental housing. Median rents in these adjacent neighborhoods were collectively between just over $800 to almost $1,100 in 2016, compared to between $750 and $785 in the Study Area neighborhoods. Rent growth within the Study Area neighborhoods also ranged from 8 to 12 percent during the past five years, while rents increased 13 to 18 percent in peer neighborhoods. Overall, market rate rents are steadily increasing within the Study Area, but remain more affordable compared to the PMA and city.

HISTORICAL COMPLETED BUILDING PERMITS OVER $10,000
Source: City of St. Louis, 2017

GRAVOIS PARK   DUTCHTOWN   BENTON PARK WEST

2016 MEDIAN MONTHLY RENT
Source: Zillow, 2017

Gravois Park	Dutchtown	Benton Park West	Bevo Mill	Tower Grove South	Tower Grove East	Fox Park	Benton Park	United States
$751	$756	$785	$808	$884	$918	$1,013	$1,075	$1,402

APPENDIX

TOTAL HISTORICAL RESIDENTIAL SALES
Source: City of St. Louis, 2017

| GRAVOIS PARK | DUTCHTOWN | BENTON PARK WEST |
| BENTON PARK | TOWER GROVE EAST | TOWER GROVE SOUTH |

MEDIAN HISTORICAL RESIDENTIAL SALE PRICE
Source: City of St. Louis, 2017

	Benton Park West	Gravois Park	Dutchtown
MEDIAN SALE PRICE	$44,000	$26,000	$35,000
MEDIAN HOME SIZE RANGE	940-1,800 SF	970-1,760 SF	990-1,600 SF

Source: City of St. Louis, Development Strategies, 2017

EXISTING SUPPLY: FOR SALE

Newly renovated or built for-sale housing in the Study Area remains limited, as most of the existing housing stock is comprised of older single-family homes and two-family or four-family buildings, with varying degrees of maintenance. In order to estimate achievable market values for new and rehabilitated properties, information on recent home sales has been provided.

With a housing stock that is considerably older, often in poor or below average condition, and sometimes obsolete, quality for-sale housing options remains limited within the Study Area. While many homes in the neighborhood may be acquired for less than $30,000, these homes are often in poor condition and require a considerable investment—both in money and time—that a typical home buyer is not willing or able to make. Nearly all of these transactions involved experienced developers and real estate professionals, but a small market exists for individual rehabbers. However, many will occupy the home themselves or make it available for rent.

To establish achievable pricing for newer for-sale products in the neighborhood, a number of recently sold properties have been identified and summarized on the following pages. This includes a mix of new construction and rehabilitated single-family homes, as well as townhome units within two-family structures. Prices for these types of properties generally range from $100,000 to $150,000, or roughly $75 to $100 per square foot, with smaller homes selling for more on a per square foot basis. Properties with higher levels of interior finish can also achieve pricing above this range, but these rehabs will generally cost significantly more to develop and are not appropriate for prospective buyers in these neighborhoods.

1 — 2646 Arsenal

SINGLE-FAMILY HOME

BUILT 2002

3BR/2Ba
1,534 SQ FT

**SALE PRICE:
$140,000
$91/SF**

2 — 3012 Iowa

SINGLE-FAMILY HOME
RENOVATED 2016

1BR/1Ba
914 SQ FT

**SALE PRICE:
$115,000
$126/SF**

3 — 2868 Texas

DUPLEX TOWNHOUSE

BUILT 1891
RENOVATED 2006

3BR/2.5Ba
2,856 SQ FT

**SALE PRICE:
$193,000
$68/SF**

4 **3446 Winnebago**

SINGLE-FAMILY HOME

BUILT 2006

3BR/2.5Ba
1,596 SQ FT

SALE PRICE:
$145,000
$91/SF

5 **3440 California**

SINGLE-FAMILY HOME

BUILT 1892
RENOVATED 2016

2BR/2Ba
1,418 SQ FT

SALE PRICE:
$160,000
$113/SF

6 **4436 Alaska**

SINGLE-FAMILY HOME

BUILT 1908
RENOVATED 2016

3BR/2Ba
2,170 SQ FT

SALE PRICE:
$127,500
$59/SF

BENTON PARK WEST

GRAVOIS PARK

DUTCHTOWN

EXISTING SUPPLY: RENTAL

Despite a housing stock that is roughly 70 percent renter-occupied, new quality rental housing in the Study Area also remains limited, as most of the existing rental housing stock is confined to older and often deteriorated four-plexes, duplexes, and detached single-family homes. To estimate achievable market and affordable rents for new and rehabilitated properties, existing affordable and market rate properties have been identified and surveyed.

MARKET RATE

Market rate rental options within the Study Area consist primarily of scattered historic properties that are not professionally managed. There are a variety of different rental housing options, ranging from single-family homes and duplexes to small mixed-use apartment and commercial properties. Rents for well maintained and/or modestly renovated properties typically range from $450 to $550 per month for a one-bedroom unit, $550 to $650 per month for a two-bedroom unit, and $700 to $800 for a three-bedroom unit. Rents for single-family homes generally receive premiums above these rent ranges.

Rents for newly rehabilitated properties typically receive premiums above these ranges. To estimate achievable market rents for newly built, renovated, and/or rehabbed properties, we have identified and highlighted a few local properties that are well-maintained or have been recently renovated. Rents in these units or homes generally range from about $700 per month for a one-bedroom unit to as much as $1,200 per month for a three-bedroom home.

3137 Pennsylvania

SINGLE-FAMILY

Built: 1889
Renovated: 2016

2BR/1Ba
1,056 SQ FT

Rent: $800/mo.

2701 Arsenal

MIXED-USE BUILDING

Built: 1908
Renovated: 2013

1BR/1Ba
880 SQ FT

Rent: $700/mo.
Rent PSF: $0.80/SF

3450 Osage

SINGLE-FAMILY

Built: 1902
Renovated: 2009

3BR/1.5Ba
1,600 SQ FT

Rent: $1,195/mo.

2608 Cherokee

2nd FLOOR CHEROKEE

Built: 1913
Renovated: 2009

1BR/1Ba
800 SQ FT

Rent: $850/mo.

DeSales Impact 2014

RENOVATED 2014
558 SQ FT - 1BR
851 SQ FT - 2BR
1,165 SQ FT - 2BR TH
1,424 SQ FT - 3BR

AVG. RENT
1BR: $0.88/SF
2BR: $0.74/SF
2BR TH: $0.57/SF
3BR: $0.55/SF

DeSales MHA I, II, 2000

BUILT 1994 - 2006
785 SQ FT - 1BR
1,048 SQ FT - 2BR
1,258 SQ FT - 2BR TH
1,710 SQ FT - 3BR
1,556 SQ FT - 3BR TH
2,050 SQ FT - 4BR TH

AVG. RENT
1BR: $0.72/SF
2BR: $0.63/SF
2BR TH: $0.55/SF
3BR: $0.47/SF
3BR TH: $0.51/SF
4BR TH: $0.44/SF

Grand South Senior

BUILT 2008
542 SQ FT - 1BR
725 SQ FT - 2BR

AVG. RENT
1BR: $1.02/SF
2BR: $0.90/SF

87 UNITS—98% OCC.

AFFORDABLE

Affordable housing, or housing developed with the assistance of low-income housing tax credits (LIHTC) and/or other public funding sources (Section 8, Section 202, etc.), is also limited within the PMA and Study Area despite its high concentration of low-income households. Instead, most new affordable rental housing in the city has been located in North St. Louis, forcing many income-qualified households in the Study Area to live in substandard housing because they cannot afford better options or to relocate to other parts of the city or region with a newer housing stock.

The area's biggest provider of family-oriented affordable housing is DeSales Community Housing Corporation, a non-profit community organization that provides newly built and rehabilitated housing containing one to four bedrooms. While these homes are scattered throughout South St. Louis, most are concentrated north of the Study Area in the Fox Park neighborhood. Notable projects include State Street Apartments, Desales MHA I, II, 2000, and Desales Impact 2014. Typically, average rents should be set about 10 to 20 percent below market rents, but are often even more affordable at rents ranging from $0.44 to $0.88 per square foot.

Grand South Senior is the only LIHTC property restricted to seniors (55+) in the Study Area. It was built in 2008 and has 78 one-bedroom units and nine two-bedroom units. Rents range from $0.90 to $1.02 per square foot and occupancy remains above 95 percent, with a long wait list. There are also two professionally managed Section 8 properties within the Study Area. Alexian Court Apartments and St. Louis Booth Manor are both designated for seniors and combined provide 151 studio and one-bedroom units. Rents at these properties are based on 30 percent of the tenant's income.
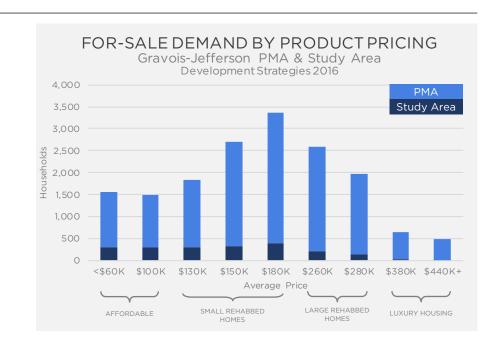
DEMAND: CONVENTIONAL ANALYSIS

Conventional market analysis yields insight into key price points that are affordable to portions of the market. Within the Study Area and PMA, homes priced around $180,000 have the great level of support. While rental housing demand is highest for deepest subsidized housing, there is significant demand for housing at rents ranging from about $650 to $1,300 per month.

Conventional market demand analysis utilizes household income data to determine for-sale and rental housing price points that will be in highest demand in the Study Area and PMA. Conventional analysis offers a level of understanding of local market conditions and depth of demand. The conventional analysis of the Gravois-Jefferson PMA and Study Area is illustrated in the charts at right and are generally supportive of existing rent and sale prices within local supply.

The greatest support in the market for for-sale products is at price points of $150,000 to around $180,000, nearing the high-end of newly built or renovated products offered in the Study Area. There is also significant support—over 4,000 households—for homes priced from $250,000 to $300,000, which would represent a relatively large newly rehabilitated home in other parts of the PMA, whereas demand for this type of product in the Study Area is far more limited.

A similar analysis was conducted for rental housing. Demand for units priced below $440 per month (deeply subsidized housing) remains overwhelming and underscores the continued need for more quality affordable rental housing in the PMA and Study Area. However, there is also significant demand for housing priced from about $650 to $1,300 per month, pricing that is not high enough to facilitate new construction, but could be offered in renovated properties and newly built affordable rental housing.
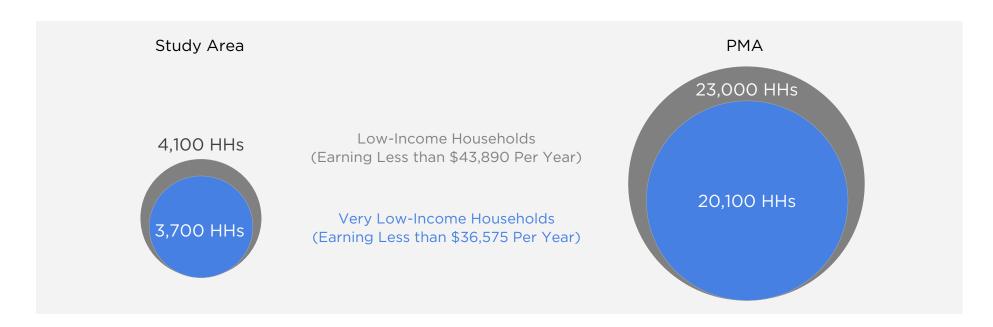

FOR-SALE DEMAND BY PRODUCT PRICING
Gravois-Jefferson PMA & Study Area
Development Strategies 2016

RENTAL DEMAND BY PRODUCT PRICING
Gravois-Jefferson PMA & Study Area
Development Strategies 2016

DEMAND: AFFORDABLE

The implications for the Study Area are significant. Affordable housing is typically addressed with tax credits used as equity to help finance the development of a property, while subsidized housing is generally addressed with federal programs that provide households a rent subsidy. Increased targeting and usage of these subsidies within the Study Area could greatly improve housing conditions for a large share of current residents.

Based on HUD-published household income limits for three-bedroom units in the St. Louis MSA, there are roughly 4,100 households within the Study Area that would be income-eligible for units at 60 percent AMI levels, with 3,700 households eligible for housing at 50 percent AMI levels. Based on likely achievable LIHTC rents, roughly 1,500 households in the Study Area would also be income-qualified for affordable rental housing at 60 percent AMI. Applying a reasonable capture rate of 10 percent, any one affordable project in

the Study Area would be able to serve as many as 150 households. An additional 10,000 households in the PMA would similarly qualify for these units, should the goal be to provide affordable housing for a larger population in the city.

In addition to demand for affordable housing, demand for subsidized housing is overwhelming. In St. Louis, this population generally includes larger households who earn less than $36,575. There are over 3,700 households in the Study Area and more than 20,000 households in the PMA who fall into this very low-income category. Some portion of this demand could be met in the Study Area with a combination of federal programs that include LIHTC, Section 8 subsidies, and other development incentives.

Study Area

4,100 HHs

3,700 HHs

Low-Income Households
(Earning Less than $43,890 Per Year)

Very Low-Income Households
(Earning Less than $36,575 Per Year)

PMA

23,000 HHs

20,100 HHs

Industrial, Retail, and Office

APPENDIX

INDUSTRIAL SUPPLY

Industrial space in the Study Area is limited to smaller, older, mostly obsolete properties suitable for continued use as low-cost space for small businesses and potential conversion to flex space. An achievable lease rate for traditional warehouse space is roughly $3.00 psf, while flex buildings can achieve lease rates of $7.00 psf.

Despite the city's origins as a center for industrial activity, the Study Area, and to a lesser degree, most of South St. Louis, is no longer truly competitive for large-scale warehouse, distribution, and industrial space. This is primarily due to a major economic restructuring, as most modern bulk-warehouse and industrial users seek larger, more modern buildings, a property type that is rare within the city because of higher site assemblage and property acquisition costs. Given these factors, South St. Louis industrial space has significantly lower average lease rates of $3.24 per square foot and higher vacancy rates of 8.3 percent according to CoStar.

Despite this negative trend, the Study Area and South St. Louis contain a number of buildings suitable for small businesses. Many of these buildings

were built for smaller specific users and have received numerous alterations and additions over the past few decades to meet changing needs. While this implies functional obsolescence, it also means that these buildings have been upgraded with modern loading docks, sprinkler systems, and offices. Rents for these types of properties are typically about $3.00 per square foot, while sale prices are about $20 to $25 per square foot.

The majority of properties in the Study Area are situated along its fringes on the south side of Gravois Avenue or west side of Jefferson Avenue. Most are owner-occupied and improved with built-to-suit features, while few spaces are available for lease. Some smaller buildings—2727 Jefferson Avenue and 3130 Gravois Avenue—have been rehabilitated and repurposed for use as flex space where roughly half of the space is utilized as offices and the other half is utilized as light-industrial. These types of properties generally achieve rates of about $7.00 per square foot. Conversion of industrial buildings to retail or residential use is also popular. While a potentially viable use, efforts should be made to preserve some of these properties for continued primary or partial use as industrial space to increase quality employment options within the Study Area.

3431 Meramec St.

2727-31 S Jefferson Ave.

SELECTED PROPERTIES		Location	Total Size (sq. ft.)	Occupancy	Avg. List Lease Rate	Year Built/ Renovated	Building Type	Land Area (acres)
3431 MERAMEC ST.	1	Dutchtown	6,000	100%	Owner Occ.	1985/2007	Warehouse	0.55
1315 CHEROKEE ST.	2	Benton Park	60,900	0%	$3.20	1985	Warehouse	1.20
2727-31 S JEFFERSON AVE.	3	Benton Park West	22,300	100%	$7.75	1925/2005	Flex	0.78
4161 BECK AVE.	4	Tower Grove South	115,000	50%	$3.50	1920	Warehouse	4.50
3130 GRAVOIS AVE.	5	Benton Park West	42,000	100%	$6.35	1950/2004	Flex	1.26

Source: CoStar, Development Strategies

APPENDIX

RETAIL AND OFFICE SUPPLY

Most actively marketed retail and office space within the Study Area is concentrated within neighborhood business districts along Cherokee and Meramec streets. Achievable modified gross lease rates are roughly $7 to $8 per square foot, but will vary based on the quality and condition of the space.

According to CoStar, there are 181 commercial buildings containing nearly 1.2 million square feet of space within the Study Area, with an average asking lease rate of $8.02 per square. At an average property size of roughly 6,600 square feet, these properties typically consist of a mix of first floor spaces within historic mixed-use buildings, second floor office space, and/or auto-oriented properties along Grand, Jefferson, and Gravois. With the exception of a few fast-food retailers and discount chain stores, the vast majority of this is occupied by independently-owned businesses, most of whom are seeking low-cost space in a quality urban environment.

The Study Area's largest concentration of actively-leased commercial properties are situated within neighborhood business districts along Cherokee and Meramec streets. These districts are comprised almost entirely of small-scale historic commercial and mixed-use buildings. Conditions of these buildings vary, but as shown on the facing pages, typical asking rents for actively marketed spaces range from roughly $6 to $10 per square foot, with most asking leases hovering around $7 or $8 per square foot. Some leases are structured as triple-net (tenants pay all expenses) but a larger proportion are typically modified gross, with landlords responsible for insurance, real estate taxes, and some property maintenance.

Other retail and office uses may be located along major thoroughfares, but these properties are typically owner-occupied, with no lease rates reported.

1	2837 Cherokee St.	BUILT: 1894/2006
		TYPE: Commercial Storefront
		SIZE: 3,000 SQ FT
		RENT: $8.00 PSF

2	3407 California Ave.	BUILT: 1894/2008
		TYPE: Mixed-Use Building
		SIZE: 4,000 SQ FT
		RENT: $7.50 PSF

3	3301-03 Meramec St.	BUILT: 1920/2011
		TYPE: Mixed-Use Building
		SIZE: 16,200 SQ FT
		RENT: N/A

4	2710-2716 Cherokee St.	BUILT: 1911/2009
		TYPE: Mixed-Use Building
		SIZE: 8,946 SQ FT
		RENT: $7.38 PSF

BUILT:
1913/2014

Cinderella Building 5

TYPE:
Mixed-Use Building

SIZE:
24,927 SQ FT

RENT:
$7.00 PSF

BUILT:
1885

2644 Cherokee St. 6

TYPE:
Street-front Retail

SIZE:
2,600 SQ FT

RENT:
$6.92 PSF

BUILT:
2017

2830 Gravois Ave. 7

TYPE:
Stand-alone Building

SIZE:
2,500 SQ FT

RENT:
Owner Occupied

BENTON PARK WEST

GRAVOIS PARK

DUTCHTOWN

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MARKET ANALYSIS: RESIDENT DEMAND
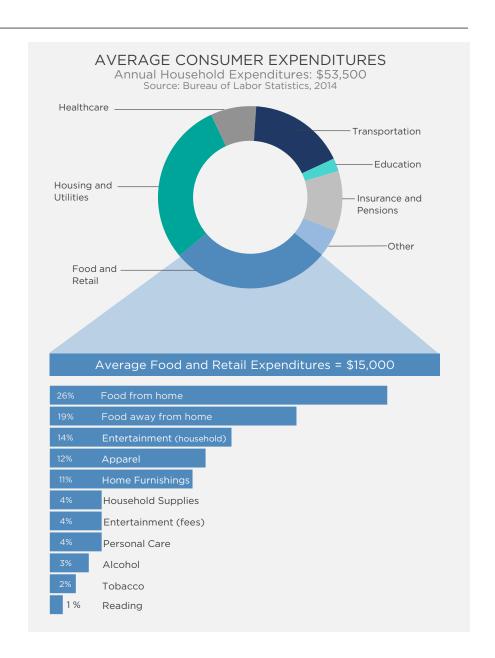
A demand gap analysis indicates that both the city of St. Louis and the primary market area is considerably undersupplied with retail, indicating potential opportunities for new retail businesses.

Demand gap analysis helps to determine whether a market is underserved or oversaturated. For example, the average household spends roughly 30 percent of its income on retail goods. By comparing the types of goods that households in a market area are buying with the actual stores located in a market area, gap analysis can determine whether supply is effectively meeting demand. If not, there may be opportunities to build more now or in the future.

In most instances, a shopping center at a given location will face competition, either within a small, neighborhood market area, or with a shopping center in an overlapping community or regional market area. To address this, market analysts apply a "capture rate"—an estimate of the percentage of retail sales, by category, that retailers at a particular location can secure.

The graphic on the following page illustrates retail oversupply and retail opportunity in the primary market area and city of St. Louis. The city of St. Louis is considerably undersupplied and there is potential for adding up to 229,000 square feet of retail space to the city of St. Louis. The primary market area is also undersupplied, with potential for as much as 1.0 million square feet of additional retail space. This is somewhat misleading, as the primary market area consists mostly of residential neighborhoods, with additional retail servicing these neighborhoods located immediately outside the market area.

Best opportunities for new retail development within the Study Area include grocery stores, small-scale clothing and shoe stores, furniture stores, and limited-service food places. Reutilizing existing retail properties along the Study Area's major thoroughfares—Grand, Jefferson, Gravois—for these types of retailers would be ideal.

AVERAGE CONSUMER EXPENDITURES
Annual Household Expenditures: $53,500
Source: Bureau of Labor Statistics, 2014

Healthcare
Transportation
Education
Housing and Utilities
Insurance and Pensions
Other
Food and Retail

Average Food and Retail Expenditures = $15,000

26%	Food from home
19%	Food away from home
14%	Entertainment (household)
12%	Apparel
11%	Home Furnishings
4%	Household Supplies
4%	Entertainment (fees)
4%	Personal Care
3%	Alcohol
2%	Tobacco
1 %	Reading

MARKET ANALYSIS: RETAIL GAP ANALYSIS

SQUARE FEET OF OPPORTUNITY/ (SQUARE FEET OF OVERSUPPLY)

Primary Market Area		City of St. Louis
	Clothing & Shoe Stores	
70,000 SF		34,000 SF
	Jewelry, Luggage, and Leather Goods Stores	
27,000 SF		82,000 SF
	Furniture & Home Furnishings Stores	
55,000 SF		45,000 SF
	Electronics and Appliance Stores	
(77,000) SF		30,000 SF
	Grocery Stores	
78,000 SF		38,000 SF
	Hobby, Book, Music, & Sporting Goods Stores	
(37,000) SF		(6,000) SF
	Full-Service Restaurants	
(40,000) SF		(897,000) SF
	Limited-Service Eating Places	
45,000 SF		(109,000) SF
	Drinking Places—Alcoholic Beverages	
4,000 SF		(85,000) SF

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Chapter Four

DEVELOPMENT CONCLUSIONS

DEVELOPMENT CONCLUSIONS

Demand for development in the Study Area is limited and will continue to be predicated on the availability of certain development incentives and public subsidies for the foreseeable future. Strategic use of these incentives paired with increased investment in people, place, and community can lead to long-term improvement in market conditions.

As has been noted throughout this report, there is limited demand for new market-based development in the Study Area due to a variety of factors. Rents and sale prices for residential, commercial, and industrial properties all remain well below other parts of the city. Demand for housing is highest at price points that cannot be delivered by the market without considerable public subsidy or other intervention. And most of the Study Area is no longer competitive for modern retail, office, or industrial uses.

Development costs—which have been estimated based on discussions with local developers and data from similar redevelopment projects—are an additional constraint to redevelopment in the Study Area. As will be demonstrated in the typology section, nearly every product has development costs that exceed their property's "as completed" development value, indicating lack of feasibility.

Therefore, without a significant paradigm shift in market preferences and attitudes, the ability of neighborhood developers and professionals to deliver quality housing and commercial products to the neighborhood will be based on their ability to secure various tax credits (HTC and LIHTC) and other development incentives (tax abatement, CDA assistance, grants, etc.). Many of these are finite resources and securing these tax credits often involves competitive application processes. This is also true for non-professional property owners in the Study Area. Increased availability of subsidies for these stakeholders such as the Health Home Repair Program will also continue to be critical in maintaining existing occupied housing and incentivizing existing business owners to make considerable investments in the neighborhood.

This is not to suggest that the Study Area has no redevelopment potential. On the contrary, these neighborhoods are well-positioned for large-scale, sustained redevelopment efforts similar to some adjacent South St. Louis neighborhoods due to their historic character, proximity to employment centers and regional amenities, and access to local transit. While addressing issues related to higher crime levels, the provision of area services, and increasing economic opportunity would all be highly beneficial to neighborhood marketability, effectively leveraging available public incentives to improve property values and increase outside investment is also greatly needed.

Conclusions regarding suitable development products, or typologies, are summarized in the chart on the opposite page. Details on available incentives that are most suitable for these products is also preferred on the following pages. Additional information detailing these typologies, including their "as completed" values, development costs, financing gaps, and contributing values of likely development incentives, are also included at the end of this section.

DEVELOPMENT PRODUCTS FOR GRAVOIS-JEFFERSON STUDY AREA

Product Type	BR	Avg. Unit Size (Sq. Ft.)	Price/Rent	Building Types	Demand Pool	Comments	Special Opportunity Site	Development Incentives
For-Sale Housing	2	1,200	$120,000	Newly Rehabbed/ Constructed Single-Family and Two-Family Homes	Limited	Highest for-sale housing demand is for housing priced between $130,00 and $180,000	Throughout the Study Area, but may be most feasible in Benton Park West	Historic tax credits, tax abatement, CDA subsidies, home repair programs
	3	1,800	$150,000					
Rental Housing	1	700	$700	Newly rehabbed single-family two-family homes, and small apartments	Moderate	The best and most profitable development opportunity for most investors assuming incentives are available	None, this typology can be located throughout the Study Area	Federal and state HTC, tax abatement
	2	900	$850					
	3	1,200	$1,000	Second-floor space above commercial				
Affordable Senior Housing	1	550	$550	New construction	Deep	Total supply will be determined based on availability of LIHTC and Section 8 subsidies	Large underutilized catalyst sites	LIHTC, HOME financing
	2	800	$700					
Industrial Warehouse	N/A	10,000	$2.75-$3.25/SF	Single-floor open warehouse	Limited	Rents are based on modified gross terms	None, reutilization of existing industrial buildings along major routes	Small business loans, tax abatement
Flex Buildings	N/A	5,000	$7.00 SF	Historic Industrial Buildings	Limited	Rents are based on modified gross terms	None, reutilization of existing historic buildings	Federal and state HTC, tax abatement, small business loans
Neighborhood Retail/Office	N/A	2,500 SF	$7.00—$8.00/SF	First-Floor Commercial Space	Moderate	Rents are based on modified gross terms	Concentrated along neighborhood commercial streets—Meramec and Cherokee	Federal and state HTC, tax abatement, façade program

TYPOLOGIES: TOOLS & INCENTIVES

Summarized below are the most useful development tools and incentives for the Study Area. Local developers have taken advantage of several of these incentives, but some remain underutilized.

The Study Area boundaries are synonymous with the Gravois-Jefferson Streetcar Suburb Historic District, which makes properties in the Study Area eligible for state and federal historic tax credits (HTC). Several rehabilitated properties in the neighborhood have already taken advantage of these credits. Local developers have also utilized Community Development Administration Funds; however funding from this source is limited and funds have historically decreased. The City of St. Louis Community Development Administration awards about four million dollars in development assistance for the entire city per year. Given the average award per project, this amounts to roughly 40 homes citywide. The Low-Income Housing Tax Credit (LIHTC) Program is also widely used across the

nation and accounts for about 90 percent of the nation's affordable housing; however, there is still a large demand in the study area for more affordable housing, and this program could be used to support that demand. Programs for individual home buyers and owners include the Missouri Housing Development Commission (MHDC) home buyer assistance programs and the Healthy Home Repair Program, but the repair program has a very long waiting list.

The Study Area already has a Special Taxing District, Cherokee Station, which runs along Cherokee Street from Indiana Avenue to Nebraska Avenue. Businesses in this district are eligible for the Façade Program. The study area also has two proposed Community Improvement Districts. Pictured below is the proposed Cherokee Street CID, which actually includes a large part of the Cherokee Station Special Taxing District. All the districts finance a wide range of public use facilities.

PROPOSED CHEROKEE STREET CID

Low-Income Housing Tax Credits (LIHTC)
http://www.mhdc.com/rental_production/low_inc_tax_pgrm.htm

The LIHTC program is an indirect federal subsidy used to finance the construction and rehabilitation of low-income affordable rental housing. The IRS allocates funds annually to each state proportional to the population. State and local LIHTC allocating agencies then distribute tax credits to developers seeking to rehabilitate or construct low-income housing. In order to obtain cash for the development, developers sell their awarded tax credit to investors. The purchased tax credit allows the investor to receive a dollar-for-dollar reduction in their federal tax liability. Developments must meet eligibility requirements for at least 30 years after completion.

Home Buyer Assistance
http://www.mhdc.com/homes/index.htm

The MHDC offers three main programs to assist home buyers; First Place Loans, Next Step, and Mortgage Credit Certificate (MCC). All programs have income and home purchase price limits. A First Place Loan provides cash assistance for a down payment and closing costs equal to four percent of the first mortgage for first time home buyers. In targeted areas the first time home buyer qualification is waived. Alternatively, a non cash assistance payment can just lower interest rates resulting in reduced monthly payments. Next Step provides similar cash assistance as the First Place Loans, but with no first time home buyer requirement. The MMC program helps first time home buyers qualify for a loan by reducing the borrowers tax liabilities. The MMC converts a portion of the mortgage interest paid by the borrower into a non-refundable federal tax credit.

Healthy Home Repair Program
www.stlouis-mo.gov

The Healthy Home Repair Program is administered by the Community Development Authority (CDA) to provide home repair assistance to low and moderate income households residing in St. Louis for at least two years, have clear title, are current on their real estate taxes and mortgage payments, and have homeowner's insurance. Eligible households must earn less than 80 percent of the Area Median Income. Many homeowners are already on the Healthy Home Repair waiting list, however, causing significant delay for any new applicants.

Real Estate Tax Abatement
www.stlouis-mo.gov

Real Estate Tax Abatement is an economic development tool to attract business and residential developers. St. Louis' tax abatement policy typically freezes the tax assessment of new improvements at the pre-development level.. Missouri state law allows abatements to last up to 25 years, with the first ten years eligible for complete abatement, and the remaining years eligible for 50 percent abatement. To qualify for an abatement for over ten years, a project must show extraordinary costs, development obstacles, or extraordinary impact.

Historic Tax Credits (HTC)
www.stlouis-mo.gov

The Study Area is synonymous with the Gravois-Jefferson Streetcar Suburb Historic District, certified by the U.S. Department of the Interior, and buildings within the district are eligible for historic tax credits. The district qualifies for both Missouri State Historic Tax Credits and the Federal Historic Preservations Tax Incentive Program. The state historic tax credit is a tax credit equal to 25 percent of the eligible costs and expenses of the rehabilitation of a historic residential or commercial structure. The federal program allows for a 20 percent investment tax credit for rehabilitation of income-producing historic structures, such as commercial, industrial, or rental housing.

Improvement Districts
www.stlouis-mo.gov | www.cherokeestreetnews.org

Community Improvement Districts (CID), Special Business or Taxing District, and Neighborhood Improvement Districts (NID) are all established as a way for financing a wide range of public use facilities as well as establishing and managing policies and services related to the needs of the district. The Cherokee Station Special Taxing Districts is in the Study Area and collects additional sales tax from businesses for community events and improvements determined by a board of commissioners. A CID can be a political subdivision, as with a Special Taxing District, or a not-for-profit. Cherokee Street CID and Dutchtown CID are currently proposed in the study area. Neighborhood Improvement Districts (NID) operate similarly, through a special tax to property owners where improvements are made.

Community Development Administration Funds
www.stlouis-mo.gov

The City of St. Louis Community Development Administration (CDA) facilitates new construction or rehabilitation of market rate and low-income residential and mixed-use development. The City of St. Louis receives an annual allocation of Community Development Block Grant funds (CBDG) and HOME Investment Partnership funds from the U.S. Department of Housing and Urban Development (HUD). CDBG and HOME funds may assist with development gap subsidy, which is the difference between the appraised value and development costs, bridge loan financing, and homebuyer assistance.

Façade Program
www.stlouis-mo.gov

The Façade and District Improvement programs offers grants for small businesses and commercial districts located in eligible city neighborhoods. Eligible applicants may request forgivable loans up to $20,000 for façade work, depending on the project's scope, private investment, and commercial area eligibility. Secured forgivable loans of greater amounts are considered on a case-by-case basis. The Cherokee Station District in the Study Area is eligible for this program.

TYPOLOGIES: FOR-SALE HOUSING

FOR-SALE	Residential Rehab

TOTAL COSTS	VALUE
$260,000	$150,000

DEVELOPMENT

Type:	3BR/2BA
Average Size:	1,800 SF
Acquisition Costs:	$20/SF
Hard Construction Costs:	$100/SF
Soft Costs:	25%

FINANCIAL GAP

Gap Before Subsidy:	$110K
Value of MO HTC:	$38K
Value of 5-Yr Abatement:	$7K
CDA Subsidy:	$65K
Gap After Subsidy:	$0

FOR SALE | Single-Family New Construction

TOTAL COSTS	VALUE
$194,000	$120,000

DEVELOPMENT

Type:	3BR/2BA
Average Size:	1,200 SF
Site Acquisition Costs:	$2/SF
Hard Construction Costs:	$150/SF
Soft Costs:	25%

FINANCIAL GAP

Gap Before Subsidy:	$74K
Value of 5-Yr Abatement:	$7K
CDA Subsidy:	$67K
Gap After Subsidy:	$0

DEVELOPMENT STRATEGIES

TYPOLOGIES: RENTAL HOUSING

RENTAL	Two-Family Homes

TOTAL COSTS	VALUE
$280,000	$200,000

DEVELOPMENT

Type:	3BR/1BA
Average Unit Sizes:	1,200 SF
Acquisition Costs:	$15/SF
Hard Construction Costs:	$75/SF
Soft Costs:	20%

FINANCIAL GAP

Gap Before Subsidy:	$80K
Value of MO HTC:	$43K
Value of Federal HTC:	$36K
Value of 5-Yr Abatement:	$9K
Gap After Subsidy:	($7K)

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RENTAL | Four-Family Homes

TOTAL COSTS	VALUE
$400,000	$297,000

DEVELOPMENT

Type:	2BR/1BA
Average Unit Sizes:	900 SF
Acquisition Costs:	$10/SF
Hard Construction Costs:	$75/SF
Soft Costs:	15%

FINANCIAL GAP

Gap Before Subsidy:	$103K
Value of MO HTC:	$64K
Value of Federal HTC:	$54K
Value of 5-Yr Abatement:	$13K
Gap After Subsidy:	($28K)

TYPOLOGIES: RENTAL HOUSING

RENTAL	Market Rate Apartments

TOTAL COSTS	VALUE
$8,670,000	$4,660,000

DEVELOPMENT

Number of Units:	50 units
Average Unit Sizes:	900 SF
Site Acquisition Costs:	$10/SF
Hard Construction Costs:	$125/SF
Soft Costs:	20%

FINANCIAL GAP

Gap Before Subsidy:	$4.01M
Value of 10-Yr Abatement:	$540K
Gap After Subsidy:	$3.47M

TYPOLOGIES: AFFORDABLE SENIOR HOUSING

RENTAL	Senior Tax Credit Apartments

TOTAL COSTS	VALUE
$8,700,000	$1,700,000

DEVELOPMENT

Number of Units:	50 units
Average Unit Sizes:	700 SF
Site Acquisition Costs:	$10/SF
Hard Construction Costs:	$150/SF
Soft Costs:	30%

FINANCIAL GAP

Gap Before Subsidy:	$7.0M
Value of MO LIHTC:	$2.4M
Value of Federal LIHTC:	$4.6M
Gap After Subsidy:	$0

TYPOLOGIES: FLEX BUILDINGS

FLEX	Industrial/Office/ Warehouse

TOTAL COSTS	VALUE
$675,000	$474,000

DEVELOPMENT

Average Building Size:	10,000 SF
Acquisition Costs:	$10/SF
Hard Construction Costs:	$50/SF
Soft Costs:	15%

FINANCIAL GAP

Gap Before Subsidy:	$231K
Value of MO HTC:	$106K
Value of Federal HTC:	$90K
Value of 10-Yr Abatement:	$20K
Gap After Subsidy:	($15K)

TYPOLOGIES: NEIGHBORHOOD RETAIL/OFFICE

MIXED USE	Apartments/Retail

TOTAL COSTS	VALUE
$468,000	$289,000

DEVELOPMENT

Average Building Size:	4,000 SF
Acquisition Costs:	$20/SF
Hard Construction Costs:	$90/SF
Soft Costs:	15%

FINANCIAL GAP

Gap Before Subsidy:	$179K
Value of MO HTC:	$72K
Value of Federal HTC:	$61K
Value of 5-Yr Abatement:	$13K
Façade Improvement:	$20K
Gap After Subsidy:	$13K

TYPOLOGIES: NEIGHBORHOOD RETAIL/OFFICE

RETAIL	Neighborhood Commercial/ Restaurant

TOTAL COSTS	VALUE
$336,000	$186,000

DEVELOPMENT

Average Building Size:	3,000 SF
Acquisition Costs:	$20/SF
Hard Construction Costs:	$80/SF
Soft Costs:	15%

FINANCIAL GAP

Gap Before Subsidy:	$150K
Value of MO HTC:	$51K
Value of Federal HTC:	$43K
Value of 5-Yr Abatement:	$8K
Façade Improvement:	$20K
Gap After Subsidy:	($28K)

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