



IMAGINING TOMORROW

for St. Louis County

strategic plan **2013**

COMMUNITY LEADERS IDEA EXCHANGE

JUNE 19, 2013

SUMMARY OF INPUT

PREPARED BY:

ST. LOUIS COUNTY DEPARTMENT OF PLANNING

INTRODUCTION

The Community Leaders Idea Exchange, held on June 19, 2013 at THE HEIGHTS in Richmond Heights, brought together more than 100 professionals, thought leaders, practitioners, and municipal and county officials to discuss the policy framework of the St. Louis County’s 2013 Strategic Plan Update. Participants were provided the opportunity to select one of the three framework topics to discuss during a facilitated session: Healthy, Engaged Residents; Desirable, Connected Communities; and, Accessible, Attractive Opportunities. This report summarizes the discussion at thirteen facilitated Roundtables, as well as feedback collected from 50 comment cards.



healthy, engaged RESIDENTS

What do you think are the greatest opportunities to promote healthy, engaged residents?

Healthy & Engaged Residents and Communities

In the broadest sense, access to services was seen as one of the greatest opportunities to promote healthy and engaged residents. Access was interpreted widely to encompass people's ability to get to services (transportation), their knowledge of services and level of health literacy, their availability of time, and their financial means. Prevention was also identified as key to avoiding negative health outcomes across age groups. Additionally, all residents should have access to healthy food and neighborhoods should be walkable, with groceries and services easily available. Literacy for all ages should also be promoted.

Healthy & Engaged Youth

Children and young people have different needs at different development stages of their lives. The importance of early childhood education and development was stressed, especially from birth to age 5. The needs of teens included access to accurate sex education, places where they feel safe and without stigma, ways to address dropping out of school, and strength-based approaches. Using schools and community centers, individually and in cooperation, was seen as an opportunity to address youth needs. Finding innovative ways to engage time-starved families, especially poor families, in their kids' school lives was also suggested. Greater awareness of the

Models

Healthy & Engaged Residents and Communities

- Colorado Transportation Expansion Project (T-REX)
- Great Rivers Greenway (St. Louis City, St. Louis County, St. Charles County)
- Pay for Success and Social Impact Bonds (U.K., New York, Maryland)
- Regional Arts Commission
- SELF Program (Mercy Neighborhood Outreach partnership with food pantries)
- 24:1 Community Building Initiative (Beyond Housing)
- United Way 211

Healthy & Engaged Youth

- Aging Out Initiative (Epworth Children's Home)
- Children's Service Fund (St. Louis County)
- Harlem Children's Zone (New York)
- Head Start
- Parents As Teachers
- Ready by 21 (The Forum for Youth Investment)
- St. Louis Graduates (St. Louis Regional Collaborative)
- Teen Outreach Program (Wyman Center)
- Spanish Lake Youth Resource Center (St. Louis County Department of Human Services)
- The Spot (Washington University Medical School)
- University City Children's Center

Children’s Service Fund was also viewed as an opportunity.

Healthy & Engaged Seniors

Older adults are often at risk of being isolated, so connecting seniors to each other, to service providers, and to the community are seen as ways to keep them healthy and engaged. Addressing affordable and accessible housing is

viewed as an important component for the quality of life of seniors, as is the ability to age comfortably and safely at home. Inter-generational initiatives are also seen as opportunities.

Healthy & Engaged Seniors

- Mid-East Area Agency on Aging Inter-Generational Programming (partnership with Bayless School District)
- St. Louis OASIS
- Timebanks for Seniors (Salem, MA, Santa Cruz, CA)

What is needed to move the needle of effectiveness for addressing our youth, an aging population, and persons living in areas of concentrated poverty?

Clearly, the need for greater leadership, collaboration, and cooperation was frequently expressed in many ways. Identifying common priorities and goals; being proactive, not reactive; and acting in concert with each other, not in isolation were all seen as needed. More specifically, greater cooperation and coordination among municipalities within the county, as well as between the City of St. Louis and St. Louis County were repeatedly recommended. The concept of “collective impact” was also identified as a means to increase effectiveness. Collective impact is a more structured approach than collaboration and based on the premise that no single organization can create large-scale, lasting social change alone. Prioritizing areas of need, focusing on targeted zip codes, being outcome-oriented and learning from pilot projects were also suggested. The importance of engaging residents who receive services and in planning processes was identified, as well.

Priorities

Healthy and Engaged Residents

- Access to health and mental care, for all age groups, especially seniors.
- Healthy living across a person’s life span.
- Nutrition, healthy food and eating habits.
- Walkable, accessible communities for pedestrians (sidewalks, etc.).
- Focus on poverty.
- Employment with a living wage.
- Diversity/oppression training.
- Contact assigned individuals in municipalities (50 or more employees) who are designated to provide assistance, etc., for individuals with disabilities.

Healthy and Engaged Youth

- Schools/education.
- Quality early childhood education.
- Access to Head Start.

- Alignment of children and youth services around a positive development approach.
- Parent education and engagement in all children's services.
- Alternatives for kids involved in crimes.
- Provide places where kids feel safe.
- Have community places with positive influence.

Leadership, Collaboration, Communication

- Leadership is key; leaders of organizations need to be engaged even if it doesn't impact them.
- Collective Impact.
- Collective focusing in targeted areas of need.
- Seamless coordination and cooperation among service providers and all services.
- Encourage partnerships; shortcut red tape.
- More cooperation, information-sharing among agencies.
- Better linking of agencies, government, funding, services for long-term change.
- Create an asset map of investment to identify high performers.
- City and County communication.
- Communication through Facebook; use technology; non-profits and citizens need to be engaged.
- Increase awareness and use multiple media outlets such as TV, radio, 9Network (old and new media).

desirable, connected **COMMUNITIES**

What do you think are the greatest opportunities to create desirable, connected communities?

Enhance Mobility & Connectivity

The key to creating desirable, connected communities is to improve mobility through a variety of transportation options and to create stronger linkages between neighborhoods and those options. Transportation options were viewed as being more than just cars and roads to include public transit, sidewalks, trails, and bike paths. The desire for more sidewalks beyond residential areas, more trails, expansion of MetroLink, and greater linkages between different transportation types, such as connecting off-road and on-road trails, were all identified as opportunities.

Models

- AARP Network of Age-Friendly Communities
- Beyond Housing's 24:1 Community Building Initiative
- Community Land Trusts
- Evergreen Cooperatives (Cleveland)
- Rebuilding Together – St. Louis
- East-West Gateway's Great Streets Initiative
- Independent Transportation Network (ITN) – St. Charles
- Indianapolis Cultural Trail
- U.S. Department of Education's Promise Neighborhoods Program

Encouraging Transit Oriented Development (TOD), that is, mixed-use investment near established transportation stations and nodes is another opportunity to create more connected communities. However, greater education and awareness about the benefits of TOD and higher density developments among the public and local officials are needed. An example of a successful Transit Oriented Development in the St. Louis region would also be an opportunity to encourage such development.

Municipalities in St. Louis County are already planning multi-modal improvements to enhance mobility and connectivity. To create a truly integrated system, greater cooperation is needed between communities and St. Louis County Department of Highways and Traffic to establish connections. St. Louis County's adoption of a Complete Streets ordinance was also suggested.

Revitalize Commercial Areas for Changing Markets

The need to address distressed communities and revitalize commercial areas was recognized as important component of desirable communities. Successful commercial areas need convenience of services and a vibrancy of mixed uses. Creating opportunities for reinvestment include making developers aware of which areas need revitalization as an alternative to building elsewhere.

Promote a Variety of Housing & Neighborhood Options for All Ages

Building on St. Louis County's assets provides opportunities to promote diverse housing and neighborhood options. For Millennials, creating more housing options around St. Louis County's job centers and universities are potential opportunities. Universities can serve as vibrant population centers for jobs, housing, and entertainment. For the aging population, there are many examples of successful senior housing projects to use as models. Targeting services, like clinics, near concentrations of seniors is beneficial. Regardless of age group, walkability, ease of getting around, and amenities, like trails, are attractive components of neighborhood quality. Other suggestions to enhance the housing stock included home repair programs and retrofitting for energy efficiency and universal design. Finding ways to address housing affordability was also suggested as important.

Priorities

Promote a variety of housing & neighborhood options for all ages

- Housing and neighborhoods that are walkable, accessible, and connected to services.
- Housing for diverse communities.
- All new development, especially housing, must be accessible to people of all ages and abilities.
- Accessible housing, including universal design.
- Affordable housing for all County residents – seniors and families.

Invest in distressed communities

- Redevelopment of existing space rather than building new.

Revitalize commercial areas for changing markets

- Change economic development incentives (TIFs) to reward mixed-use, cross-silo revitalization plans.

Enhance mobility & connectivity

Multi-modal/Complete Streets

- St. Louis County Department of Highways & Traffic needs to change their way of thinking to make desirable/connected communities.
- Pedestrian-friendly streets.
- Incorporate low-stress biking facilities.
- Master plan identifying and developing accessible communities.
- Smart Cars.

Transit

- More public transportation, not more highways.
- User-friendly transportation and access to more mass transit without needing to drive a car.
- Invest in and expand the transit system.
- Transit coverage in areas of need.

- Broader community education on the attributes and benefits of dense, mixed-use and truly connected communities throughout the region.
- Education on the importance of having strong public transit and mobility choices.
- Strengthening public transportation and strategically focusing on need – connecting the community to jobs and disability community.
- Providing kids passes for public transportation instead of school bus service.
- Tax breaks for providing transportation to those in need.

Mixed-use and Transit Oriented Development

- Density is needed for the expansion of transportation and vice versa.
- Consolidated zoning overlay capacity to allow more effective mixed-use density.
- Transit-oriented development.
- Change economic development incentives (TIFs) to reward mixed-use, cross-silo revitalization plans.

Other

- Condense municipalities – make connections.

accessible, attractive **OPPORTUNITIES**

What do you think are the greatest opportunities to provide accessible, attractive educational and economic opportunities?

Increase Educational Attainment for Youth & Young Adults

Increasing the educational attainment for youth and young adults begins at birth. Providing support systems and making investments for youth development early on is viewed as fundamental. A “cradle to college and career” mentality and accompanying support system for young people to succeed are needed here. School districts are often too small to provide adequate resources and more sharing between districts should be considered.

There also should be greater linkages between school districts and employers to improve young people’s access to economic opportunity. Collective impact initiatives have been successful in other places in the country and more could be implemented here, but the efforts must be better coordinated.

Models

- Asset Mapping
- College Summit (St. Louis Public Schools)
- St. Louis Bi-State Asset Map of Immigrant Support Services (Coming soon)
- Social Impact Bonds
- youthCONNECT: Venture Philanthropy Partners

Develop an Environment of Entrepreneurship

The greatest source of new net job growth in the country is small business start-ups. The St. Louis area is already gaining momentum, but greater communication and coordination is needed among the 60-80 organizations working on new business start-ups. While there is successful focus on biotech/technology-based entrepreneurship and serial entrepreneurs, more attention needs to be paid to manufacturing/labor-based entrepreneurship and first-time entrepreneurs, who might take risks if given the necessary support. Connecting entrepreneurs to training programs is an opportunity to link people with entry-level and lower-tech jobs. Municipalities also might play a role as a gateway, catalyst, or connector for entrepreneurs, providing incubator space or micro-lending.

Encourage Immigration & Innovation

Communicating to the world that the St. Louis area wants immigrants and entrepreneurs is the first step in creating an attraction here. Promoting a welcoming and inclusive environment, recruiting specific talents, and encouraging foreign-born persons to locate here are all opportunities for the attraction and retention of people. Marketing the St. Louis area’s advantages, including its business climate, affordability, quality of life, and urban environment is critical to raising awareness and promoting growth.

Priorities

Increase educational attainment for our youth & young adults

- Support early childhood education.
- Greater links between the business community and education.
- Work with employers on entry level positions and invest in continuing education.

Encourage immigration & innovation

- Need to be a more welcoming community.
- Need to be an inclusive and supportive community.

YOUR BIG IDEAS

More Cooperation, Collaboration, Communication & Effectiveness

- ❖ **Regional collaboration (teamwork) to make our region competitive and attractive.** St. Louis County can lead the effort and model best practices for other counties in the region.
- ❖ **More cooperation between city and county services** - the entire region is responsible for the health and vitality of St. Louis.
- ❖ Working to **coordinate the information** about the resources and services currently available in the region.
- ❖ Creating a **community of inclusion**. The region is too insular.
- ❖ **Collective impact**, starting on a pilot project.
- ❖ Organizations providing like services collaborating to **lessen duplication** of services - **working in partnership for funding**.
- ❖ Robust **asset mapping** of programs that are high performers.
- ❖ More **incentives for collaboration** among not-for-profits, government, and the private sector. I would like to see **an incubator** of sorts, for those three sectors working on specific issues, like education, transportation, housing, etc.
- ❖ **Better linking** of not-for-profits in urban planning process.

Combine, Consolidate, Reform

- ❖ Efforts for communities to work together - **combine, consolidate**, municipalities, school districts, fire districts, etc.
- ❖ Consolidate municipalities and have the **City of St. Louis re-enter St. Louis County**.
- ❖ **Regional fiscal reform** - a focus on sales and property tax is not progressive and will not allow us to thrive and prosper.

Raise Awareness, Share the Data

- ❖ Create methods to **increase awareness of services related to themes (your drivers)** to avoid overlap.
- ❖ We have to **create a rationale for change** - why we need to do things differently. **Share the data** with the community.
- ❖ Please **get these trends in front of as many city councils** as possible. The big idea of moving forward, based on data, is so important. The statistic of people preferring to age in their homes was very compelling.
- ❖ **Think big about root causes** of exclusion/isolationism/fragmentation that will thwart real change if not addressed.

Be Multi-Modal, Bike and Pedestrian Friendly

- ❖ Rescind County Highway's policy of only one type of bike facility (a 14' travel lane for bikes to share with cars) and **create a complete streets policy** that allows low-stress bike networks to be created (buffered bike lanes, cycle tracks, etc.)
- ❖ Get County Highways Department included in the **multi-modal road diet**, connectivity of communities. The County road system acts as a divider in this manner.

- ❖ **Adoption of form-based zoning** and adoption of complete streets policy in St. Louis County. Better transportation and sidewalks.
- ❖ **Make roadways look nice**, clean-up weeds around medians and stop lights.
- ❖ **Sidewalks everywhere.**
- ❖ Have our roads and highways designed to be **more pedestrian oriented, especially bike.** When thinking about cities like Washington D.C., Portland, and Vancouver, where biking is an active commuting mode of transportation, those opportunities are seriously lacking in St. Louis. Trails are great for recreation, but the streets are what get people to their work and places the need to be.
- ❖ **Developer and transportation collaboration** to create better living design communities for all residents.
- ❖ Addressing transportation obstacles to the delivery of services.

Improve Public Transit and Promote Transit Oriented Development

- ❖ Improved public transportation.
- ❖ Investment and expansion of Metro.
- ❖ **Expand mass transit (Metro) in all directions**; linking universities, shopping, restaurants, and residential areas.
- ❖ Better public transportation. **Transportation network out to St. Charles.**
- ❖ Extend the independent transportation network **(ITN) model** from St. Charles (where full infrastructure is in place) to St. Louis County.
- ❖ Expanded public transit system in St. Louis County that meets the needs of all 4 target groups. Development around the system goes hand-in-hand with this.
- ❖ **Development at Metro stations** - mixed-income, housing using universal design, services such as groceries, pharmacies, entertainment.
- ❖ Joint planning and development of major **transit oriented development** and MetroLink stations; involving the participation of County, Metro, municipalities, major developers, and finance institutions.
- ❖ **Mixed use development on Natural Bridge** near the UMSL campus.
- ❖ **Transportation/transit oriented development in North St. Louis County.**

Create Diverse Housing & Neighborhoods

- ❖ Incentives to build and remodel so **homes are accessible** for individuals, no matter what their physical challenges are.
- ❖ Work on creating **age friendly communities** with collaboration from AARP.
- ❖ Opportunities for **streamlining code adoption across municipalities** to allow for more cost-effective housing to be built; and for more cost-effective land development.
- ❖ **Master plans** can be instrumental in supporting dialogue between cities and county.
- ❖ Better opportunities for **livable, walkable communities** - shopping and restaurants to attract Boomers and Millennials.

Improve the Health and Wellbeing of our Residents

- ❖ Greater **health promotion** for people of all ages.
- ❖ Access to and education about healthy **food/nutrition**.
- ❖ Employment with a living wage and **vocational training** for youth and **internships at area corporations**.
- ❖ **More earned income for low and moderate income persons/families** (more jobs, higher wages) and more integration of income groups.
- ❖ Addressing **concentrated poverty**.
- ❖ **Intergenerational programs** for kids and seniors.
- ❖ **Parent education** and engagement in all services for children.
- ❖ Focus all of our efforts on **targeted zip codes**.

PARTICIPANTS:

Stakeholder Organization	Title	Participant
AARP Missouri	Associate State Director, Community Outreach	Sheila K. Holm
APA St. Louis Metropolitan Section	Senior Planner	Justin Wyse
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Better Family Life	Program Manager	Darryl Grimes
Big Brothers Big Sisters of Eastern Missouri	Sr. Vice President of Program Development	Kate Dopuch
Boys & Girls Clubs of Greater St. Louis	President	Dr. Flint Fowler
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City of Ballwin	City Administrator	Bob Kuntz
City of Brentwood	City Administrator	Bola Akande
City of Ellisville	City Administrator	Kevin Bookout
City of Greendale	Mayor	Monica Huddleston
City of Manchester	Director of Planning, Zoning & Economic Development	Franz Krantz
City of Maplewood	The Honorable	Barry J. Greenberg
City of Richmond Heights	The Honorable	Mayor James Beck
City of Richmond Heights	City Manager	Amy Hamilton
City of Richmond Heights	The Honorable	Camille Greenwald
City of Sunset Hills	Director of Public Works	Bryson E. Baker
City of Webster Groves	The Honorable	Debi Salberg
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East-West Gateway Council of Governments	Director, Research Services	John Posey
East-West Gateway Council of Governments	Manager of Regional Policy Research	Mary Rocchio
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Innovate St. Louis	President & CEO	Marilyn Gannon
Integrated Health Network	CEO	Bethany Javois-Johnson
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Lemay Housing Partnership	Executive Director	Reggie Scott
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Metro	President & CEO	John Nations
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Spanish Lake Community Association	Board Member	John Gianoulakis
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Teen Pregnancy and Prevention Partnership	Program Coordinator	Katy Southworth
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Wyman Center	Sr. Vice President	Allison Williams
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Department of Highways & Traffic and Public Works	Director	Sheryl Hodges
Department of Human Service	Director	Andrea Jackson-Jennings
Department of Human Service	Manager	Susan Schafers
Department of Human Service	Director of Family and Community Services	Tom Fee
Department of Parks & Recreation	Director	Tom Ott
Department of Planning	Community Development Loan Specialist	Adam Roberts

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St. Louis County Children's Service Fund	Deputy Director	Julie Russell
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St. Louis County Council, District 5	Administrative Assistant	Eric Fey
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