BILL NO. 213, 2013

ORDINANCE NO. 25,569, 2013

Introduced by Councilmember Burkett

AN ORDINANCE

APPROVING AND ADOPTING THE 2013 UPDATE TO
THE STRATEGIC PLAN FOR ST. LOUIS COUNTY.

BE IT ORDAINED BY THE COUNTY COUNCIL OF ST. LOUIS COUNTY,
MISSOURI, AS FOLLOWS:

SECTION 1. The 2013 Strategic Plan Update, in the
form of a document entitled "Imagining Tomorrow for St. Louis
County" with accompanying maps and documentation, filed with the
County Council by letter dated August 27, 2013, in accordance
with the St. Louis County Charter, Section 2.180.33, is approved
and adopted.

ADOPTED: OCTOBER 29, 2013

KATHLEEN KELLY BURKETT
CHAIRMAN, COUNTY COUNCIL

APPROVED: OCTOBER 30, 2013

CHARLIE A. DOOLEY
COUNTY EXECUTIVE

ATTEST: GENEVIEVE M. FRANK
ADMINISTRATIVE DIRECTOR

APPROVED AS TO LEGAL FORM:

Robert H. Grant
DEPUTY COUNTY COUNSELOR

89-1076
IMAGINING TOMORROW
for St. Louis County

Strategic Plan Update
September 2013
INTRODUCTION
OVERVIEW OF STRATEGIC PLANNING PROCESS

St. Louis County has a story to tell. As the most populous county in Missouri, as well as the population and economic center of the St. Louis metropolitan area, St. Louis County plays a crucial role in the state’s and region’s vitality. Home to roughly one million residents, St. Louis County boasts more homes, roads, jobs, labor force, business start-ups, and Fortune 500 companies than any other place in Missouri. St. Louis County is a place of diverse neighborhoods and communities and part of the nation’s most affordable region.

St. Louis County’s assets are considerable, yet they do not tell the whole story. As St. Louis County has grown, it has transitioned from a place of flourishing suburban development, to a mature, built-out landscape where redevelopment is as likely to occur as new development. Having benefited from the post World War II population and housing boom, St. Louis County’s growth, which peaked in 2000, has now slowed. And like countless communities across America, St. Louis County felt the impact of the Great Recession in a weakened economy and housing market whose recovery has been slower than hoped.

Building on its assets and adapting to the changing realities of the 21st century have become St. Louis County’s building blocks as it looks ahead to the next chapter of its growth and development. The update of St. Louis County’s five-year strategic plan has created the opportunity to both re-examine its current state and reimagine its future. St. Louis County’s plan is the result of the County Charter, adopted in 1979, which calls for a county plan and its review every five years. Since 1990, the county plan has moved from a traditional, general land use plan, to a more policy-oriented strategic plan. This change reflects the maturation and full development of St. Louis County.

The last county strategic plan was published in 2008, just as the country was in the midst of the Great Recession. St. Louis County’s 2008 Strategic Plan Update, Public Service through Vision and Action, built on a framework created in the county’s 2000 Strategic Plan. With the effect of the national recession still casting its shadow, and the results of the 2010 decennial census offering new data, county officials knew the 2013 Update of the Strategic Plan would be dramatically different.

The process of developing the 2013 Strategic Plan was intentionally data driven and augmented by considerable spatial analysis using mapping software. It was also substantially grounded in public policy research and analysis with the intention of creating a new narrative for St. Louis County as it changes and
matures. The planning process encompassed strategic assessments, survey data, focused external expertise and input, and broad stakeholder participation.

An overview of the planning process follows.

UNDERSTANDING THE CONTEXT

2010 U.S. Census

The decennial census counts every resident in the United States as required by the Constitution. Not only is this data used to determine the number of seats each state has in the U.S. House of Representatives, it is also used to distribute billions in federal funds to local communities, and provides a wealth of national and local demographic and housing information. Results of the 2010 census were released throughout 2011. St. Louis County’s strategic plan update was timed to be offset with the decennial census, so that the data could be comprehensively analyzed and included in the plan. This data, reflecting the dynamic population changes in St. Louis County since 2000, became a major motivation in jumpstarting the strategic planning process.

State of the County

In early 2012, County planners prepared a “State of the County” analysis, focused on three foundational components of St. Louis County: demographics, economics, and housing market. In addition to an analysis of the 2010 Census, the State of the County assessment looked at economic and employment data from the U.S. Department of Labor, and housing data, including values, prices, sales, and foreclosures from St. Louis County’s Department of Revenue and St. Louis Board of Realtors. The State of the County assessment provided current and comparative trend data and highlighted strengths, weaknesses, and significant changes in St. Louis County. Most importantly, the assessment began to raise potential policy implications suggested by the data. The State of the County assessment was presented to St. Louis County officials and the County Council in the spring of 2012.

TELLING THE STORY

Policy Briefs

Using the State of the County assessment as a launching point, County planners prepared a series of briefing papers through the summer of 2012. Their intent was to help develop a better understanding of the data and trends impacting the county and explore policy implications in more detail. The briefing papers
were designed to create a narrative for St. Louis County focusing on the following questions: What is the data telling us about St. Louis County? How does St. Louis County compare to the nation, state, and region? What are the most relevant data points to analyze? and Why does this information matter to us? Developing the briefing papers required analysis of data from a variety of sources, as well as a literature review of research and studies conducted by universities, institutes, and others. In all, eight policy briefs were written, becoming the foundation for the strategic plan:

1. Reimagining St. Louis County: Policy Brief Overview
2. The Dynamics of Population Change in St. Louis County
3. The Generational Convergence of the Baby Boomers and Millennials in St. Louis County
4. Growth Through Diversity: The Potential of Immigration in St. Louis County
5. Meeting the Challenges of Concentrated Poverty in St. Louis County
6. The Importance of Housing Diversity in St. Louis County
7. Positioning for Growth out of the Great Recession
8. The Transportation System: Benefits Beyond Mobility

LISTENING TO THE PUBLIC
Citizen Survey

Given the size and complexity of St. Louis County, county officials determined a random sample telephone survey as the most effective means to gather input from St. Louis County residents. Similar surveys had been conducted in conjunction with prior strategic plans in 1999 and 2007. The purpose of the survey is to measure public opinion about quality of life in St. Louis County, satisfaction with local services, County Government’s customer service, importance of selected County services, and specific policy issues.

The survey was conducted by Dr. E. Terrence Jones in June of 2012 with 813 randomly selected St. Louis County residents. Statistically, precision for the survey results is at +/- three percent with a 95 percent confidence level. The survey included more than 60 questions, including demographic information about the respondent. An important aspect of the survey is the ability to analyze results by where respondents live in St. Louis County: Central County, Inner North County, Outer North County, South County, and West County. The
survey offers valuable insight into how residents view quality of life in St. Louis County and whether those views have changed over time. The results of the 2012 Citizen Survey were presented to the County Council in September of 2012.

DEVELOPING THE STRATEGY

Policy Roundtables

A series of Policy Roundtables was convened to guide the policy direction for St. Louis County using information gathered from the State of the County analysis, Policy Briefs, and Citizen Survey. Building on months of data analysis and research, County officials identified three significant demographic drivers around which to organize policy discussions: 1) the aging of the population; 2) the emerging Millennial population, and 3) the concentration of poverty. (Note: A fourth demographic driver, immigration, was considered, but it was already the topic of a regional study that included St. Louis County’s participation.)

There were nine Policy Roundtable sessions held between December of 2012 and March of 2013. Participants on the Roundtables included representatives from the Office of the County Executive, department directors, and senior management staff. Importantly, the Policy Roundtable process was kicked-off with panels of local experts, thought leaders, and practitioners to help bring diverse perspectives outside of County Government to the discussions. In addition, volunteers from the non-profit, university, and businesses sectors volunteered to facilitate six of the policy discussions. The work of the Policy Roundtables resulted in the development of the Strategic Plan’s goals, outcomes, strategies, and tactics.

ENGAGING STAKEHOLDERS

Community Leaders Idea Exchange

St. Louis County officials presented its data, findings, policy framework, and recommendations to more than 100 local officials, civic leaders, non-profits, business, academic, and community leaders in June of 2013. Participants represented nearly 70 county and regional organizations. The principle objectives of the Community Leaders Idea Exchange were to gather feedback about St. Louis County’s strategic direction; facilitate communication among agencies; and, explore partnerships for future implementation of the plan. The event marked an important milestone in sharing St. Louis County’s vision with
community leaders and building the necessary relationships to address the initiatives and challenges outlined in the plan.

Community Narratives

At the heart of St. Louis County’s Strategic Plan are its residents, the communities they call home, and the opportunities they have to improve their lives. Behind the facts, figures, and maps in the plan, there is the recognition that it is people who inspire, create, and share in St. Louis County’s quality of life. In response to a request made to County departments and agencies, the plan highlights customers, staff, and partners who are making a difference in our community. Inspired by the priorities identified in the plan, participants were asked to share their stories of vision, innovation, success, and collaboration. The community narratives highlighted in the plan represent ideas, programs, and services worthy of replication or expansion.

IMAGINING ST. LOUIS COUNTY TOMORROW

Every five years, St. Louis County officials have the responsibility to review the County plan and consider the conditions and trends affecting the County. Different planning processes have been used over the last several decades to update the plan, but regardless of process, all strive to document St. Louis County’s status, better understand issues affecting the countywide community, and set a course for the future. Each plan presents an opportunity to shape policy, guide decision making and direct resources for the benefit of St. Louis County’s citizens.

The 2013 Update of St. Louis County’s Strategic Plan is designed to be an impactful plan. Developed on a strong foundation of data, research, and public policy analysis, it is reflective of a County with significant assets and emerging challenges. While the 2013 plan aims high in its aspirations, it is grounded in the reality that achieving outcomes through effective implementation is what makes tangible differences in communities. The nature of the trends addressed in this plan will require cooperation and collaboration among many leaders and organizations in the public, nonprofit, and private sectors. To be successful, St. Louis County and its partners must build on our community’s strengths, anticipate and adapt to change, and take collective action to ensure growth and a prosperous future.
ST. LOUIS COUNTY
IN CONTEXT

GROW THRIVE PROSPER
WE ARE THE REGION’S CENTER OF POPULATION
St. Louis County residents represent nearly 36% of the region’s population.
SOURCE: U.S. Census Bureau Decennial Census, 2010

COUNTY POPULATION ESTIMATES
ST. LOUIS, MO-IL METROPOLITAN STATISTICAL AREA (MSA)

SINCE 2000, OUR POPULATION HAS DECLINED
Unlike the nation, St. Louis County did not experience a boom of new residents.
SOURCE: U.S. Census Bureau Decennial Census, 2000 & 2010

POPULATION CHANGE
2000-2010
Like the nation, St. Louis County is older, more racially and ethnically diverse, more suburban, and less traditional in its household types than it was in 2000. Unlike the nation, St. Louis County did not get bigger or experience a boom of Hispanics or other immigrants since the last census.

St. Louis County continues to be the most populous county in Missouri and the metropolitan region despite a slight population decline between 2000 and 2010. With nearly one million people, St. Louis County’s population is diverse in terms of age, race and ethnicity, and family composition, but these characteristics tend to be spatially concentrated in different parts of the county.

**POPULATION**

**Center of population for the metropolitan region**

St. Louis County is the most populous county in Missouri, and the 40th largest in the United States. St. Louis County’s residents represent nearly 36 percent of the region’s 2.8 million population and nearly 17 percent of Missouri’s population.

**Slight population decline**

The population of St. Louis County peaked in 2000 with 1,016,300 residents, and for the first time decreased by 1.7 percent to 998,954 in 2010. In comparison, since 2000, the St. Louis metropolitan region grew 4.2 percent to 2.8 million. This increase is still less than the growth rate for the United States at 9.7 percent, which was primarily the result of immigrants and their children.

While St. Louis County continues to have a positive natural increase (more births than deaths), this number is decreasing as people have fewer children and the population ages. At the same time, net migration into the county (the number of people moving here minus people moving away) continues to decline.

Population growth and decline since 2000 was unevenly distributed throughout St. Louis County. The largest loss of population occurred in the I-70 corridor, the area surrounding Lambert-St. Louis International Airport due to residential buyouts, and in the inner-ring suburbs of North County. Population growth primarily occurred in West County.
WE ARE AN AGING POPULATION
Those born from 1946-1964 represent the largest age group in St. Louis county.
SOURCE: U.S. Census Bureau Decennial Census, 2010

OUR POPULATION IS GROWING MORE DIVERSE
While often concentrated in certain communities, the presence of African-Americans, Asians and Hispanics in St. Louis County is increasing.
SOURCE: U.S. Census Bureau Decennial Census, 2010

POPULATION BY AGE GROUP

POPPULATION BY RACE
AS PERCENT OF TOTAL POPULATION

AFRICAN-AMERICAN POPULATION
RATIO BY CENSUS TRACT

ASIAN POPULATION
BY CENSUS TRACT

HISPANIC POPULATION
BY CENSUS TRACT
AGE

An aging population

St. Louis County’s median age is 39.9, and is higher than both the median age of the metropolitan area (38.2) and the United States (37.2). Generally, areas with higher median ages are concentrated in central-west and southwest areas of St. Louis County. These areas are typically established neighborhoods, and may also have nursing homes and retirement or assisted-living facilities.

The aging of the “baby boom” generation continues to change the age structure of St. Louis County. Those born during the baby boom from 1946 to 1964 make up the largest demographic group in St. Louis County at 28.4 percent.

Growing impact of Millennials

The second largest demographic group in St. Louis County is the “Millennial” generation. Many Millennials are the children of the Baby Boomers, and are generally considered to be born between 1980 and 2000, which means they are between 12 and 32 years of age. In 2010, they made up 26.3 percent of the population of St. Louis County. Young populations are concentrated in North County and areas near universities, such as University of Missouri-St. Louis and Washington University.

RACE AND ETHNICITY

Near North County home to African-Americans

Since 2000, the African-American population in St. Louis County has increased 20.5 percent. The African-American population is most concentrated north of Olive Boulevard and inside Lindbergh Boulevard. African-Americans represent 23.3 percent of St. Louis County’s population, nearly double the national average of 12.6 percent.

Asians, a small but growing group

After Whites and African-Americans, Asians are the largest racial group in St. Louis County. In 2010, the number of Asians in St. Louis County was 34,597, representing 3.5 percent of the population, slightly below the national average of 4.8 percent. Since 2000, the Asian population has increased by 53 percent.

Hispanics also increasing

The number of people who identify themselves as Hispanic (of any race) continues to increase. In 2010, their numbers totaled nearly 25,000, or 2.5
OUR HOUSEHOLDS ARE CHANGING
Households are becoming smaller with more families headed by a single parent.

SOURCE: U.S. Census Bureau Decennial Census, 2000 & 2010

WE ARE HIGHLY EDUCATED
With education levels exceeding those of the state and nation, our degreed residents are concentrated along St. Louis County’s central corridor.

SOURCE: U.S. Census Bureau Decennial Census, 2010
percent of the population. This share is well below the national average of 16.3 percent. While still a relatively small group, the number of Hispanics increased by 71.7 percent since 2000.

**CHANGING HOUSEHOLDS**

**Households are getting smaller**

In 2010, St. Louis County’s average household size dropped from 2.47 to 2.42, slightly below the average for the metropolitan area (2.46) and the United States (2.58). The two most common household types in St. Louis County are single-person households at 29.5 percent, and married couples without children at 28 percent. Combined, these two groups make up 57.5 percent of St. Louis County households.

**Single-parent households are increasing**

The increase in single-parent families is a trend seen across the nation, state and region. In St. Louis County, 66 percent of households with children are headed by married couples, down from 71 percent in 2000. Single-parent families with children under 18 increased from 23.3 percent in 2000, to 33.8 percent in 2010. Single-parent families are predominantly in the North County inner ring suburbs and the South County community of Lemay.

Married couples head 46.8 percent of all households in St. Louis County, and only 40.2 of those households have children under 18. This trend can be seen nationally as couples are marrying and having children later in life. Married-couple families with children are predominant in outer-ring suburbs, especially concentrated in West and Southwest County in the Parkway and Rockwood School Districts.

**EDUCATION**

**Education levels exceed state and nation**

Education levels of St. Louis County residents continue to be higher than state and national levels, especially in the percentage of college graduates. According to 2005-2009 American Community Survey estimates, the percentage of persons with a Bachelor’s degree or higher was 38.5 percent, compared to 24.6 percent in the State of Missouri, and 27.5 percent in the United States. St. Louis County’s highly-educated residents are concentrated in the central-west corridor, south of Page Avenue and north of Interstate 44. In these areas, the percent of people with a Bachelor’s degree or higher is between 66 and 82 percent.
WE HAVE A HIGH RATE OF WHITE COLLAR WORKERS
With higher salaries, managerial and professional employees tend to live in the central-west corridor where housing values are higher.


WHERE WHITE COLLAR WORKERS LIVE
AS PERCENT OF ALL RESIDENTS BY CENSUS TRACT

OUR HOUSEHOLDS EARN HIGHER INCOMES
Though only second in the region for highest median household incomes, our households earn higher incomes than those of the region, state, and nation.

SOURCE: U.S. Census Bureau American Community Survey, 2005-2009

MEDIAN HOUSEHOLD INCOME
2005-2009 ESTIMATES

STLCO MSA MO USA
Persons in managerial and professional occupations comprise 84 percent of workers residing in St. Louis County as compared to 77 percent nationwide. Managerial and professional workers tend to live in the central-west corridor, south of Page Avenue and north of Interstate 44. Management, professional and related occupations include educational workers, social service occupations, health care technicians and computer occupations, as well as business, financial, legal, medical, engineering and architectural professionals. As a group, they tend to be highly educated, receive higher salaries, and live in areas with high housing values.

Blue-collar workers in North and South County

Blue-collar occupations involve physical work, such as manufacturing and construction. Blue-collar workers reside in high concentrations in North County and in parts of South County. These concentrations are in areas with good access to major manufacturing employment centers. Persons in blue-collar occupations comprise 16 percent of workers residing in St. Louis County as compared to 23 percent nationwide. Areas with a high percentage of blue-collar workers tend to be areas of lower median income since blue-collar occupations are typically paid less than managerial and professional workers.

Countywide income measures high

The median household income for St. Louis County according to 2007-2009 American Community Survey Estimates was $58,630, and is higher than the metropolitan statistical area, Missouri, and United States. However, within the region, St. Charles County has the highest median household income at $71,458. Within St. Louis County, 12.3 percent of households earn $150,000 or more, compared to 8.5 percent in the metropolitan statistical area, 6 percent in Missouri, and 9 percent in the United States. Higher income earners are concentrated in the central-west corridor.

Rising poverty rates

Although St. Louis County’s median household income is high, an estimated 9.7 percent of residents are living in poverty. Of the persons living in poverty, 13 percent are children and 6 percent are senior citizens. Concentrated areas of poverty include the inner-ring suburbs of North County, the Interstate70 corridor, and Spanish Lake. In these areas, the median household income is generally less than $35,000, and the percentage of people living in poverty ranges between 25 and 49 percent.
WE HAVE A SPECTRUM OF HOUSING OPTIONS
With the largest housing stock in the metro area, our homes range from single-family suburban homes to inner-ring multi-family units.

SOURCE: St. Louis County Department of Revenue, 2012
Housing

The Importance of Housing Diversity

Where We Live

St. Louis County has the largest housing stock within the metropolitan area with an estimated 437,293 housing units. Collectively, the housing stock is old, predominately single-family, owner-occupied, and relatively high in median value. However, the spatial distribution of these housing characteristics reflects the full spectrum of St. Louis County’s development, including pre-1940 communities to post-World War II “inner-ring” suburbs to “modern” subdivisions and in-fill redevelopment. The diversity of the housing stock presents a variety of opportunities and challenges for St. Louis County with regard to issues of affordability, neighborhood stability, recovery from the Great Recession, and the potential shift in housing choices by a changing population.

Suburban Development

Most of St. Louis County’s housing was built during the start of the suburban era that began in the mid-1940s with the end of World War II. More than half (59 percent) of St. Louis County’s estimated 437,293 housing units were built before 1970, with the largest component of St. Louis County’s housing stock constructed in the 1950s and 1960s.

Housing development continued to thrive in St. Louis County in the 1970s and 1980s, but with a larger proportion of multi-family units being built than in previous decades. During the 1990s, housing development proceeded at a relatively steady rate, though annual housing construction was much less than it was in the late 1980s due to a decrease in the amount of easily developed land.

In the 2000s, housing development continued to decrease; only 5 percent of St. Louis County’s housing units have been built since 2000. As St. Louis County ran out of land to develop in the 1990s and 2000s, St. Charles County, Missouri became the center for new construction, followed by St. Clair, Madison and Monroe counties in Illinois. However, St. Louis County continues to have the largest housing stock within the metropolitan area.

There is a pattern of outward development in St. Louis County. The oldest housing stock is located in the inner-ring communities adjacent to the City of St. Louis, while recent large-scale home building has taken place at the edges.
OUR HOUSING VALUES ARE AMONG THE HIGHEST IN THE REGION
Size, age and value of homes generally increase from the inner-ring communities through the central corridor to the west.

SOURCE: St. Louis County Department of Revenue, 2012

WE HAVE A HIGH RATE OF HOMEOWNERSHIP
The ratio of owner-occupied units in St. Louis County continues to be higher than that of the region, the state, and the nation.

SOURCE: U.S. Census Bureau Decennial Census, 2010
of St. Louis County, in communities like Oakville in South County, Wildwood in West County, and Old Jamestown in North County.

Single-family detached homes make up 72 percent of the total housing stock in St. Louis County. The proportion of single-family versus multi-family housing units has remained about the same in St. Louis County since the 1980s.

**HIGH HOUSING VALUES**

St. Louis County enjoys some of the highest housing values in the metropolitan area. In 2010, the median home value in St. Louis County was $179,300 compared to $159,800 in the St. Louis metropolitan area. Approximately 28 percent of the residential property in St. Louis County is appraised between $200,000 and $499,999; an additional 5 percent of residential property is appraised at $500,000 and above. Conversely, 29 percent of residential property is appraised below $100,000.

Homes with the highest values in St. Louis County are primarily located in the central corridor extending westward through the center of St. Louis County from the City of Clayton to the City of Wildwood. Generally, less expensive, smaller homes are concentrated in the older, inner-ring communities adjacent to the City of St. Louis boundary and inside the Lindbergh Blvd. / U.S. Highway 67 corridor. In North and South County, areas with lower housing values tend to correspond to areas of older housing. In St. Louis County’s central corridor, however, areas with older housing are among those with the highest values.

Smaller, older homes are defined as those homes with 1,200 square feet or less space and built before 1960. Of St. Louis County’s 314,213 single-family, detached homes, 82,627 (26 percent) are smaller, older homes. These homes are concentrated in the inner-ring communities adjacent to the City of St. Louis boundary, particularly in North County. Smaller, older homes north of I-64 and in the unincorporated community of Lemay generally have lower housing values. Although these homes may not have the amenities of newer housing, they provide affordable housing to smaller, less affluent households. The smaller, older homes in the central corridor tend to reflect the higher values of surrounding homes in the area.

**HIGH HOMEOWNERSHIP**

Homeownership rates continue to be very high in St. Louis County, although the homeownership rate decreased slightly over the decade. In 2010, 72 percent of occupied housing units were owner occupied, down from 74 percent in the previous decade. This percentage was higher than the St. Louis metropolitan area.
HOME SALES ARE SLOWLY RECOVERING
Despite a significant decline in housing market activity, home sales are now showing signs of improvements.
SOURCE: St. Louis Association of Realtors

FORECLOSURES OF HOMES PEAKED IN 2010 AND HAVE SINCE DECLINED
As a result of subprime lending and the still struggling economy, higher rates of home foreclosures persist in concentrated areas of St. Louis County.
SOURCE: St. Louis County Department of Revenue, 1998-2011
Nationally, the housing market has been a weak segment of the economy during the last five years, with a great degree of variability on a market-by-market basis. Housing sales activity and values began showing signs of improvement in the first quarter of 2012 compared to the same period in 2011. Nationally, analysts believe that home values reached their bottom in February of 2012 and have since been slowly rising through the second quarter of the year.

In St. Louis County, median sales prices have dropped dramatically as a result of the housing boom and bust. June of 2007 marked the peak of housing values in St. Louis County when the median sales price of a home was $177,450. In June of 2012, the median sales price of a home was $154,875, a decrease of about 13 percent. Sales activity and prices have been improving over the last year in St. Louis County. In the first half of 2012, there were 6,356 housing sales compared to 5,861 during the same period in 2011, an increase of about 8 percent. Median housing values are also higher than they were a year ago: $154,875 in June of 2012 compared to $133,250 in June of 2011.

Increased levels of foreclosure have occurred nationwide, including in St. Louis County. In 1998, there were 1,171 foreclosures in St. Louis County. Between 1998 and 2004, St. Louis County averaged 1,739 foreclosures annually. The foreclosure crisis in St. Louis County peaked in 2010 with 4,540 foreclosures. Although foreclosures declined by 14.8 percent between 2010 and 2011, most analysts believe this was due to a freeze on foreclosures while banks addressed court cases alleging mishandling of foreclosure documents, so-called “robo-signing”. Now that those issues have been addressed, the foreclosure process has been unfrozen, resulting in an increase in foreclosures across the country. In St. Louis County, foreclosures are up 6.9 percent in the first quarter of 2012 compared to the first quarter of 2011 (1,043 in 2012 compared to 975 in 2011).

Foreclosures are concentrated in North County and Lemay. This concentration began appearing in 2006 and 2007 as a result of subprime lending, and then spiraled as the economic downturn continued. Neighborhood decline can be triggered by foreclosures concentrated in an area, especially when vacancies are persistent and the resale market is weakened.
WE ARE THE EMPLOYMENT HUB OF THE REGION
With nearly half of all the region’s jobs located within our community, workers across the metro area travel to St. Louis County for employment.

SOURCE: U.S. Census Bureau Longitudinal Employer-Household Dynamics, 2013
ECONOMY

POSITIONING FOR GROWTH OUT OF THE GREAT RECESSION

WHERE WE WORK

St. Louis County is vital to the success of the St. Louis regional economy and a significant contributor to the economic prosperity of Missouri. Though it was hit hard by job loss during the Great Recession, St. Louis County retains essential assets such as a highly educated and professional workforce, headquarters for Fortune 500 companies, and a growing base of new small businesses. Despite a slow recovery, St. Louis County is fortunate to have such assets to contribute to the future success of the regional economy.

EMPLOYMENT HUB OF THE REGION

As the hub of the St. Louis metropolitan area, St. Louis County plays a vital role in the regional economy and provides a significant share of Missouri’s statewide employment. With 574,886 jobs at the end of 2012, St. Louis County accounts for 46 percent of the jobs in the region. Statewide, just over one in five Missouri jobs are located in St. Louis County (22 percent), and these employees earn just over one-quarter of statewide wages.

With 46 percent of the region’s jobs, workers from throughout the region commute to St. Louis County for employment. Approximately 60 percent of the jobs within St. Louis County are filled by St. Louis County residents. The remaining 40 percent of the jobs are filled by workers who live outside the county, led by St. Charles County residents who fill 13 percent of the jobs, followed closely by residents from the City of St. Louis filling 10 percent.

HOME TO AN EDUCATED AND PROFESSIONAL WORKFORCE

The number of jobs in St. Louis County should not be confused with the number of workers that live within its borders. Workers living within St. Louis County are considered the county’s labor force. Labor force is the basis for the county’s unemployment rate. Preliminary numbers for the first quarter of 2013 show the St. Louis County unemployment rate (not seasonally adjusted) at 6.7 percent – better than the 7.8 percent for the metropolitan area and 7.2 percent statewide (both not seasonally adjusted).
WE ARE A HIGHLY EDUCATED WORKFORCE
Nearly 40% of St. Louis County adults have earned at least a 4-year college degree.
SOURCE: U.S. Census Bureau Decennial Census, 2010

OUR INDUSTRIES ARE STILL RECOVERING FROM THE GREAT RECESSION
Nearly four years after the recession’s end, we have yet to restore jobs to pre recession highs.

TOTAL JOBS BY INDUSTRY
PRE & POST RECESSION FOR ST. LOUIS COUNTY
St. Louis County is home to a highly educated workforce. According to the 2010 Census, nearly 40 percent of St. Louis County adults over 25 have a college, graduate/professional, or doctoral degree. This share compares with 29 percent for the entire metropolitan area, 25 percent for the State of Missouri, and 28 percent for the U.S. On the other end of the spectrum, only about 10 percent of the population has no diploma or less than a 9th grade education.

This relatively high educational attainment translates into a large share of persons working in more professional occupations. Persons in managerial and professional occupations comprise 41 percent of workers in St. Louis County, compared to 36 percent for the entire metropolitan area and 35 percent nationwide.

Having a highly skilled and professional workforce can help minimize the dramatic effects of economic downturns on regional employment, as these workers tend to have lower unemployment and maintain higher salaries. Conversely, as economies try to recover from the Great Recession, the more rapid employment growth happens at the lower-skilled end of the employment spectrum. In areas like St. Louis with high concentrations of high-skilled workers, including immigrant workers, recovery is often slower than in metropolitan areas that have a balance of low-skilled and high-skilled immigrant workers.

THE IMPACT OF THE GREAT RECESSION

The U.S. is slowly recovering from one of the deepest and longest recessions since World War II. In what is being called the Great Recession (period between December 2007 and June 2009), the U.S. lost between 7 million and 8 million jobs. After a brief upsurge in employment that officially ended the recession in mid-2009, the national economy continued to slump to its lowest point in February 2010. By then, the U.S. had lost 8.8 million jobs from its pre-recession peak.

With the Great Recession as the national backdrop, it is no surprise that the St. Louis regional economy, anchored by St. Louis County, was likewise hit hard by the Great Recession. During the recession, the region lost nearly 72,000 jobs, roughly 5 percent of the metropolitan area’s employment base. During the continued slump through February 2010, the region shed another 50,000 jobs, for a total of 122,000 lost jobs. St. Louis County accounted for just over half (53 percent) of the regional job loss (65,200) from December 2007 to February 2010.
WE HAVE MANY ASSETS TO BUILD A STRONG RECOVERY
From healthcare to bioengineering and financial services, our companies continue to rank among the top in the nation.

One important factor needs to be highlighted when looking at St. Louis metropolitan area job loss during the Great Recession: the closure of the Chrysler plant in St. Louis County, located in Fenton, Missouri. Based on a study commissioned by the County Economic Council, the Missouri Department of Economic Development and the City of Fenton, the closure of the Chrysler plant resulted in the loss of over 40,000 direct, indirect and induced jobs throughout the region. Thus, the closing of the Fenton Chrysler plant accounted for nearly a third of the regional job losses from 2007 to 2010 and had a ripple effect throughout industry segments such as trade, transportation, and manufacturing.

**REBOUNDING FROM THE GREAT RECESSION, SLOWLY**

Since February 2010, the St. Louis metropolitan area has gained over 52,000 jobs (through the end of 2012), with St. Louis County contributing 40 percent of that job growth. Despite these gains, the St. Louis region is lagging behind two-thirds of the top-100 metropolitan areas in terms of overall job recovery. According to the Brookings Institution, by the first quarter of 2013 one-in-three large metro areas had fully recovered their pre-recession employment levels.

While the St. Louis region is in the bottom third in terms of overall recovery of jobs, its rate of job growth is lagging behind most of the metropolitan areas in the U.S. According to the Brookings Institution, the St. Louis metro area has experienced a 1.6 percent employment growth rate from the end of 2009 through the first quarter of 2013. This compares to a 5 percent average growth rate for the 100-largest metro areas, and 4.5 percent nationally over the same time period. So while the St. Louis region did not suffer the extreme job loss that half of the metro areas in the country experienced, it is also not experiencing the same rate of recent recovery.

**RESOURCES ON WHICH TO BUILD A RECOVERY**

Despite the effects of the Great Recession and the slow progress to recovery, the St. Louis region, and St. Louis County as its hub, has a wealth of resources. When Fortune Magazine released its 2012 list of Fortune 500 companies, ten of the top 500 are headquartered in Missouri, and seven of those call St. Louis County home. Express Scripts, the largest company in the region, is headquartered on the University of Missouri-St. Louis campus and North Park development. Express Scripts’ combined local expansions total $217 million with the creation of over 3,720 jobs.
With a highly educated workforce and diverse employment base, the St. Louis regional economy did not suffer the sheer number of lost jobs that many metropolitan areas did during the Great Recession. While recovery measured simply in terms of job growth rate may lag other regions in the short term, it is hoped that continued growth in dominant sectors such as biosciences, advanced manufacturing, financial and professional services and information technologies will lead to a more sustained and wealth-creating recovery.
GROW THRIVE PROSPER

the DEMOGRAPHIC DRIVERS
As results from the 2010 census were released, a national dialog about the data and trends began to emerge. National periodicals such as *Time*, the *Wall Street Journal* and the *New York Times*, as well as professional journals and research institutions such as Brookings, began to tell a story of significant population change across the United States. Nationally, the population was growing and diversifying, with one-third of the growth coming from immigration. The country was getting older, with 117 million Americans aged 45 and older (nearly 40 percent of the population), just as the next big generation of young people was emerging into adolescence and young adulthood. The number of people across the country living in poverty rose, exacerbated by the Great Recession, and the concentration of poverty was spreading out of traditional central cities and into surrounding suburbs. The 2010 census showed dramatic changes in the makeup of the U.S. population.

With the national trends as a backdrop, a comprehensive analysis of 2010 Census data for St. Louis County was undertaken by County planners. Through analysis and mapping of the data, planners obtained a comprehensive understanding of the shifts occurring in St. Louis County’s population. From the analysis emerged a picture of dynamic population change, including St. Louis County’s first ever population loss, as well as four important demographic drivers: 1) the aging of the population; 2) the emergence of the Millennial generation; 3) a lack of immigration; and, 4) increasing and concentrated poverty.

Just as the trends shaped the national dialog, these four demographic drivers shaped St. Louis County’s discussion about its policies and services. With far reaching implications for employment, housing, transportation and health and human services, it was clear that demographics would significantly influence St. Louis County’s future. These demographic drivers, therefore, became the lens through which the quality of life in St. Louis County was explored and around which strategies were developed to help St. Louis County grow, thrive and prosper.
Over the past decade, St. Louis County experienced two major generational shifts, with the Baby Boomers nearing retirement and the emergence of the Millennial generation. By 2010, St. Louis County had more people age 45-64 than any other generation, and though St. Louis County Boomers outnumbered the emerging Millennials, people age 10-29 represented one-quarter of St. Louis County’s population. With the size of these two generations, making up 55 percent of St. Louis County’s population, the ability to retain and attract both the Boomers and Millennials will be vital for St. Louis County’s future growth.

The impact of the Boomers has been felt for decades, through every facet of society, and there is every reason to believe the trend will continue as they age into their retirement years. What retirement means to the Boomers, however, will be very different than what it meant to previous generations. Boomers will be living longer and working later in life, either in existing jobs or by giving back to their communities through encore careers. Many will choose to retire in their homes and communities, near family, rather than moving to warmer climes. While some will look to downsize to low maintenance homes, near shopping and health services, with sidewalks and trails nearby, others will be looking for ways to remain in their suburban homes and continue to drive later into their lives. All of this aging in place will put various demands on local communities to provide a variety of housing and neighborhood options, alternative modes of transportation, and new ways to deliver health and social services.

The size of the emerging Millennial generation suggests that it will be just as impactful in shaping society as the Boomers have been. Due to the twenty year generational span of the Millennials, they are made up of two distinct age groups – adolescent youth and young professionals – the impacts of the Millennials are felt across a broad spectrum of issues. For school age Millennials, born between 1994-2000, the issues center on household makeup, health and human services to support at-risk youth, and education and training for future employment. Increasingly, young Millennials in St. Louis County are being raised in single-parent households and living below the federal poverty level. Being raised in economically unstable situations creates obstacles to their future education and employment opportunities. Support for youth engaging in risky behaviors, support for their families, preparation for continued learning and eventual employment, and access to healthy and active lifestyle choices are all important if this growing segment of young people is going to succeed.
For young professionals, born between 1980-1993, the issues focus on struggling to launch their careers and adult lives as the nation recovers from the Great Recession. While these young professionals are more highly educated and more diverse than previous generations, they are also struggling to find employment in the contracted economy. With only 41 percent of 18-29 year olds working full-time, the economic impacts are having a rippling effect in other areas of society. For example, one-quarter of young graduates have moved back in with parents rather than living on their own, and fewer are buying cars. Surveys are showing that they prefer alternative modes of transportation, such as transit or even car sharing, and are looking for housing in mixed-use neighborhoods that are connected to shopping, services and even employment. Even as this highly educated, technology-focused, connected generation establishes itself more fully in the economy, their preferences may be set and communities will be challenged to provide a variety of jobs, housing and transportation options, and amenities to attract this growing market segment.

IMMIGRATION

Unlike the U.S., which experienced one-third of its growth through immigration, it could be argued that one factor impacting St. Louis County’s lack of growth is the absence of immigration. St. Louis County’s share of foreign-born population is small, only 6.5 percent of the total population. It is predominantly Asian rather than Hispanic, and includes a significant Bosnian population. St. Louis County’s immigrant population is highly educated, and while this is good for the growth of the STEM (science, technology, engineering and mathematics) sectors of the economy, studies show that a more diverse mix of skill levels of immigrants contributes more to the overall health of the regional economy. Not only are immigrants seen as complementary to the existing labor force, but they are increasingly entrepreneurs and a source of job creation. Retaining our high-skilled immigrant population and attracting immigrants with diverse skills and entrepreneurial drive will be an important component to St. Louis County’s potential growth and economic vitality in years to come.

CONCENTRATION OF POVERTY

The poverty rate in St. Louis County has steadily crept upward over the past two decades just as it has in metropolitan areas across the nation. While St. Louis County’s poverty rate is lower than that of the state of Missouri and the U.S.,
the sheer size of the County’s population means 95,000 residents live below the poverty level. The overall increase in poverty is not the entire picture, however. Both the concentration of poverty and the shift of concentrated poverty to the suburbs are recurring storylines throughout the U.S. The story is no different here in St. Louis County, where the number of high concentration poverty areas more than doubled, and continued to spread north and west from St. Louis City. With concentrated poverty on the rise, and rising faster in suburbs lacking the support systems and infrastructure traditionally found in urban central cities, the need to address the issue in St. Louis County is a critical one. The concentration and suburbanization of poverty has serious implications for communities, including safety, quality of education, health of residents, stability of neighborhoods and resources available for services. If St. Louis County is going to thrive and prosper as a whole, it must help all of its citizens attain greater levels of well-being by increasing prosperity and closing the gaps of disparity.

THE DRIVERS IN FOCUS

The following sections provide an in-depth look at the demographic drivers shaping St. Louis County’s future. The analysis includes a thorough review of St. Louis County data against the backdrop of national trends. In addition to Census data, the analysis includes key findings from the 2012 St. Louis County Citizen Survey as well as results from national surveys and research. The sections provide a drilled-down, focused picture of the drivers and pulls out the implications that the drivers have on St. Louis County’s strategic agenda.
THE AGING OF ST. LOUIS COUNTY’S POPULATION IS A TREND THAT WILL IMPACT MANY ASPECTS OF THE COMMUNITY IN THE FUTURE
AGING POPULATION

The Baby Boom generation, born between 1946 and 1964, is the second largest in the United States, just behind the Millennial generation. With 81 million people, they represent 26 percent of the nation’s population, according to the 2010 Census. This generation, who grew up during the post-war migration into the suburbs and began driving during the emerging dominance of the automobile, has had tremendous influence on America’s social and physical environment. The oldest Boomers began turning 65 in 2011 and the youngest Boomers will turn 65 in 2029. This generation is expected to redefine what retirement and aging will look like in the decades to come.

In St. Louis County, Baby Boomers number 282,000 people, or 28 percent of the population according to the 2010 Census. The Baby Boom generation is St. Louis County’s largest age group. An additional 148,000 people in St. Louis County are 65 years old or older, representing 15 percent of the population. Together, persons over the age of 45 in St. Louis County total 430,000 in number. Not surprisingly, St. Louis County has the oldest median age, 39.9 years, of Missouri counties in the metropolitan area. The aging of St. Louis County’s population is a trend that will impact many aspects of the community in the future.

With an estimated 10,000 Baby Boomers turning 65 every day in America for the next sixteen years, the impact of an aging population is an emerging trend nationwide. Organizations like AARP, publications like GOVERNING magazine, and companies like Merrill Lynch and MET Life, routinely conduct surveys and research to determine how this swell in older adults might affect varying facets of our communities. While the surveys show a range of perceptions and preferences, one thing is clear – there is a shift in what it means to grow “old” in America. The challenge is in being prepared to address the variety of issues and opportunities that arise.
BOOMERS SAY ST. LOUIS COUNTY IS A PLACE TO GROW OLD

However, Boomers also believe it is important that there is continued support of initiatives that enhance their quality of life such as bike lanes and trails.

SOURCE: St. Louis County Citizen Survey, 2012

JUST OVER 3/4 OF BABY BOOMERS THINK STLCO IS A GOOD OR EXCELLENT PLACE TO GROW OLD

77%

STLCO AS A PLACE TO GROW OLD RESPONSES COLLECTED BY AGE COHORTS

72%

OF BOOMERS SUPPORT BIKE LANE & TRAILS

RESPONSES COLLECTED BY AGE COHORTS
Older adults are living longer, feeling healthier, and exercising more than previous generations. Today, the life expectancy for a typical 50 year-old is 79 for men and 83 for women. Not only are Baby Boomers living longer, but they are feeling younger and are more physically active. According to AARP, Boomers on average feel 7.5 years younger than they are, and nearly three out of four engage in some form of regular exercise. It’s not just the Boomers who are staying active. Of those 65 years and older, two-thirds engage in regular physical activity, up from 55 percent in 2009. For all ages, the most popular exercise is walking, followed by bicycling.

Yet for all of the advances in medical care, the picture is not entirely rosy. Only one-third of retired Boomers said their health is excellent or very good, and 43 percent said that they had to stop working earlier than anticipated due to poor health or disability. In another survey, one-third of the respondents said that they or their spouse is impacted by a disability or chronic disease. Additionally, five of the top ten concerns of respondents were health related, including the future of Medicare, staying mentally sharp, having adequate health insurance and paying expenses, and declining health.

While Boomers plan to retain a healthy lifestyle into their retirement years, it is clear they are concerned about maintaining their physical health and access to health care services as they age. How St. Louis County helps address those concerns will determine if it can remain a quality place to grow old. According to St. Louis County’s 2012 Citizen Survey, when asked how they would rate St. Louis County as a place to grow old, just over three out of every four respondents ages 45 – 65 said Good or Excellent; and those 65+ were even more positive, with just over 80 percent saying the same.

An active and healthy lifestyle is an important aspect of successful aging. Providing adequate trails, sidewalks and open space for walking and biking will be vital to the overall physical, mental and social health of St. Louis County’s senior population. According to the 2012 Citizen Survey, two-thirds of those aged 65+ believed that the same or more funding should be spent on trails and bike lanes. For older Boomers age 55-64, 64 percent share that opinion, but support jumps to 72 percent for younger Boomers age 45-54.

Flexibility in the delivery of health services, including preventative services, will be important as aging homeowners choose to remain in their homes. For some, the desire to age in place will create demands that “services come to
the suburbs”. For others who may want to stay in their communities, but not their homes, there will be a need for adequate housing around existing medical centers. Just as important as the proximity to services is the availability of support services for such things as navigating the Medicare and health insurance system. Addressing the health needs of the growing senior population will require a holistic approach from prevention to treatment.

HOUSING & NEIGHBORHOODS

Across the country, 83 percent of seniors are homeowners and 84 percent say that they want to remain in their homes as they age. However, despite the desire to stay in their homes, many seniors also see a need for their communities to improve as they grow older. When Boomers are asked about the community characteristics that would be important as they age, features such as proximity to grocery and drug stores, hospitals and doctors’ offices, shopping and entertainment, and public transit accessible by walking top the list. Yet with over half of Baby Boomers living in suburbs nationally, these features are often absent from the communities in which they live.

This situation is true in St. Louis County as well, where the largest concentrations of seniors are in South County and along the I-64 corridor from Mid County to West County. These areas include pre-1940s communities, traditional post-war suburbs and modern, large-lot suburbs. These communities are generally characterized by large areas of single-family residences separated from shopping and services along major corridors. These places are predominantly auto-oriented with very minimal public transit service.

Boomers recognize that their homes might need modifications to enhance their livability in later years. When asked about the importance of various features that would make their existing homes more age-friendly, features such as a main-floor bedroom, non-slip floors, and easily usable climate controls topped the list. Beyond retrofitting existing homes, across the country, advocates, home builders and community leaders are touting the idea of universal design (also known as Better Living Design) in new construction – such things as wider hallways and doorways, no-step entrances, and bathroom walls made to accommodate the eventual installation of grab bars. Whether retrofitting existing homes or building new, it is clear that home design will be an important consideration for the growing population of seniors.

Now that the children of Baby Boomers are growing up and leaving the house, larger homes are not always desired. In increasing numbers, these “empty
nesters” no longer want to maintain larger homes and single-family suburban lots. As Boomers begin to think about retiring and the amenities they would like in their homes and neighborhoods, many are looking for alternatives to their current housing situation.

If national trends are any indication, the desire by Baby Boomers to age in place will have significant implications for housing and neighborhoods throughout St. Louis County. For those wishing to stay in their homes, some key issues will center on property maintenance and home modifications. With nearly three out of every four homes in St. Louis County built before 1980, the need to maintain aging properties will increase. As Boomers retire and shift to fixed incomes, the ability to pay for maintenance may become more difficult. To the extent possible, retrofitting will also be needed as many of the homes lack the amenities and features needed to aid seniors with limited abilities.

For those seeking certain housing and neighborhood amenities, such as ground-floor bedrooms, proximity to shopping and services, and infrastructure that supports walking and biking, today’s Boomers will be looking for communities to redesign their suburban spaces. Communities throughout St. Louis County will need to provide a variety of housing types to meet a range of preferences and to promote redevelopment that provides a more mixed-use and walkable environment. For many Boomers, the preference will be on living in communities that enhance their independence, promote positive physical and mental health, and encourage social engagement.

**MOBILITY & ACCESSIBILITY**

Being the first “suburban generation”, Boomers have grown up and lived their lives in the predominantly residential, auto-oriented landscape of the modern suburb. Their lives have been shaped by the emergence of the Interstate Highway System and commuting from home to commercial and employment centers. Shopping and services were located in malls, or along major arterial roadways connecting the residential areas. The relatively lower densities of the suburbs meant that public transit was limited, and often still required a car to access from a park-and-ride lot or large transit center.

So, perhaps it is no surprise that for most Boomers, driving is the primary mode of transportation, and having a car and being able to drive is a primary indicator of independence. Nationally, possession of a driver’s license for those 65 and older has increased in recent decades. In the 25 years between 1983 and 2008, the number of licensed drivers age 65 to 69 rose to 94 percent,
OLDER RESIDENTS CONTINUE TO DRIVE TO MAINTAIN INDEPENDENCE
Due to few public transit options and suburban dependency on cars, residents continue to drive as they age.

LICENSES HELD BY OLDER DRIVERS
AS PERCENT OF STLCO TOTAL 65+ POPULATION
SOURCE: Missouri Senior Report, 2013

SENIOR RESIDENT CONCENTRATIONS & PUBLIC TRANSIT
AS PERCENT OF TOTAL RESIDENTS BY CENSUS TRACT WITH LIGHT RAIL HIGHLIGHTED
SOURCE: U.S. Census Bureau Decennial Census, 2010
up from 79 percent. Driver’s licenses among those 70 and older rose from 55 percent to 79 percent during that same time. With seniors comprising a greater share of the number of drivers, and a greater share of the total trips taken and miles traveled, there will be an increasing need to redesign roads with features that assist aging drivers longer into their lives.

Despite the increase in the number of senior drivers as the Baby Boomers enter their retirement years, it is important to note that overall miles traveled and the number of trips made has declined over recent years for all age groups. Perhaps more importantly, the proportion of trips by mode has changed. Trips in private autos have declined, while trips by public transportation have increased. Nationally, transit use by people age 65+, as a share of all trips made, increased by 40 percent between 2001 and 2009, with 1 billion trips made on public transit in 2009.

Accessibility to transit is vital, especially for older non-drivers. In 2009, approximately 20 percent of all people over the age of 65 were non-drivers. For those who live past 70, they will outlive their driving age by an average of 7-10 years. In a study of transit accessibility for seniors conducted by the Center for Neighborhood Technology (CNT), and commissioned by Transportation for America, CNT estimated that approximately 11.5 million people over age 65 in metropolitan areas across the country lived with poor transit access. Further, anticipating the trend of seniors aging in place, the study showed that an additional 4 million seniors would have poor transit access by 2015. This trend is significant, considering that the last of the Baby Boomers will turn 65 in 2029.

In St. Louis County, many areas with concentrated numbers of seniors are characterized by traditional suburban development patterns - low density, separated uses, and auto-dependent. Though Metro does provide MetroBus, MetroLink, and Call-A-Ride transit services in St. Louis County, the lower density suburban character means less overall coverage of transit lines and stops. Additionally, the lower densities and separated nature of the land uses mean that the walkability of neighborhoods and communities is limited to established communities with historic “main street” amenities and mix of uses. If the national trends play out, as St. Louis County’s Baby Boomers age, there will be a significant need for more transit services and a redevelopment of communities and neighborhoods to help provide walkable alternatives to driving a personal automobile.
While 65 is typically thought of as “retirement age”, for many Boomers, the reality of retirement is that it will be delayed. According to the Employee Benefit Research Institute, four out of every ten workers age 45-54 expect to retire after age 65, with the average expected age being 68.

There are many reasons for this trend of later retirement. According to AARP, “current financial need” is the single biggest reason for delayed retirement. This need is due, in large part, to the financial hit on home values and retirement savings taken by the Great Recession. It is also due, in part, to financial burdens from caring for aging parents and young adult children who are having trouble finding jobs and establishing their own households, and may be living back home. For some, there is the cost of current health issues, or the rise in health care costs and the desire to keep health insurance through an employer.

Yet financial need is not the only thing driving the push in the retirement age. For successful Baby Boomers, who feel younger and are trying to stay healthier, retirement at 65 is not appealing. Many see work as a way to stay productive and socially connected. For working Boomers, only 15 percent believe they will retire and not work at all, while over half believe they will continue working. For some, that will mean a part-time job, and for others it will be in the form of a post-retirement career, where they will take their skills into a new field or start their own business or an "encore career", where they gain financial benefit while making a social impact.

Beyond continued employment, Boomers will remain active and connected in a variety of other ways, through social activities, community involvement and volunteering. According to AARP, Boomers who are socially active focus their energies on personal activities, such as hobbies and leisure activities, followed by spiritual/religious activities and entertaining friends. For older seniors, participation in spiritual and religious activities tops their list. While overall civic engagement and voting is down slightly for Baby Boomers compared to older generations, volunteer rates are slightly higher, with a majority of Boomers splitting their volunteer time between organizations (religious organizations, children’s education and sports, and community services) and personal efforts. As Boomers age, it will be interesting to see where they choose to put their volunteering efforts, once children are no longer a focus.
AS THE LARGEST GENERATION IN HISTORY, MILLENNIALS WILL SHAPE CULTURAL AND COMMUNITY TRENDS OF THE FUTURE
The generation of youth born between 1980 and 2000 is America’s largest generation with over 85 million people, according to the 2010 Census. The size of this generation just surpasses the Baby Boomer generation who number about 81 million people. Identified as the “Millennials,” they are largely the children of the Baby Boomers and early Gen Xers who currently range in age from middle school to early adulthood.

Currently, the Baby Boom and Millennial generations together account for approximately 55 percent of the population in St. Louis County. Just as the needs and desires of the Baby Boom generation have shaped every aspect of our communities for decades, it is likely that the Millennial generation will have a similar impact on cultural and community trends in the future. Despite their different life stages, Baby Boomers and the emerging Millennials seem to have similar tastes when looking for a place to live: walkable communities with easy access to shopping, entertainment, and transit that allows people to avoid car ownership if they want.

The population of St. Louis County is on average slightly older than for the U.S. overall, but the generational breakdowns are similar. The graph below shows the absolute number of St. Louis County residents by their generation. Given the size of the Millennial generation in St. Louis County, it will be a challenge to ensure that desirable jobs and housing are available for over 250,000 young people if the County is to at least maintain current population levels.
MILLENIALS LEAVE ST. LOUIS FOR LARGER, GROWING METROS

Though we aren’t experiencing a “brain drain,” we have not seen a significant influx of Millennials to St. Louis County.

SOURCE: U.S. Census Bureau American Community Survey, 2006-2010

WHERE OLDER MILLENNIALS MOVE
TOP 5 NEW COUNTY HOMES OF STLCO MILLENNIALS EXCLUDING OTHER MO COUNTIES & ST. LOUIS MSA
IS THERE A BRAIN DRAIN?

Retaining and attracting Millennials is viewed as an important component of St. Louis County’s future workforce and economic vitality. While St. Louis County does not appear to be experiencing a “brain drain,” it also has not seen a significant influx of Millennials like other large counties in the country. According to recent American Community Survey estimates from 2006-2010, St. Louis County experienced a net gain of about 5,000 Millennials over age 18. More than half of those came from elsewhere within the St. Louis metropolitan area, mainly the City of St. Louis and St. Charles County. The other half came from outside the metro area; almost 10 percent came from Asia for post-secondary studies and another 5 percent from the Chicago area. The rest came from counties all over the U.S.

St. Louis County lost Millennials to other counties such as New York County (Manhattan) and Maricopa County (Phoenix) where there were much larger net gains of Millennials—33,000 and 18,000, respectively. Oklahoma County (Oklahoma City) also gained more Millennials than St. Louis County. At the same time, other places that are typical magnets for young professionals like Chicago and Los Angeles experienced no significant net migration. Of the Millennials who left St. Louis County, most actually went to other Missouri counties, particularly Boone, home of the University of Missouri.

ECONOMICS AND CHANGING LIFESTYLES

As Millennials come of age, they are not immediately buying cars and houses as the generations before them did, resulting from a combination of economic factors and lifestyle preferences. The Federal Highway Administration reported that in just 15 years between 1995 and 2010, cars purchased by 21-30-year-olds decreased by 7 percent. Teenagers are not all getting their driver’s license on their 16th birthday. In 1978, 50 percent of 16-year-olds had a driver’s license. In 2010, only 29 percent did. By the time the same teens turned 19, 92 percent of them had driver’s licenses in 1978. In 2010, only 71 percent had their license. Also, St. Louis County’s 2012 Citizen Survey found that Millennials between the ages of 18 and 34 make up the highest percentage of residents who support more or the same amount of public funds spent on bike lanes and trails. Looking at where adult Millennials are choosing to live in St. Louis County—largely along transit lines and in denser neighborhoods that have access to bike lanes—evidence of these community preferences already exists here.
MILLENNIALS ARE CONCENTRATED IN DIFFERENT AREAS OF ST. LOUIS COUNTY
Younger Millennials are concentrated in North and West County, while young professionals live in inner-suburban communities and where multi-family housing exists.

SOURCE: U.S. Census Bureau Decennial Census, 2010
Older Millennials are more highly educated than previous generations were at comparable ages. Nationally, of all Millennials between the ages of 18 and 28, 54 percent have at least some college education compared with 49 percent of Gen Xers and 35 percent of Baby Boomers at the same age. Not surprisingly, Millennials are also more likely to have completed high school.

However, the Millennial generation has been hit hard by the Great Recession of 2007-2009. As the newest entrants into the labor force, jobs are harder to come by as positions have been eliminated and Baby Boomers are delaying their retirement. Millennials find themselves the last hired and the first to lose their jobs as businesses close and jobs disappear. As a result, many have lost jobs, are underemployed or are trying to land a full-time job when no one is hiring. In 2010, only 41 percent of 18- to 29-year-olds were working full time and 24 percent of them moved back in with their parents after their post-secondary education.

While older Millennials are highly educated yet struggling to launch their careers and adult lives, younger Millennials (and the generation that is coming up after them) are increasingly being raised in single-parent households. In St. Louis County, single-parent families with children under 18 increased from 23.3 percent in 2000 to 33.8 percent in 2010. The number of families with children under 18 with incomes that are below the federal poverty level is also on the rise, from 9.6 percent in 2000 to 14 percent in 2010, according to census data. Thus, Millennials not only face uncertain economic futures when leaving college, many more of the school-aged Millennials are being raised in economically unstable situations, which presents additional obstacles to later establishing careers and adult lives.

**MILLENNIALS IN ST. LOUIS COUNTY**

Depending on where they are in the generational age spectrum, Millennials are concentrated in different areas of St. Louis County. School-aged youth from ages 10-19, representing 53 percent of all Millennials, are concentrated in inner North County communities, as well as in places like Chesterfield and Wildwood in far west St. Louis County. Other areas of concentrated school-aged youth may be due to the location of boarding schools and other residential facilities for youth. Those in their twenties who are out of high school, in college, and starting their careers represent 47 percent of all Millennials. They are concentrated in the central core communities closest to St. Louis City including
To attract and retain this tide of young adults, St. Louis County needs to continue to build its employment base in order to attract new jobs for unemployed and underemployed Millennials. As they find employment and begin to form their adult lives, many Millennials are looking for housing choices that are similar to what many Baby Boomers also want—a new type of development that includes a mix of housing and businesses, sidewalks and trails, nearby transportation, and walking-distance proximity to daily needs and amenities. With a predominant stock of single-family, detached houses in suburbs, St. Louis County communities will have to work to provide alternative housing and transportation choices that will appeal to this emerging generation. There will also be a need to focus attention on the increasing number of families who are struggling to prepare their children with the tools to thrive in their adult lives.

RETYAINING AND ATTRACTING MILLENNIALS

Brentwood, Maplewood, Shrewsbury, and areas in University City and Clayton surrounding Washington University. Other pockets of concentrated twenty-somethings occur in places with multi-family housing, such as the area around West Port in Maryland Heights.

Representing 26 percent of St. Louis County’s population and 28 percent of the U.S. population, the Millennial generation will largely influence and shape future economic, housing, transportation, recreation and retail demand. The fact that more than half of this generation is still in school presents a true opportunity now to proactively respond to this demographic driver by embracing shifts and shaping policy that will match needs and desires. This opportunity is particularly important in St. Louis County, which currently has negative population growth.

To attract and retain this tide of young adults, St. Louis County needs to continue to build its employment base in order to attract new jobs for unemployed and underemployed Millennials. As they find employment and begin to form their adult lives, many Millennials are looking for housing choices that are similar to what many Baby Boomers also want—a new type of development that includes a mix of housing and businesses, sidewalks and trails, nearby transportation, and walking-distance proximity to daily needs and amenities. With a predominant stock of single-family, detached houses in suburbs, St. Louis County communities will have to work to provide alternative housing and transportation choices that will appeal to this emerging generation. There will also be a need to focus attention on the increasing number of families who are struggling to prepare their children with the tools to thrive in their adult lives.
GROWING IMMIGRANT POPULATIONS HELP EXPAND A REGION’S LABOR FORCE, CONTRIBUTE TO NEW BUSINESS GROWTH & MULTIPLY THE ECONOMY
As birth rates in the U.S. have steadily declined since the 1960s, declines in mortality and increases in immigration have helped keep the population growing. The population of the United States grew nearly 10 percent between 2000 and 2010 from 281.4 million to 308.7 million. This growth, both in population and ethnic and racial diversity, was largely spurred by immigrants and their children. Perhaps most striking is the growth of the Hispanic population, with 50 million Hispanics currently making up nearly one in six U.S. residents and an increase between 2000 and 2010 of at least 50 percent in two-thirds of U.S. counties. The number of Asians in the U.S. also continues to exceed the increase in African Americans, increasing by 1.2 percent between 2000 and 2010. Meanwhile, the percentage of White population continues to decline.

Recent studies, both national and local, have shown that there is a strong correlation between immigration and economic growth. It is not entirely known whether metro areas grow because immigrants move in or whether immigrants move in because a metro area is already growing. However, it is clear that growing immigrant populations help expand a region’s labor force, contribute to entrepreneurship and new business growth, and create a multiplier effect on the economy by spending their money locally.

New research also finds that immigrant workers strengthen the housing market by purchasing homes themselves, shifting demand to previously undesirable neighborhoods, and generating demand by the native born population. Some of the most economically and culturally robust metro regions, such as Phoenix, Dallas, and Houston, also have the highest growth rates in immigration. Conversely, a low attraction rate of immigrants to a region could partially explain poor economic performance.
OVER HALF OF ALL IMMIGRANTS IN THE REGION LIVE HERE
Though dispersed across the region, St. Louis County is home to some of the highest concentrations of immigrant groups, particularly Bosnians.

SOURCE: U.S. Census Bureau American Community Survey, 2007-2011
FOREIGN-BORN POPULATION IN THE ST. LOUIS REGION

Recent estimates from the 2007-2011 American Community Survey show that the St. Louis metropolitan area has 121,116 persons who are foreign-born, representing only 4 percent of the 2.7 million people living in the region. Among the top 20 largest metro areas in the U.S., St. Louis ranks last in growth in immigration. According to a recent study, St. Louis lost both jobs and population over the last ten years while comparable metro regions like Kansas City, Nashville, and Indianapolis added both jobs and people, largely by attracting immigrants.

The St. Louis foreign-born population is dispersed across the urban and suburban core of the region, although more than half reside in St. Louis County. Of the region’s 121,116 foreign-born people, 64,590, or 53 percent, live in St. Louis County and 21,944, or 18 percent, live in St. Louis City. There are an estimated 81,000 foreign-born persons and their children living in St. Louis County, representing about 8 percent of the population. Within the St. Louis region, there are very few large immigrant enclaves. Even in the highest concentration census tracts, the foreign-born population comprises only about 10 percent of the population, with a few tracts having more than 20 percent, according to 2011 Census data.

Of the 64,590 immigrants in St. Louis County, 45 percent are from Asia, 31 percent from Europe, 16 percent from Latin America, and the remaining 8 percent from Africa, Oceania, and North America. The places of origin of St. Louis County’s immigrant population are the reverse of the national trend, with a higher share of Asians and a much smaller share of Hispanics. St. Louis County also has a population of Bosnians that settled here and in St. Louis City as refugees during the 1990s as a result of the war in the former Yugoslavia.

SKILLS AND JOBS: DIVERSE AND COMPLEMENTARY

Recent research shows that there is larger diversity among the skill sets of foreign-born workers compared to native-born workers. Further, foreign-born workers with similar skill levels to the native population tend to have different employment preferences and fill different jobs, rather than compete for the same positions. In particular, foreign-born workers tend to choose occupations that are heavily intensive on the low end and cognitively intensive on the high end. On the other hand, native-born workers tend toward jobs that are intensive in experience/training, such as repair services, communications, and
IMMIGRANTS HAVE A POSITIVE IMPACT ON OUR COMMUNITY

Immigrants in St. Louis are highly skilled, top wage earners.

IMMIGRANT HIGH SKILL RATIOS
SKILL LEVELS OF IMMIGRANTS BY COMPARABLE METRO AREAS BASED ON EDUCATIONAL ATTAINMENT

SOURCE: Brookings Institution, 2011

INCOME & EMPLOYMENT
NATIVE AND FOREIGN-BORN IN ST. LOUIS REGION
SOURCE: U.S. Census Bureau Decennial Census, 2010
management. Because the skills of foreign-born workers tend to complement, rather than compete with, the skills of native-born workers, a robust foreign-born workforce, made up of both low and high skilled workers, can greatly contribute to a metropolitan area’s employment and productivity.

In the St. Louis metro area, the foreign-born workforce overall is highly educated, in predominately white-collar professions, with higher than average incomes. Many work locally in what are known as the STEM professions – Science, Technology, Engineering, and Mathematics. Employers like Monsanto, the Danforth Plant Science Center, and Washington University are examples of places with significant shares of foreign-born employees.

In an analysis of the skill ratio of foreign-born workers in the St. Louis metropolitan region, that is, the ratio of high-skilled to low-skilled workers is 3.05 to 1. St. Louis ranks third nationally behind Pittsburgh and Dayton in the ratio of high-to low-skilled foreign-born workers; hence, our foreign-born workers are highly educated and highly skilled compared to other U.S. metropolitan areas.

ECONOMIC IMPACT

The St. Louis region hasn’t seen the kind of economic rebound that other cities have seen since the Great Recession and one likely reason is our small immigrant population. In The Economic Impact of Immigration on St. Louis, released in 2012, Dr. Jack Strauss of St. Louis University asserts that “the region’s relative scarcity of immigrants largely explains our poor economic growth . . .” He notes that other metropolitan regions in the top twenty average four to five times the number of foreign born population and have experienced 40 percent faster economic growth in the last ten years. He concludes that if the St. Louis region wants to raise wages, reduce unemployment, and boost the housing market, it must find effective strategies that attract and embrace immigrants.

In June 2012, St. Louis joined the ranks of communities that recognize how vital immigration is to economic well-being. In a regional effort, St. Louis County, the City of St. Louis, and the St. Louis Regional Chamber formed an 18-member Immigration & Innovation Steering Committee of civic, business, education, and economic development leaders to assess and make recommendations on how to attract, support, and retain immigrants to the St. Louis region. In June of 2013, the Steering Committee released its recommendations to attract immigrants to the St. Louis region. Squarely putting the issue of immigration and innovation on the St. Louis regional agenda provides an important forward-looking approach to long-term economic health.
THOUGH LOWER THAN RATES FOR THE U.S. AND THE REGION, ST. LOUIS COUNTY’S GROWING POVERTY RATE MEANS 95,000+ RESIDENTS LIVE BELOW THE POVERTY LEVEL
ADDRESSING THE CHALLENGES OF CONCENTRATED POVERTY

POVERTY ON THE RISE

Poverty in America has been on the rise since hitting its lowest level in the early 1970s. During the Great Recession of 2007-2009, the number of Americans living below the federal poverty level soared to 43.6 million people. In 2010, 15.1 percent of the American population lived in poverty, the highest level since 1993. This level of poverty translates into many well-known and studied associated negative effects, from homelessness to both hunger and obesity to inadequate childcare to disinvestment in neighborhoods.

St. Louis County’s poverty rate has not mirrored the peaks and valleys of the U.S. poverty rate, but has rather continually climbed over the last several decades, from 5.6 percent in 1990 to 6.9 percent in 2000 to 9.7 percent in 2011, according to U.S. Census data. While St. Louis County’s poverty rate is lower overall than the national and regional rates (see below), the sheer size of the county’s population translates into 95,000 of its residents living below the poverty level in 2010.
CONCENTRATED POVERTY IS GROWING IN ST. LOUIS COUNTY
Since 2000, areas of high to extreme poverty have increased by over 130%, mostly in the inner-ring communities of North County.
SOURCE: U.S. Census Bureau, 2000 & 2011
More importantly, much of St. Louis County’s poverty is concentrated geographically. Historically, poverty in St. Louis County has been concentrated in the northern inner-ring communities bordering the City of St. Louis. In the last decade, however, poverty has spread into the suburban communities of northeastern St. Louis County. The trend has occurred in metro regions nationwide; the number of poor people living in the suburbs grew by 64 percent from 2000-2010. While those living in poverty in the suburbs are living in less impoverished conditions than those in poverty in St. Louis City, the sheer number of people living in and near poverty is higher in the suburbs and indicates a situation that could become worse before it becomes better if the issue is not addressed.

CONCENTRATED POVERTY: EXTREME-POVERTY AND HIGH-POVERTY

A 2011 study conducted by the Brookings Institution divides concentrated poverty into two categories: extreme poverty and high poverty. Using U.S. Census tracts, Brookings defines extreme-poverty areas as tracts with 40 percent or more of residents living under the federal poverty level and high-poverty areas as tracts with 20-40 percent of residents living under the federal poverty level.

In 2000, there were no extreme-poverty census tracts in St. Louis County; currently there are two. The census tracts are both located in northern St. Louis County: one in the unincorporated community of Spanish Lake and the other in the City of Wellston. These two extreme-poverty areas have a combined total population of 7,074. Of St. Louis County’s population living in poverty, 3.6 percent live in extreme-poverty census tracts.

There are currently 24 high-poverty census tracts in St. Louis County, up from ten in 2000. These areas are almost all located in northern parts of St. Louis County, and most are located in the inner-ring communities, with clusters also found in northeastern St. Louis County and near Lambert-St. Louis International Airport. Municipalities hardest hit by poverty in these areas include: Bel-Ridge, Country Club Hills, Hillsdale, Jennings, Kinloch, Normandy, Riverview, Pine Lawn, and Wellston. These areas have a combined total population of 101,645. Of St. Louis County’s population living in poverty, 28.3 percent live in high-poverty census tracts.
POVERTY CORRELATES WITH RACE AND AGE
Poverty disproportionately affects minorities and children in St. Louis County.

SOURCE: U.S. Census Bureau American Community Survey, 2007-2011

WHITE RESIDENTS LIVING IN POVERTY
AS PERCENT OF TOTAL WHITE POPULATION BY CENSUS TRACT

BLACK RESIDENTS LIVING IN POVERTY
AS PERCENT OF TOTAL BLACK POPULATION BY CENSUS TRACT

YOUTH LIVING IN POVERTY
AS PERCENT OF TOTAL YOUTH POPULATION BY CENSUS TRACT
POVERTY, RACE, AND AGE

Poverty disproportionately affects minorities and children; that is true nationally, as well as in St. Louis County. In St. Louis County, impoverished African-American residents are more likely to live in areas of concentrated poverty than impoverished White residents. Over 63 percent of St. Louis County’s poor African-American population resides in an extreme- or high-poverty census tract, while only 20 percent of the poor White population lives in extreme- or high-poverty census tracts.

Poverty rates for seniors aged 65 years or older are typically lower than for other age groups due to federal programs like Social Security and Medicare. Again, St. Louis County mirrors the national trend. People age 65 years and older in St. Louis County have a lower poverty rate - 6.2 percent compared to 9.7 percent overall. The number of seniors living below the poverty level in St. Louis County totaled 8,691 according to the 2010 Census. Census tracts with concentrations of poor elderly residents are primarily found in the northern communities of St. Louis County.

The poverty rate for children under the age of 18 in St. Louis County is 14.1 percent, higher than St. Louis County’s overall poverty rate. Youth poverty is concentrated in North St. Louis County. Municipalities with the highest percentage of youth in poverty include Wellston (65 percent), Hillsdale and Velda City (41 percent), Bel Ridge (53.7 percent), and Country Club Hills (47.4 percent). Census Designated Places in the unincorporated area of St. Louis County with the highest youth poverty include: Castle Point (57.5 percent), Glasgow Village (39 percent), and Spanish Lake (41 percent).

In an analysis of the seven most impoverished zip codes in North St. Louis County, the overall poverty rate is 21.6 percent, compared to 9.7 percent for the entire County. For youth under the age of 18 in these zip codes, 43.6 percent are in poverty compared to 14.1 percent of youth in St. Louis County overall.

IMPLICATIONS OF CONCENTRATED POVERTY: A DOUBLE BURDEN

A great deal of research has studied the significant social and economic consequences that occur when poverty is highly concentrated. Poor persons living in poor neighborhoods experience a “double burden” – a burden that extends beyond the limitations of their own individual poverty to the
CONCENTRATED POVERTY AFFECTS ALL ASPECTS OF A COMMUNITY
Areas of concentrated poverty reflect many socio-economic and housing indicators of communities in distress.

TOTAL APPRAISED VALUE
AS PERCENT OF TOTAL HOUSING STOCK
SOURCE: St. Louis County Department of Revenue, 2012

SINGLE FAMILY HOME VACANCIES
AS PERCENT OF TOTAL SF HOMES BY CENSUS TRACT

HOUSEHOLDS PAYING >30% OF INCOME FOR HOUSING
AS PERCENT OF TOTAL HOUSEHOLDS BY CENSUS TRACT
SOURCE: U.S. Census Bureau Decennial Census, 2010
disadvantages of the place in which they live. National studies have shown that areas of concentrated poverty are associated with underperforming schools, increased crime, poorer health outcomes, depreciating property values, lower levels of private investment, and an increased burden for local government.

A spatial analysis of St. Louis County shows that the areas of concentrated poverty reflect many socio-economic and housing indicators of distress. Areas in St. Louis County with a high concentration of poverty have the lowest educational attainment levels, lowest median household incomes, and lowest residential appraised values. They have a higher rate of households spending more than 30 percent of their income on housing, a higher rate of residential vacancy, a higher foreclosure rate, and a higher rate of single-parent households. The two unaccredited school districts in St. Louis County are in areas of concentrated poverty.

The effects on children living in persistent poverty are especially troubling and have been well documented nationally. According to the Academic Pediatric Association (APA), poor children have increased infant mortality, higher rates of low birth weight, greater incidence of chronic diseases, such as asthma, lower immunization rates, and higher rates of obesity. In their 2013 task force report on childhood poverty, the APA notes that “there is increasing evidence that poverty in childhood creates a significant health burden in adulthood that is independent of adult risk factors . . .” Another research study on the consequence of child poverty released in 2012 by the Urban Institute, showed that children who are poor early in life – birth to age 2 – are 30 percent less likely to complete high school. Further, they found that of children who were poor for half their childhoods, are nearly 90 percent more likely to enter their twenties without completing high school and four times more likely to have a teen premarital birth.

Concentrated poverty is, by its nature, about places, as well as people. Communities with high concentrations of poverty are frequently at a disadvantage in their access to the resources necessary to deliver basic services to residents and make necessary investments in their infrastructure, housing stock, and public facilities. An examination of the total assessed value of property on a per capita basis among St. Louis County municipalities reveals the vast disparities in resources available to taxing jurisdictions. Resources available for schools, fire districts, and municipal services through property taxes are impacted by low property values. Like many of the other economic and social indicators, the areas of low per capita assessed value align with the areas of concentrated poverty in St. Louis County. These areas and their residents have among the highest needs for services and frequently have access to the fewest resources.
NEW CHALLENGES IN THE WAR ON POVERTY

In the aftermath of the Great Recession, concentrated poverty poses even greater challenges to communities nationwide. Cutbacks in federal and state programs, together with significant reductions in local revenues, have made the struggle to address the effects of poverty even more difficult. Many cities are hard pressed to provide basic services to residents, let alone attract jobs, new investment, and infrastructure and housing improvements to their communities.

The spread of poverty to suburbia poses new challenges to communities that have not been prepared to address “urban” issues in their suburban neighborhoods. These communities are frequently far from employment centers and community facilities, lack social services, and have limited transit to help residents gain access to opportunities. New thinking about transportation, job access, housing, and service delivery is needed given the new realities of suburban poverty.
COMPREHENSIVE STRATEGIES TO ADDRESS A CHANGING POPULATION

The key demographic drivers at play in St. Louis County suggest the need for greater adaptability and strategies aligned in response to current and emerging population trends. If St. Louis County is going to meet the challenges and capitalize on the opportunities presented by a changing population, then new approaches to providing programs and services and a new philosophy to investing in infrastructure will be required.

Moving beyond data analysis, the implications of a changing population were examined through a countywide survey, a series of policy roundtable discussions, and public policy research. St. Louis County officials invited regional experts to raise awareness, assessed its own current level of services, and explored local and regional best practices in an effort to develop a strategic approach. From this honest evaluation emerged strategies for preparing for an aging population, attracting and retaining Millennials and addressing concentrated poverty. Strategies for welcoming immigrants were developed through the St. Louis Regional Immigration & Innovation Steering Committee, a partnership between St. Louis County, the City of St. Louis, and the St. Louis Regional Chamber.

This collective set of strategies represents St. Louis County’s best thinking on how to comprehensively approach the dynamics of population change occurring here. They provide a cohesive narrative for framing the issues and foundation for guiding policy and decision-making. These comprehensive strategies for the four demographic drivers inform St. Louis County’s strategic policy framework, which sets forth the goals and outcomes for the Strategic Plan.

OVERVIEW OF COMPREHENSIVE STRATEGIES

Creating an Age-Friendly Community

Due to their sheer numbers, the aging of the Baby Boomers into their retirement years will have a varied and far reaching effect on St. Louis County. As Boomers decide where to live out their retirement, the generation that grew up in the auto-dependent suburbs will be looking for options – in housing, access to services, staying connected and being engaged. The strategy to create an age-friendly community for St. Louis County and meet the needs of an aging population will need to be flexible and responsive, and provide the options that such a large generation will demand.
our strategy
FOR BUILDING AN AGE-FRIENDLY COMMUNITY

- Link seniors with health and social services and provide infrastructure and amenities that promote a healthy, active lifestyle
- Provide adequate housing and neighborhood options for people whether they choose to live in their existing home or relocate within their communities
- Provide infrastructure that enhances mobility to support the independence of an aging population
- Ensure the continued social, civic and economic engagement of an aging population
St. Louis County’s strategy for building an age-friendly community has four components:

1. **Linking seniors with health and social services and providing infrastructure and amenities that promote a healthy, active lifestyle.** Service delivery will need to be flexible and responsive in order to provide in-home services desired by customers who choose to age in place, while at the same time provide comprehensive and coordinated services to customers who live in so-called NORCs, naturally occurring retirement communities. For some seniors, remaining healthy and active will be less about services and more about amenities such as sidewalks, trails and parks that support their own initiatives to remain physically fit.

2. **Providing adequate housing and neighborhood options for people whether they choose to live in their existing home or relocate within their communities.** For those wishing to live in their existing home, services and programs that assist aging residents with property maintenance, repair and home modifications will be needed. Providing a variety of housing options will also be necessary to ensure retirees have a place to live if they choose to downsize their homes, reduce their maintenance costs or live in neighborhoods with easy access to services and shopping.

3. **Providing infrastructure that enhances mobility is vital to supporting the independence of an aging population.** The increase in the number of senior drivers necessitates that traffic engineers ensure road design, visibility of striping and lighting, and adequate signage are designed to assist senior drivers. For those unable to drive or who prefer not to drive, the emphasis is on supporting responsive public transit, private, and non-profit transportation services, as well as providing safe and accessible sidewalks and trails to promote continued mobility.

4. **Ensuring the continued social, civic and economic engagement of an aging population.** St. Louis County and others can play an important role in providing ongoing civic and economic engagement by tapping into the encore careers of the retiring Baby Boomer generation. Offering meaningful volunteer opportunities as well as services and incentives to promote entrepreneurship would have a lasting benefit for residents, St. Louis County Government, and other agencies and organizations.
**our strategy**

**FOR ATTRACTING AND RETAINING EMERGING MILLENNIALS**

- Provide stable, safe environments for raising children, with the supports youth need to succeed from early childhood to early adulthood.

- Create vibrant places with attractive opportunities for young adults to establish themselves in their communities and careers.
St. Louis County’s strategy for creating an age-friendly community is a holistic one. It strives to address the health and social needs of aging individuals as well as the vitality of the communities they live in. Additionally, the strategy looks at the various roles aging individuals play in the community, and ensures opportunities exist that connect rather than isolate people as they age.

**Attracting and Retaining Millennials**

As the next big population wave to sweep through American society, the desire to attract and retain the emerging Millennial generation represents both challenges and opportunities for St. Louis County. For those younger Millennials entering adolescence, the challenge for the St. Louis County community is ensuring they have the proper supports, education and training to prepare them for a productive adulthood. For the young professionals graduating college and starting careers, the challenge is providing attractive jobs and communities with the right mix of housing and transportation choices and amenities they desire. Meeting these challenges will enable St. Louis County to embrace the opportunities created by attracting and retaining a highly educated, diverse, creative and connected segment of the population.

St. Louis County’s strategy for attracting and retaining emerging Millennials entails a two-part approach, one for youth and one for young professionals:

1. **The focus on youth is about communities providing stable, safe environments for raising children, with the supports youth need to succeed at each stage of development from early childhood to early adulthood.** It is a comprehensive approach that looks to expand and coordinate services and programs throughout a child’s day, from home to school, and the places in between such as after school and summer programs. Emphasis is on youth development, and providing the education, life skills, resiliency and leadership training necessary to ensure a healthy, bright future for St. Louis County youth.

2. **The focus on young professionals is about creating vibrant places with attractive opportunities for young adults to establish themselves in their communities and careers.** It is partly a place-based strategy that focuses on creating affordable places to live with modern amenities and a high degree of connectivity. It is also a strategy that recognizes the need for attractive employment opportunities and the need to support creative talent, innovation and entrepreneurship as a way to entice young professionals to stay or relocate here.
our strategy
FOR ALLEVIATING THE CONSEQUENCES AND BREAKING THE CYCLE OF POVERTY

Address people’s basic needs for food, shelter, and healthcare

Focus on children in conjunction with their parents’ educational and economic improvements to break the cycle of poverty

Adopt a whole community approach that addresses the physical needs of communities experiencing disinvestment and concentrations of poverty
St. Louis County’s strategy for attracting and retaining Millennials simultaneously supports those Millennials already living here and builds on that support to attract more to St. Louis County. It places a renewed emphasis on creating vibrant communities and requires investment in housing, transportation and community amenities.

**Addressing Concentrated Poverty**

The need to address the spread of the concentration of poverty in St. Louis County is a critical one. The issues are complex and the strategy to address them is multi-faceted. St. Louis County’s three-pronged approach seeks to help those already living in poverty, provide interventions to break the cycle of poverty, and reinvest in the places where concentration of poverty exists. It focuses on people’s most basic needs, helps individuals and families emerge from poverty, and improves the quality of places where people live and work.

St. Louis County’s strategy for alleviating the consequences and breaking the cycle of poverty has three components:

1. **A foundational approach to addressing people’s basics needs for food, shelter and health care.** This approach is focused on alleviating some of the most fundamentally negative consequences of poverty for individuals and families. The need for access to housing, healthy food and supplemental food programs, and health and mental health care are among the most essential components to assisting those in poverty.

2. **A multi-pronged approach to breaking the cycle of poverty, with a focus on children in conjunction with their parents’ educational and economic improvement.** This approach is not just about providing parallel services, but systematically coordinating them in an effort to increase effectiveness. The approach works on many levels, from preventing teen pregnancy to promoting economic independence. With an emphasis on a two-generational approach, the needs of the very young are met hand-in-hand with educational and employment support for their parents.

3. **A whole community approach that addresses the physical needs of communities experiencing disinvestment and concentrations of poverty.** The emphasis is on creating stable, safe neighborhoods with connections to quality goods and services. Quality, affordable housing with convenient access to a dynamic public transit system, as well as the availability of parks, trails and open space, work
our strategy
FOR BECOMING A MORE WELCOMING COMMUNITY FOR IMMIGRANTS

- Engage business leaders to develop hiring solutions for skilled foreign talent
- Reinforce a St. Louis advantage by developing an ideal services infrastructure
- Attract and support international students for earlier and deeper integration
- Develop marketing strategies to reinforce a culture of inclusion and to dispel myths about immigration
With a greater understanding of the importance immigration has on the local and regional economy, creating a welcoming environment for immigrants is not only about growth in population, but growth in economic prosperity. Being home to several institutions of higher education, St. Louis already has a natural draw for immigrant students. Additionally, St. Louis County’s highly skilled immigrant population is a core component of a highly skilled and professional workforce. St. Louis County’s strategy to become a more welcoming community for immigrants builds on those assets and attempts to address the gaps in services and barriers to employment and integration into the community.

St. Louis County’s strategy for becoming a more welcoming community for immigrants has four main areas of emphasis:

1. **Engage business leaders to develop hiring solutions for skilled foreign talent.** This strategy is about understanding and reducing the barriers to employment and connecting large and small companies with foreign candidates and international students in the science, technology, engineering, and mathematics fields.

2. **Reinforce a St. Louis advantage by developing an ideal services infrastructure.** This strategy entails working with legal, housing, health, finance and social service groups that serve immigrants and creating a physical and virtual “welcome mat” that provides a one-stop-shop for information on services.

3. **Attract and support international students for earlier and deeper integration into the St. Louis community.** This strategy includes reaching out to and bringing together company executives and staff from local universities to discuss ways to support international students.

St. Louis County’s strategy for addressing the concentration of poverty attempts to meet the complex issues head on. Concentrated poverty has serious implications for communities, including safety, quality of education, health of its residents, stability of its neighborhoods, and availability of resources for services. If St. Louis County is going to thrive and prosper as a whole, it must help all of its citizens attain greater levels of well-being by increasing prosperity and closing the gaps of disparity.
4. Develop marketing strategies to reinforce a culture of inclusion and to dispel myths about immigration. This strategy includes such efforts as enrolling “ambassadors” to give talks about why the region needs more immigrants and developing an asset map of resources that support immigrants.

St. Louis County’s strategy for becoming a more welcoming community for immigrants seeks to build on existing assets in order to address gaps in information, support services, and overall awareness of the need to have a robust immigrant population. Welcoming immigrants to St. Louis County is about growth and prosperity for the entire community.
we will
GROW THRIVE PROSPER

healthy, engaged RESIDENTS
Ensure the well-being of our residents by meeting their physical, emotional and social needs

desirable, connected COMMUNITIES
Preserve and develop well-maintained communities with quality options for all

accessible, attractive OPPORTUNITIES
Create financial viability through educational and economic opportunities
As the lens for assessing the quality of life in St. Louis County, the demographic drivers provided planners and policy makers with a context for understanding the implications of a changing population. The strategies that emerged from the research and roundtable discussions provide a comprehensive approach and basis for changes to St. Louis County services, programs and investment. However, the Strategic Plan is about more than the individual demographic drivers. This plan addresses the quality of life for all St. Louis County residents, the quality of the places they live and work, and the opportunities they have to better their lives. The plan articulates the strategic vision for St. Louis County, a vision of a growing, thriving, prospering county.

The Policy Framework

Achieving the vision requires a coordinated, strategic approach to policy making. This approach is accomplished through the policy framework that sets out the goals and outcomes for the plan and organizes the tactics for implementation. The framework is organized into three components – Healthy, Engaged Residents; Desirable, Connected Communities; and Accessible, Attractive Opportunities. Policy priorities in each component further define the strategic direction for St. Louis County and provide the structure around which implementation of the strategic plan is organized.

Healthy, Engaged Residents

Ensure the well-being of our residents by meeting their physical, emotional and social needs

At its most basic, the success of St. Louis County is measured by the well-being of its residents. People of all ages, abilities and means deserve the highest quality of life possible. Success can be measured by how well residents’ physical, emotional and social needs are being met, particularly those of at-risk youth, the elderly, and those living in areas of concentrated poverty.
Desirable, Connected Communities
*Preserve and develop well-maintained communities with quality options for all*

Throughout St. Louis County there is a great diversity of housing stock, commercial areas, and transportation infrastructure linking where people live, shop and work. The diversity in age, quality, and amenities presents a range of opportunities and challenges for St. Louis County. Strategic investment is necessary to preserve and create the types of communities that reflect the quality of life a diverse population desires.

Accessible, Attractive Opportunities
*Create financial viability through educational and economic opportunities*

If St. Louis County is to truly thrive and prosper, then it must provide opportunities for all of its residents to be successful and build wealth. Building programs and services around educational and training opportunities and investing in economic opportunities that provide attractive jobs for workers with a wide range of skills is needed to help ensure prosperity for all.
Ensure the well-being of our residents by meeting their physical, emotional and social needs

- Invest in our youth
- Prepare for an aging population
- Address the consequences and cycle of poverty

RESIDENTS

healthy, engaged
Fundamentally, the vitality of St. Louis County is evaluated by the well-being of its residents. People of all ages, abilities and means deserve the highest quality of life possible. Success can be measured by how well residents’ physical, emotional, and social needs are being met, particularly those of at-risk youth, the elderly, and those living in concentrated poverty.

Of the three components of this strategic plan, the Healthy, Engaged Residents component focuses on the people of St. Louis County, which are the county’s greatest asset. The other two major components of this plan - communities and opportunities – are clearly integral parts of the urban system. But, without a high level of human development, that is, the ability to achieve “wealth” in health, knowledge, security, and participation in a civic life, which goes beyond income, none of these other systems will thrive. Thus, this plan begins with the people.
"I want to start a non-profit, for the kids, to give back," shares LaKeisha Taylor. At the age of 21, LaKeisha, with the help of the Center at Spanish Lake, is well on her way to achieving her dream.

As a result of a Youth Needs Assessment for Spanish Lake, the Center offers a range of support for neighborhood youth from one-on-one counseling to college prep classes and job search assistance. Operated by the St. Louis County Youth Programs, the Center responds to the needs of the community’s growing youth population. The focused services provided by the Center’s staff and partners helps youth make big strides in personal development. After only a year at the Center, LaKeisha has conquered roadblocks, received her GED, and will soon be applying for college to pursue both cosmetology and social work.

As part of St. Louis County’s first comprehensive effort to target youth services in a single community, the Center at Spanish Lake also links its members to the nearby North County Recreation Complex. Students taking GED classes at the Center can use the recreation facilities for free one night a week. This small incentive encourages youth to continue their education while staying healthy and active.

Grateful for the guidance she receives at the Center, LaKeisha says she is “just so excited” about the path she is now walking. Though there is more work to be done in Spanish Lake, for youth like LaKeisha, the impact of efforts thus far has been huge.

TO LEARN MORE ABOUT THE CENTER AT SPANISH LAKE, CALL (314) 355-2348 OR VISIT www.stlouisco.com/HealthandWellness/HumanServices
American society tends to focus on cognitive abilities in children as determinants of success later in life, and places far less emphasis on the effects of social-emotional development and skills. Cognitive ability is frequently promoted and measured through IQ and achievement tests, yet such tests overlook the importance of social-emotional skills, mental health, motivation, and other factors that promote success in school and life. A growing body of research shows that a society gets its greatest economic return by investing in its youth, particularly in the early years from birth through age 3. The work of Dr. James J. Heckman, professor of economics at the University of Chicago, has found an overall annual return of 7 to 10 percent in investment in high-quality preschool programming. Such investment benefits both society at large and the individual since it can reduce the social costs of crime and participation in welfare, and increase future education, employment, and earnings.

In St. Louis County, there are more than 260,000 youth under the age of 19, representing 26 percent of the county’s population. Over 30,000 of these youth are growing up in a household with income that is below the federal poverty level, which is $22,881 for a family of four with two children. Many more children are living at 138 percent of that level, which the federal government uses as the eligibility cutoff for several social programs. While not the only children at risk, these young people face particular disadvantage in their circumstances.

Ability gaps between advantaged and disadvantaged children begin early in life. According to Dr. Heckman, about 50 percent of the variance in inequality of lifetime earnings is determined by the age of 18. Early interventions can help improve the long-term well-being of children, from their cognitive abilities to their mental and physical health. Children who are motivated and engaged early in life are more likely to succeed in their social and economic lives as adults.

If St. Louis County is to sustain a healthy environment for its youth and a productive workforce for the future, additional investments must be made to address both the social-emotional and cognitive disadvantages that growing numbers of youth are experiencing. Investment is needed at different ages throughout the lives of young people, from the earliest years, through preschool and schooling, and on to post-secondary education and early careers. Investing in the positive development of young people throughout their lives
has the potential to create long-lasting benefits to St. Louis County, including higher graduations rates, reduced teenage pregnancies, lower crime rates, a more productive workforce, and healthier adults.

INVEST IN OUR YOUTH

Goal:
Provide stable, safe environments for raising children with the supports youth need to succeed from early childhood through young adulthood

Children spend a considerable amount of their time in a school setting and it is a natural place for the delivery of services beyond those just focused on academics. Access to counseling and support services, as well as resources aimed at preventing negative behavior and encouraging positive development are seen as key to creating secure and stable environments for young people. St. Louis County recognizes the importance prevention plays in addressing youth development and the need for safe schools.

While many agencies provide services within the school system, children do not spend all their time in school. Children often experience an abundance of idle time after school, on weekends, and during the summer when many parents are working and not able to supervise their children’s activities. It also means that youth who drop out of school do not have access to services when they may need them the most. Thus, St. Louis County is committed to focusing on supporting programs and partners that operate outside of the regular school day and complement school programming. St. Louis County already offers a variety of youth programming and services through County Parks and County Youth Programs. However, how to better connect young people with the programs and services being offered is sometimes a challenge. The need to effectively transport youth from school to after-school programs in county facilities where transportation is lacking initiative being explored.

St. Louis County is also committed to supporting its youth along the path to adulthood by investing in an additional high-quality childcare option in an area of highly concentrated poverty; offering programming that bolsters acquisition of life skills outside of school hours; working with partners to prevent at-risk behavior; offering healthy education programs; focusing on the sensitive transition between middle school and high school, a time when dropping out becomes a consideration among some teens; and, assisting disconnected youth in pursuit of post-secondary education and training.
INVEST IN OUR YOUTH

Goal:

Establish a network of integrated and effective health and human services accessible to all children

There are dozens of organizations in St. Louis County that provide services and education to youth. However, there is no overall structure that ensures a continuity of needed services for what is commonly called “cradle to career.” There exists no comprehensive tracking system to follow the progress of disadvantaged youth who receive services.

A movement is already underway in St. Louis to coordinate all organizations under one infrastructure for setting, achieving, and monitoring goals with regard to youth development on a regional scale. This movement is called “collective impact” and, while challenging to implement, has brought about palpable positive change in other metropolitan areas. St. Louis County will play a leadership role in this initiative as a service provider of several nodes of the network.

Independent of participating in this regional effort, St. Louis County will work to strengthen its own internal network of integrated services by expanding the capacity of its existing Youth Center, exploring expansion of the Youth Center model in other targeted areas of need, and assessing better ways to link at-risk youth and their families to services, whether provided by St. Louis County or a partner organization.

St. Louis County is fortunate to have a dedicated source of funding for mental health and substance abuse services for children and youth under the age of 19. To have an even greater impact beyond what is already working today, the Children’s Service Fund will look to innovative new solutions in addressing youth needs. Other successful community efforts to reduce drug and alcohol abuse among young people will be spearheaded by County Police. Additionally, creation of a Community Health Improvement Plan for St. Louis County can also assure a higher level of coordination and effectiveness of services among major health providers, especially for at-risk populations.
From the young to the young-at-heart, St. Louis County residents turn to the County Parks for volunteer opportunities to suit their interests. For John and Bonnie Lorenz, volunteering with Parks has been a convenient and fulfilling way to stay engaged with the community in their retirement.

In nine years of volunteering, John and Bonnie have led groups on trails and hay rides through many of St. Louis County’s parks. They have also enjoyed assisting with fishing events and the Children’s Garden Club. From Moonlight Paddles to bike rodeos and serving as board members of the Friends of Jefferson Barracks Park, the couple has gotten plenty of exercise and met wonderful people along the way. In his time as one of County Parks’ more than 1,500 volunteers, John is thrilled to say, “I’ve never felt bored in my retirement.”

Volunteering through St. Louis County Parks provides opportunities for residents of all ages and skill sets to stay active and healthy, meet new people, and connect with nature all while working towards a good cause: protecting our environment for the enjoyment of all. Collectively completing 100,000 hours of service each year, the impact Parks volunteers have on our community is significant. Just ask John: “It’s unbelievable!”

TO LEARN MORE ABOUT PARKS’ VOLUNTEER OPPORTUNITIES, CALL (314) 615-8865 OR VISIT www.stlouisco.com/ParksandRecreation
One of the greatest opportunities to promote the overall health and wellness of seniors can be summarized in one word: connection. As older adults are often at risk of living an isolated lifestyle, connecting seniors to each other, to service providers, and to their community is paramount to promoting their health and
Many seniors remain active well into their retirement years, and are interested in opportunities to volunteer or work part-time in fields that support their passions. By serving as a facilitator between seniors and open positions with governmental departments, nonprofits, and private companies, St. Louis County can play a role in promoting both the social and mental well-being of retirees as well as the many benefits that a community gains from volunteerism.

Another way that St. Louis County can promote opportunities for active engagement into retirement and old age is through lifelong learning. Lifelong learning is a concept that recognizes the benefit, to individuals and society, of continued learning well beyond the traditional school years. Many universities and colleges provide discounted courses for seniors and MOOCs (massive open online courses) are becoming more prevalent. As learning becomes more and more virtual, and Baby Boomers who are computer-savvy retire, St. Louis County government should play a facilitation role in monitoring and providing this information to people who are interested.
At three months pregnant, Crystal Jackson met Vanessa Davis, a home-visit nurse with St. Louis County’s Nurse-Family Partnership. Unsure of all that being a new mom would entail, Crystal depended on her weekly visits with Vanessa to ensure she was healthy, well-informed, and confident as she moved along in her pregnancy. Today, Crystal is the proud mother of Cydney.

Since 2005, the Nurse-Family Partnership (NFP) has connected women with low incomes to registered nurses to assist them through a successful first pregnancy. From early in her pregnancy, each mother receives home visits from a nurse that continues through her child’s second birthday. This ongoing support was critical for Crystal as Vanessa helped her recognize that Cydney was having trouble forming age-appropriate speech. After three years of speech therapy, Cydney now speaks just as well as other four-year old children.

For Vanessa, now the director of NFP, it is equally important that the program aids the healthy development of not only the child but also the mother. The program helps parents with family planning, continuing education, and attaining work. Since Cydney’s birth, Crystal has earned a degree in Software Science and now works as a computer software analyst. “You really see the women make life changes. They are more self-sufficient, and they connect with their children,” beams Vanessa. To date, over 430 young, first-time mothers like Crystal have been helped by the Nurse-Family Partnership.

TO LEARN MORE ABOUT THE NURSE-FAMILY PARTNERSHIP, CALL (314) 679-7871 OR VISIT www.stlouisco.com/HealthandWellness
The percentage of families and individuals that live in poverty has been steadily on the rise in St. Louis County, and in the St. Louis region, over the last several decades. The struggling national economy has exacerbated this situation. The consequences of living in poverty also become magnified when the poverty is concentrated in specific neighborhoods, as it is in St. Louis County. Poverty in St. Louis County disproportionately affects young people, especially African Americans. The negative consequences of poverty affect more than people currently in need, but also have the power to affect future generations. For these reasons, St. Louis County must find ways to alleviate the direst impacts, as well as explore successful interventions that can raise families and individuals out of poverty.

**ADDRESS THE CONSEQUENCES AND CYCLE OF POVERTY**

**Goal:**

*Address people’s basic need for food, shelter, and health care*

The most urgent aspect of poverty is people’s lack of ability to obtain their basic needs. These are the fundamental building blocks to survival and are necessary to leading a productive life and achieving an acceptable level of well-being. St. Louis County will explore ways of continuing to support organizations that distribute healthy food to those who need it and focus its own efforts on creative delivery of health care services in areas where access to care is a concern. Investment in safe, adequate housing is also a priority and is addressed in the Desirable, Connected Communities section of this plan.

**ADDRESS THE CONSEQUENCES AND CYCLE OF POVERTY**

**Goal:**

*Break the cycle of poverty for families with children and individuals*

Extensive research has demonstrated a strong correlation between the educational and employment status of parents and their children’s future outcomes. More specifically, research has shown links between a child’s outcomes and the educational attainment of his/her mother, and has even shown that additional schooling of a young, less educated mother can improve her child’s academic achievement. Thus, it is believed that one way to realize a multiplier effect on impacting the intergenerational cycle of poverty is to combine programming for parents and their children at once.
Known as a “two-generation approach,” this concept attempts to simultaneously address the economic causes, as well as some of the effects of poverty on children. The approach achieves this by assisting parents with education, training, employment, and support services while providing high-quality childcare and early education for their children.

St. Louis County will work to break the intergenerational cycle of poverty by seeking opportunities to realize a greater effect by joining existing programs in a meaningful way or building out existing successful programs to include one or the other generation. Special focus will be given to teen mothers who have dropped out and whose children have the lowest likelihood of attaining positive outcomes. A program like the Nurse-Family Partnership, supported by the Children’s Service Fund and Department of Health, is a successful model of support given to first-time mothers and their babies. Additionally, more attention will be focused on targeting and coordinating services to areas in St. Louis County where residents have the greatest needs.
## REALIZING TOMORROW

### Healthy, Engaged Residents

Ensure the well-being of our residents by meeting their physical, emotional and social needs.

### Invest in Our Youth

Provide stable, safe environments for raising children with the supports youth need to succeed from early childhood through young adulthood.

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<tr>
<th>#</th>
<th>Description</th>
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<tr>
<td>1</td>
<td>Fund and reinstate the juvenile resource officer program to work with parents and schools to monitor, provide guidance and address the needs of at-risk youth.</td>
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<td>2</td>
<td>Assign a resource officer to each school in the county for security and counseling assistance.</td>
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<td>3</td>
<td>Provide transportation to and specialized activities and programs for youth at North County Recreation Complex via the Spanish Lake Youth Center.</td>
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<td>4</td>
<td>Partner with Boys &amp; Girls Clubs of Greater St. Louis to better utilize park facilities.</td>
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<td>5</td>
<td>Work with Christian Hospital Northeast to provide healthy education programs (fitness, nutrition, cooking, personal health) for youth at the North County Recreation Complex.</td>
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<td>6</td>
<td>Develop a program that promotes resiliency and leadership among youth in transition from middle to high school.</td>
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<tr>
<td>7</td>
<td>Develop a community-based program to support disconnected or disadvantaged youth in completing post-secondary education, credentialing, and training.</td>
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<td>8</td>
<td>Complete construction and open Wellston Child Care Center in Fall of 2014.</td>
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Establish a network of integrated and effective health and human services accessible to all children.

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<tr>
<td>9</td>
<td>Expand the total service capacity of the Spanish Lake Youth Center.</td>
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<td>10</td>
<td>Replicate the Spanish Lake Youth Center in other targeted areas of need.</td>
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## Invest in Our Youth (continued)

Establish a network of integrated and effective health and human services accessible to all children

| 11 | Support and participate in Ready by 21 Collective Impact Initiative |
| 12 | Pursue National Public Health Accreditation by successfully completing a Community Health Assessment, Community Health Improvement Plan, and Strategic Plan for the Dept. of Health |
| 13 | Achieve accreditation of DHS-CYP by CARF Int’l in order to ensure high standards are established and sustained in serving youth and their families |
| 14 | Assess ways to improve linking youth to needed services, including transportation and community-based options |
| 15 | Replicate the drug-free coalition in districts of targeted need |
| 16 | Replicate heroin town hall meetings but focus them on prescription drug abuse at middle schools |
| 17 | Establish an “Innovation” fund to pilot new initiatives addressing mental health and substance abuse for youth aged 19 and under |
| 18 | Expand funding of prescription drug take-back program |

## Prepare for an Aging Population

Promote well-being through health and social services

| 19 | Provide a core set of services through comprehensive coordination within all CORP service areas |
| 20 | Examine the current configuration of CORP service areas and redefine as needed |
| 21 | Provide a better link between CORP service managers and Public Health Nurses |
| 22 | Conduct a limited needs assessment for seniors |
| 23 | Provide technical analysis to help DHS/CORP target services |
| 24 | Conduct analysis to identify NORCs (Naturally Occurring Retirement Communities), followed by comprehensive plans focused on age-friendly issues, including the coordination/access to services and programs |
| 25 | Establish a partnership with AARP of Missouri for local research and community survey |
### Prepare for an Aging Population (continued)

**Promote well-being through health and social services**

- **26** Target neighborhood walks in areas with concentration of seniors and provide them with senior-specific information
- **27** When conducting neighborhood walks, have a questionnaire developed specifically for seniors to collect targeted information
- **28** Investigate reviving the Operation Contact program
- **29** Implement and sustain the Functional Needs Registry
- **30** Investigate updating and expanding the sidewalk policy to promote broader community connectivity

**Encourage social, civic and economic engagement**

- **31** Convene a volunteer coordinator team to maximize the potential impact of St. Louis County Government volunteers (similar to Hands Across the County program)
- **32** Support and promote lifelong learning opportunities throughout the County

### Address the Consequences and Cycle of Poverty

**Address people’s basic need for food, shelter and health care**

- **33** Partner with 24:1 in new “Access to Care” initiative in Pagedale

**Break the cycle of poverty for families with children and individuals**

- **34** Promote concept of a two-generation approach and explore funding opportunities and partnerships
- **35** Expand programming and service providers with youth whose parents, aged 17-19, are incarcerated
- **36** Expand Nurse-Family Partnership
- **37** Develop a pilot youth development program for middle-schoolers transitioning to high school
- **38** Support summer school programs that address youth mental health in areas of high poverty
- **39** Explore provision of home-based services to public housing residents
Preserve and develop well-maintained communities with quality options for all

- Promote a variety of housing & neighborhood options for all ages
- Invest in distressed communities
- Revitalize commercial areas for changing markets
- Enhance mobility & connectivity
desirable, connected COMMUNITIES

The quality of the physical environment is a reflection of our residents’ quality of life and plays an important role in whether someone chooses to live somewhere in St. Louis County. People need affordable, well maintained homes within safe and attractive neighborhoods. They look for amenities that create value, allow them to interact with their neighbors, and create a sense of community. They want convenient access to shopping, services, employment and recreation. In short, the diversity and desirability of its neighborhoods and communities are essential for keeping St. Louis County an attractive place for a wide range of current and new residents.

Creating desirable, connected communities has many dimensions. It is about providing housing and transportation options that support people through all ages and stages of their lives. It includes reinvesting in older, distressed communities and revitalizing commercial areas to adapt to changing markets. It means looking at investment in infrastructure from a value-added perspective that provides amenities as well as functionality. Such a comprehensive approach creates resilient communities that are able to adapt and respond to change, and are desired by the people who choose to live here.
“Lemay is a terrific place to call home.” With nearly 15 years of focused investment in housing maintenance and development, members of the Lemay Housing Partnership are not only confident in their motto, they have proved it to be true for community residents old and new as well.

Since 1990, the Lemay Housing Partnership (LHP) has worked with local organizations to secure funding to support the community’s housing development efforts. “In general, housing in Lemay is modest,” explains LHP Executive Director Reginald Scott. Though residents typically own their homes, household resources for home repair are few or non-existent. To fill this need, the LHP created a home repair program that annually assists 30 to 40 households with work such as painting, tuck pointing, and roof repair. Truly working with its community, LHP often recruits student and resident volunteers to complete smaller projects for their neighbors in need.

However, helping current residents is not the Partnership’s only mission. To keep Lemay vibrant and growing, LHP also strives to attract new homeowners to the community. Collaborating with St. Louis County’s Planning Department and the Port Authority, LHP will soon unveil a community housing and redevelopment plan for the Lemay East of Broadway neighborhood. To further efforts, St. Louis County’s Office of Community Development has helped LHP construct or rehab 21 for-sale homes through its Neighborhood Stabilization and HOME programs. These initiatives are essential for showing newcomers that Lemay is a great place to be a homeowner and active community member.

Appreciating the diligence LHP has shown in its pursuit of a revitalized Lemay, St. Louis County Comprehensive Planning Manager Lori Fiegel attributes progress to “having a good plan and actually following it.” Today, the Lemay Housing Partnership remains committed to making its community a healthy place to live and thrive.

TO LEARN MORE ABOUT COMMUNITY DEVELOPMENT IN LEMAY, VISIT [Website URL]
St. Louis County, like most other core communities in metropolitan areas throughout the country, was hit hard by the Great Recession and the collapse in the housing market. Despite the sluggish recovery in housing prices, St. Louis County and the development community must be prepared for future growth. Growth for a built-out county means making strategic reinvestment and redevelopment decisions to create places with amenities that people desire.

One question that needs to be asked if St. Louis County is to take advantage of a housing market recovery is this: Is there enough variety in the St. Louis County housing stock to meet the demands of a changing population? Surveys of people up and down the age spectrum are showing a desire for housing and neighborhoods that are fundamentally different from the predominantly large-lot, single-family residential suburban development that exists throughout most of St. Louis County. Many young professionals and soon-to-be retirees are looking for options that require less maintenance. They want mixed-use neighborhoods that offer more convenience and greater access to jobs, services, shopping and entertainment. Many of those just starting their careers as well as those retiring to fixed incomes are looking for affordable options that include modern amenities and features.

Ensuring diversity in the housing stock also means supporting existing housing through maintenance and retrofit. With three-quarters of its housing stock aged 30 years old or older, it is imperative that St. Louis County continue to support the investments that have already been made in our neighborhoods. Support can take many forms, from assisting those with limited means in maintaining their homes; to assisting neighborhood leaders with preserving the vitality and appearance of their neighborhoods; and supporting modernization and retrofit for those with limited abilities.

With the proper policies, programs, tools and incentives in place, St. Louis County can ensure quality, affordable, accessible housing for all residents.
Given the predominantly suburban residential character of St. Louis County, continued growth will need to come from targeted reinvestment and redevelopment of the suburban landscape. This effort requires a strategic approach that surveys residents to understand how the national trends may play out at the local level; examine the county to find ideal locations for mixed-use development; and develop small area plans to promote sustainable redevelopment in these suitable areas.

There is a great opportunity for St. Louis County Government to have a far-reaching impact on the built environment throughout the County, in both unincorporated areas and municipalities. With so many municipalities having modeled their land use regulations on St. Louis County’s, they will be looking to the County to be a leader in framing the discussion and in providing the tools necessary to encourage a variety of neighborhood choices. This kind of leadership and knowledge sharing with the development community as well as municipal planners and officials is necessary to creating a variety of housing and neighborhood choices throughout St. Louis County.

**Goal:** Develop communities that offer a wide variety of housing and neighborhood choices

Given the predominantly suburban residential character of St. Louis County, continued growth will need to come from targeted reinvestment and redevelopment of the suburban landscape. This effort requires a strategic approach that surveys residents to understand how the national trends may play out at the local level; examine the county to find ideal locations for mixed-use development; and develop small area plans to promote sustainable redevelopment in these suitable areas.

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**Goal:** Create housing and neighborhood options that support an age-friendly community

For some seniors, living in an age-friendly community means remaining close to family, yet having greater access to services and amenities than their current housing provides. They will be looking to relocate into housing that is low-maintenance, safe, and affordable. In order to provide such housing options, some communities throughout St. Louis County may need to rethink what age-friendly housing could look like, and provide the tools and incentives necessary to promote it. One way to accomplish this is through changes to development regulations to allow for accessory dwellings, the creation of mixed-use neighborhoods, and transit-oriented development. Another way is through the inclusion of Universal Design (also known as Better Living Design) in new construction. Better living design integrates features and amenities such as wider doors and hallways and lower counters that allow people to live independently regardless of age or ability.
The phrase ‘age-friendly community’ generally refers to the ability of seniors to live healthy, productive, independent lives in their current home or community. For seniors on fixed incomes or with limited abilities, support for routine property maintenance is one important factor in their ability to remain in their homes. Likewise, modernizing and retrofitting homes for features like removal of front door steps or installation of shower grab bars also become necessary. Assistance in the form of programs, services and even financial assistance can be the difference between seniors living comfortably in their home and needing to move to a new location, possibly outside of their community.

St. Louis County already provides some services and programs that aid seniors with maintenance and modernizing. One example, St. Louis County’s County Older Resident Programs (CORP) provides Home Care & Repair that pre-screens contractors for routine home maintenance work. The Planning Department’s Office of Community Development provides financial assistance through the Home Improvement Program, for income-qualified residents. With the aging of the population and the housing stock, there will be a growing need for these and other services. While additional resources may be necessary, it will also be necessary for St. Louis County to better coordinate and target the available resources to increase the efficiency of existing programs.

Surveys show that many young professionals prefer housing and neighborhoods that provide ease of maintenance, modern amenities and a greater sense of connectivity to the community around them. While there is a great deal of overlap between what the young professionals are looking for and the housing and neighborhoods preferred by some retiring Baby Boomers, the difference is one of location. For young professionals, the emphasis is on living in urban and inner ring suburbs with greater densities and a robust transit infrastructure that provide convenient access to employment centers, entertainment districts and shopping.
In St. Louis County, the inner ring suburbs along the central corridor between Olive Boulevard and Interstate 44 represent the greatest opportunity for young professionals to find the housing and neighborhood options they prefer. With much of the central corridor being incorporated, St. Louis County’s role is one of leadership and knowledge sharing. Opportunities exist for St. Louis County to use its updated land use regulations as a model and to facilitate coordination among the municipalities to target options to young professionals.
What happens when new, thoughtfully-designed homes are built within an existing neighborhood, surrounded by a newly renovated park? The rebirth of a community. With the development of the Windfall Trace Apartments and Townhomes well underway, City of Jennings Director of Housing and Economic Development Irvetta Williams watches as her community is re-energized.

Adding to a long list of recent reinvestment projects in Jennings, Windfall Trace replaces the out-of-date Springwood public housing that once occupied the neighborhood adjacent to Lyon’s Park. For Windfall Trace, the City of Jennings and the Housing Authority of St. Louis County envisioned a very different picture of what home could be: accessible, modern, well-equipped, and affordable. Half of these sought after townhomes and garden units have been built and fully leased with the rest to be completed in 2014.

While the new homes will play a critical role in ushering the revitalization of the neighborhood, investments in the surrounding community will do much to give Windfall Trace’s new families a fresh start as well. Within walking distance, residents have access to family support and social services, youth programs, Head Start, and adult continuing education. Just blocks away, a recently developed retail center offers a variety of stores for groceries and other goods and services.

Providing quality housing options while connecting residents to life’s daily needs is central to the community’s renewal. Assessing all the work occurring in her city, Director Williams affirms, “We are headed towards a new Jennings.”

TO LEARN MORE ABOUT WINDFALL TRACE AND RECENT DEVELOPMENT IN JENNINGS, VISIT www.haslc.com OR www.cityofjennings.org
To improve the quality of life for all its residents, St. Louis County must actively invest in its distressed communities. Located predominantly in municipalities and unincorporated areas in near north and North County, and in pockets of South County, these neighborhoods are marked by low land values, high vacancies and foreclosures, and a general lack of private investment. These communities are often seen as a source of affordable housing, but they lack the characteristics and modern amenities desired by future home buyers. This lack of market viability of neighborhoods in turn affects homeowners’ and local governments’ ability and willingness to invest in their upkeep.

While the housing stock in some distressed communities is seen as a source of quality affordable housing, some of it is in such poor condition that it no longer makes financial sense to continue to invest in its upkeep. In areas of high vacancy and high foreclosure, the lack of market viability points to the need for large-scale redevelopment. St. Louis County and other municipalities need to pursue policies of acquisition of vacant and derelict properties, land banking and assembly, and the creation of redevelopment plans. Coordinated efforts and the pooling of resources will be necessary to provide quality, affordable housing and neighborhoods that retain value and enhance communities.

Many older, smaller, distressed communities lack amenities and services needed to support a thriving neighborhood. Without neighborhood scale development that brings shopping and services into the community, many residents are left with inadequate alternatives or need to travel outside of their neighborhoods. This places undue burdens on residents who might be transit-dependent or have limited means. Resources and incentives are necessary to promote local economic development and support the creation of neighborhood services. Convenient access to quality goods and services, such as grocery stores and credit unions, are a cornerstone to the overall success of a neighborhood.

**INVEST IN DISTRESSED COMMUNITIES**

**Goal:**

Create stable, safe communities with connections to services and goods

Creating stable, safe communities requires a comprehensive approach that addresses disinvestment and reinvestment on many levels, from in-fill investment in housing to larger scale redevelopment of residential and
commercial areas. For its part, St. Louis County plays a multi-faceted role, one that includes planning and leadership, direct investment, and partnership with other community development groups.

Building a market for quality, affordable housing will be a vital piece to reinvestment in distressed communities. An important first step will be the creation of a housing plan that identifies the issues and opportunities, and the necessary tools and partnerships needed to create an affordable housing stock. With the plan in place, St. Louis County can engage community development corporations, non-profits, and other municipalities in a comprehensive effort. St. Louis County will bring with it tools and resources such as land banking and land assembly that will assist its partners in in-fill development as well as large-scale redevelopment. Through the plan and the strategic use of its regulatory tools and resources, St. Louis County can attempt to address the deteriorating effects of vacancies and foreclosures while building around amenities such as community centers and transit hubs. The end result is not simply the removal of derelict properties that drag down stable neighborhoods, but also the creation of new, affordable housing stock.

The effects of disinvestment reach across municipal boundaries and greatly impact a local jurisdiction’s ability to respond to the issues. While St. Louis County is not in a position to directly intervene in municipal areas, it can provide expertise and knowledge to assist local governments. For example, it can assist municipalities that want to adopt property maintenance codes and provide model ordinances that create incentives and streamlined procedures for quality redevelopment. St. Louis County can also take a lead role in investigating creative regional approaches to eliminating the barriers to redevelopment that spans multiple jurisdictions. St. Louis County could support such efforts through technical analysis, pursuing the passage of state legislation or facilitating local agreements.
The characteristics of commercial areas impact their resiliency to changing preferences and shifting markets. Auto-dependent strip centers that lack connectivity to surrounding neighborhoods are suffering as people seek shopping and services closer to home, within a convenient walk or transit ride. Communities with old, once-thriving main street areas are once again finding success by bringing back residential uses along with retail and services. Once attractive shopping malls are now vacant and await redevelopment as so-called live/work communities with a mix of residential, retail, office, entertainment and artistic studio uses. More and more, commercial areas are finding new life by being highly accessible, connected to surrounding neighborhoods, and offering a mix of uses. By creating spaces with multiple destinations, multiple reasons to visit, and multiple ways to get there, communities are tapping into their local markets and creating commercial uses that can more easily adapt as communities change.

**REVITALIZE COMMERCIAL AREAS FOR CHANGING MARKETS**

**Goal:** Revitalize obsolete commercial areas

St. Louis County’s effort to revitalize obsolete commercial areas is a multi-pronged approach. It includes assessing the viability of commercial areas throughout St. Louis County to determine what the main challenges are, then tailoring planning, tools and incentives in an effort to address them.

Some solutions will focus on connectivity to surrounding neighborhoods and accessibility via modes other than an automobile. Great Streets initiatives such as the one on Natural Bridge Road look at roadway design, the availability of sidewalks and accessibility of intersections, as well as street lighting and beautification as ways to promote pedestrian access to businesses along the corridor. Other solutions will focus on the land uses and explore ways to bring a mix of uses to a particular site. Updates to the St. Louis County Zoning Ordinance may allow residential uses above retail storefronts and provide for site design that is more accommodating to transit and pedestrians as well as automobiles.

In more challenging commercial areas, special tools and financial incentives will be needed to accompany any redevelopment plans. Tools such as the Land Reutilization Authority that make it easier to assemble land and incentives
such as the New Market Tax Credits will be needed to aid in large-scale redevelopment. Such efforts may also include multiple jurisdictions, requiring a greater level of coordination to get projects completed.
Laverne Haenchen can’t drive. The bus route that once linked her Lemay home to her health clinic was eliminated. For years she was depending on her son to take her to her weekly doctor’s visits—until his supervisor grew concerned with his frequent absences from work. “I was sitting at my table crying,” Laverne describes, when she came across the number for CORP in her newspaper.

Since 1975, the St. Louis County Older Resident Programs (CORP) has organized Neighbors Driving Neighbors, a service that recruits volunteers to drive seniors to medical appointments and other essential outings. Often actual neighbors of the program’s customers, volunteers are encouraged to spend time building a bond with the seniors they help. With over 200 volunteer drivers, the program is able to serve seniors when and where the need arises.

Susan Schafers, Manager of CORP, believes the program is essential to helping many seniors achieve their desire to age at home independently. “The biggest problem among our residents is isolation,” explains Schafers, “but what can you do when these seniors don’t have access to a car, can no longer drive, or don’t have convenient public transit options?” For Susan and CORP customers like Laverne, Neighbors Driving Neighbors is a great solution.

After using the program for five years, Laverne recalls the volunteer drivers who have now become her friends: “I’m just so grateful. I hope they never stop.”

TO LEARN MORE ABOUT COUNTY OLDER RESIDENT PROGRAMS OR NEIGHBORS DRIVING NEIGHBORS, VISIT www.stlouisco.com/healthandwellness
The essence of transportation is moving people and goods from one place to another. The transportation system is the network of facilities – roads, trails and rails to name a few – that move people and freight. Emphasis in the past has been on how to invest in transportation to move people and goods more efficiently. However, there is a growing awareness across the country that transportation systems impact quality of life in many ways. Increasingly, community leaders are placing an emphasis on how transportation systems can enhance a community’s economic opportunity, meet the mobility demands of residents, and promote active and healthy lifestyles. The way a community’s transportation system is designed, and redesigned, to meet changing needs of residents, workers and employers will have a profound impact on the community’s future prosperity.

When thinking about St. Louis County’s transportation system, it is possible to focus on just one aspect at a time – roads, transit or bicycle facilities; or about one purpose at a time – commuting across the region for work, traveling across town for a doctor’s appointment, or walking down the street to the neighborhood park. In actuality, though, the transportation network must be interconnected and dynamic in order to fulfill the many needs of current and future residents, employers and visitors.

The pieces of the system must work together to provide access to employment, education and other opportunities, as well as access to shopping and other services. Pieces must be in place to offer opportunities for recreation and fitness. And still other pieces must be available to provide independence and mobility for all residents. All of these facets must be considered holistically if the transportation system is to provide the greatest benefit to all its users.

Just as one housing type will not meet the demands of a varied and changing population, neither will one mode of transportation meet the needs of all residents. Preferences, financial means and physical ability all play a part in the transportation choices people make. For many residents, transportation choices are about connecting with their community, social interaction, physical health and living an active lifestyle, as much as it is about getting from one place to another.
Land use is inextricably linked to transportation, so policies that create vibrant neighborhoods must be supported by policies that create a dynamic transportation system. For many, sidewalks, trails, and bike lanes are a vital link to the transportation network. Such features provide access to neighborhood destinations such as schools, community centers, transit stops or neighborhood stores. Pedestrian amenities are an especially vital link for children and seniors who cannot drive and for others with limited mobility options.

**Bicycle and pedestrian infrastructure**

Bicycle and pedestrian infrastructure provides additional benefits beyond mobility. For seniors and young children, the ability to walk or bike throughout a neighborhood provides opportunities for physical activity. Likewise, young professionals view such amenities as a sign of a community’s commitment to a healthy, active lifestyle and improved quality of life.

St. Louis County has some policies and plans in place that support pedestrian and bicycle infrastructure, including a sidewalk policy that seeks to provide sidewalks to important community destinations along County arterial roads. Supporting this policy is an Americans with Disabilities Act (ADA) Accessibility Plan that will lead to the upgrade and improvement of intersections throughout the road network, including such features as countdown crossing lights and wider refuge medians on larger crosswalks. These efforts could be enhanced by the adoption and implementation of a Complete Streets Policy as well as walkability audits to target investment of scarce resources.

**Transit and Transit-Oriented Development**

Transit is another key piece of the transportation system. A dynamic and interconnected transit system is critical for families with limited means who rely on transit to get to shopping and services as well as education and employment opportunities. Seniors who are no longer able to drive rely on transit to maintain their independence and connection to their community. Young professionals look to transit to be a viable alternative to owning and driving a car, and look for a transit system that connects their homes to work and entertainment.

More and more transit is also being looked at for its economic development potential. Community leaders are looking to capitalize on significant investments in the transit system but concentrating development around transit stations. Such transit-oriented development (TOD) around the country is seeing increased economic performance in premium office and retail rents and higher home values. The mix of land uses and transportation modes present in transit-oriented development creates resilient nodes that allow communities to respond to changing market demands.
While St. Louis County does not directly provide the transit system, it is nevertheless an important partner in its success. St. Louis County can support the expansion of the Metro system through planning and advocacy by providing model ordinances that support transit-oriented development and encouraging TOD around existing employment centers and in inner-ring suburbs.

**Alternatives to traditional transit**

Beyond traditional transit, St. Louis County can also play a direct role in providing and supporting other mobility options for seniors. For example, County planners can work with Metro to enhance Call-A-Ride transit service in areas with concentrations of seniors (often called NORCs, Naturally Occurring Retirement Communities). The St. Louis County Older Resident Programs provides a service called Neighbor Driving Neighbor, which is very successful in providing door-through-door transportation services for seniors, but is limited by resources and volunteers. Efforts to expand the service and target it to areas of need could make it more efficient and responsive. St. Louis County will also need to investigate promoting and supporting other non-profit service providers as well as private options such as independent transportation networks if it is to truly have a robust network for seniors.
REALIZING TOMORROW
Desirable, Connected Communities
Preserve and develop well-maintained communities with quality options for all.

Promote a Variety of Housing & Neighborhood Options

Develop communities that offer a wide variety of housing and neighborhood choices

1. Conduct a survey of residents to determine demand for various types of housing
2. Host a seminar or series for municipal officials and developers on the impact of demographic trends on the local real estate market
3. Conduct a suitability study to identify sites across the county that are ideal for mixed-use development
4. Develop small area plans to support the suitability study and promote the implementation of the sustainable zoning code there
5. Develop new incentives to promote mixed-use developments
6. Establish a central corridor/inner suburb consortium to identify and market neighborhoods for older residents

Create housing and neighborhood options that support an age-friendly community

7. Conduct a senior housing suitability study. This study would focus on unincorporated areas, but might also extend to municipalities in the form of technical assistance/workshops
8. Adopt and implement the Sustainable Zoning Code for accessory dwellings
9. Adopt and implement the Sustainable Zoning Code for mixed-use/TOD
10. Work with Ameren to develop a more comprehensive way to get streetlights into older subdivisions
## Promote a Variety of Housing & Neighborhood Options (continued)

### Extend a person’s time living in a single-family home

<table>
<thead>
<tr>
<th>Number</th>
<th>Action</th>
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<tbody>
<tr>
<td>11</td>
<td>Increase coordination between CORP and Neighborhood Services to support senior residents through the property maintenance process</td>
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<tr>
<td>12</td>
<td>Explore better ways to target Home Improvement Program (HIP) funds to assist property maintenance of homes of seniors</td>
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<tr>
<td>13</td>
<td>Conduct a broader study of programs that extend living in a single-family home, including issues such as maintenance, home modification, and universal design. The countywide study would result in a resource guide or manual for local governments, developers, and service providers to support aging in a single-family dwelling</td>
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<tr>
<td>14</td>
<td>Explore targeting the Home Improvement Program to assist modernizing and retrofitting homes of seniors</td>
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<tr>
<td>15</td>
<td>Provide a dedicated funding source for home repair/modification</td>
</tr>
<tr>
<td>16</td>
<td>Explore integrating requirements for Universal Design (Better Living Design) elements into the building code</td>
</tr>
<tr>
<td>17</td>
<td>Promote the use of Universal Design (Better Living Design) to home builders and developers</td>
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<tr>
<td>18</td>
<td>Promote the ability to search MLS real estate listings for Universal Design elements</td>
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### Provide affordable, attractive neighborhood and housing options for young professionals

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<th>Number</th>
<th>Action</th>
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<tbody>
<tr>
<td>19</td>
<td>Establish a central corridor/inner suburb consortium to identify and market neighborhoods for young professionals</td>
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<tr>
<td>20</td>
<td>Host a seminar or series for municipal officials and developers on the impact of young professionals on the local real estate market</td>
</tr>
<tr>
<td>21</td>
<td>Adopt and implement the Sustainable Zoning Code for mixed-use/TOD</td>
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### Invest in Distressed Communities

#### Create stable, safe communities with connections to services and goods

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<tr>
<th>Number</th>
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<tr>
<td>22</td>
<td>Implement community based initiatives in targeted communities (Lemay; Spanish Lake; Jennings)</td>
</tr>
<tr>
<td>23</td>
<td>Continue strategic Lemay property acquisitions</td>
</tr>
<tr>
<td>24</td>
<td>Complete construction of the Lemay Community Center</td>
</tr>
<tr>
<td>25</td>
<td>Create redevelopment plans in targeted areas of need</td>
</tr>
</tbody>
</table>
### Invest in Distressed Communities (continued)

Create stable, safe communities with connections to services and goods (continued)

| 26 | Investigate and promote opportunities for municipalities to work together on large redevelopment areas, create built-in, institutional mechanisms that allow jurisdictions to share revenue when development spans multiple jurisdictions |
| 27 | Investigate the costs and benefits of establishing a Land Reutilization Authority that could take possession of derelict, tax delinquent properties |
| 28 | Create a classification system to track the progress of putting abandoned and vacant property back into use |
| 29 | Develop a housing plan that explores solutions to providing affordable/quality housing. |
| 30 | Support establishment of community based development corporations in targeted areas |
| 31 | Ensure that zoning and other regulations are inclusive and provide for greater diversity, density, and affordability in housing stock |
| 32 | Educate residents and landlords about what qualifies as a code violation through brochures, handouts, and website information |
| 33 | Provide assistance to municipalities that want to adopt property maintenance codes |
| 34 | Partner with community institutions and non-profits to expand service delivery |
| 35 | Work with Ameren to develop a more comprehensive way to get streetlights into older subdivisions |
| 36 | Promote transit-oriented development |
| 37 | When appropriate and feasible, develop bicycle and pedestrian facilities to connect neighborhoods to nearby parks, community facilities and neighborhood scale commercial areas |

### Revitalize Commercial Areas for Changing Markets

Redevelop obsolete commercial areas

| 38 | Facilitate coordination of expertise and capital to focus on large redevelopment sites: Jamestown, Northwest Plaza, former Chrysler site |
| 39 | Apply for and receive another round of New Market Tax Credits, and target their use to eligible areas of highest poverty and disinvestment |
| 40 | Investigate and promote opportunities for municipalities to work together on large redevelopment areas, create built-in, institutional mechanisms that allow jurisdictions to share revenue when development spans multiple jurisdictions |
### Revitalize Commercial Areas for Changing Markets (continued)

**Redevelop obsolete commercial areas (continued)**

| 41 | Continue to support Natural Bridge Great Streets program |
| 42 | Adopt and implement the Sustainable Zoning Code for mixed-use/transit-oriented development |
| 43 | Create 2-3 commercial strip revitalization programs in target areas |

### Enhance Mobility & Connectivity

**Invest in pedestrian and bicycle facilities that increase mobility, promote physical activity and encourage social interaction for people of all ages and abilities**

| 44 | Adopt and implement the Sustainable Zoning Code |
| 45 | Create and implement a Complete Streets Ordinance |
| 46 | Conduct walkability audits as part of an area plan |
| 47 | Explore linking ADA intersection improvements with sidewalk expansion to enhance safety and connectivity |
| 48 | Evaluate policy of “no condemnation” for sidewalk development |
| 49 | Develop design standards for the integration of trails, parks and pedestrian access into new and existing development |
| 50 | Actively create neighborhood connections to parks through the use of sidewalks and trails |
| 51 | Identify/advocate for ideal locations for the expansion of car-sharing |
| 52 | Support expansion of MetroLink light rail service in St. Louis County |
| 53 | Installation of bike racks at St. Louis County Government facilities |

### Support the expansion of public transit and encourage development that enhances transit investment

| 54 | In inner-ring suburbs, encourage transit-oriented development around existing job centers |
| 55 | Support expansion of MetroLink light rail service in St. Louis County |
| 56 | Identify/advocate for ideal locations for the expansion of car-sharing |
| 57 | Work with Metro to enhance Call-A-Ride service in identified NORCs (Naturally Occurring Retirement Communities) |
| 58 | Work with Metro to increase access to park facilities and community centers |
| 59 | Work with Metro to investigate the impacts of zone-fee structure on senior mobility |
| 60 | Provide data and analysis to help identify existing transportation services and any gaps in service throughout St. Louis County |
| 61 | Explore options for a steady funding stream for senior door-through-door transportation services |
| 62 | Investigate the feasibility of an affordable, private transportation program for seniors |
accessible, attractive

OPPORTUNITIES

Create financial viability through educational and economic opportunities

Build on our economic strengths & assets

 Increase educational attainment for our youth & young adults

 Encourage immigration & innovation

 Develop an environment of entrepreneurship

OPPORTUNITIES
St. Louis County is vital to the success of the St. Louis regional economy and a significant contributor to the economic prosperity of Missouri, with 45 percent of regional jobs and over one-quarter of the State of Missouri’s wages. Among its assets is a highly educated and professional workforce, including one of the highest skilled pools of foreign-born workers in the country. St. Louis County is home to world headquarters and start up businesses, with 7 of Missouri’s 10 Fortune 500 companies and nearly 40 percent of Missouri new business starts. Though it was hit hard by job loss during the Great Recession, and recovery has been slow, St. Louis County has a wealth of assets upon which to build. St. Louis County is fortunate to have such assets as it looks to increase prosperity for its residents through educational and economic opportunities.

Having accessible, attractive opportunities is important if residents are to improve their lives. St. Louis County and the region possess a diverse mix of business strengths, earning it national recognition in industries such as advanced manufacturing, biotech, financial services, health care, and information technology. By continued investment in these sectors, and building programs and services around its assets, St. Louis County plays an active role in creating opportunities, connecting them with its residents, and helping to ensure wealth and prosperity for all.

Linking its business and education assets with its human capital is vital to regional economic success, countywide population growth, and personal fulfillment for St. Louis County residents. Opportunities for growth and prosperity start early, with initiatives to give St. Louis County youth every advantage to success in the workplace. As young adults graduate and enter the workforce, efforts then focus on employment opportunities for young professionals looking to start their careers. Opportunities that attract immigrants of all skill levels are needed to support growth in target sectors and to complement the workforce in all sectors of the economy. Finally, St. Louis County can build on its small business success and create entrepreneurial opportunities that appeal to young professionals and immigrants alike, as well as innovators in targeted sectors such as biotechnology and health services.
Business retention and expansion is at the core of local and regional economic development. St. Louis County, through its St. Louis Economic Development Partnership (formerly the County Economic Council), places significant emphasis on and resources in keeping the largest and fastest growing companies here in St. Louis County. Routine and robust outreach to companies in biotech, information technologies, advanced manufacturing, and health services is needed to leverage existing investment in such strategic growth industries. Companies in distressed areas need additional support, through New Market Tax Credits and other incentives.

Efforts at business retention and expansion are supported in a variety of ways. One key way is through investment in critical transportation infrastructure such as transit, railroads, ports and highways that connects people to job centers and St. Louis County to the regional, state and national economy. Another way is through collaboration and partnerships with area institutions of higher education that provide research that fosters growth in targeted sectors. Such institutions also provide targeted education and training for the local workforce and help match workforce training with specific needs of area employers.

Another core component of regional economic development is production and export. With regional exports expected to grow by more than 70 percent over the next decade, St. Louis County is poised to capitalize on the global
marketplace and increase exports to boost the regional economy. Such efforts to expand international business and trade not only raise the global profile of St. Louis County as an exporter, but also as a prime location for attracting foreign-direct investors.
Eventually, high school students everywhere are faced with the puzzle of identifying what their education and career plans will be post-graduation. For Pattonville High School students, nearly a quarter of them will enroll in associates degree courses after graduating, many without the financial supports and guidance needed to move ahead in their careers. However, beginning with the 2013-2014 school year, Pattonville Principal Joe Dobrinic believes the school’s new Innovation High School program will provide his students with a “clear direction towards further education and a great job.”

Awarded to the Pattonville School District by the State of Missouri, the Innovation High School Initiative seeks to combine academics with technical training to equip the emerging workforce with job-ready skills for today’s high-demand industries. The grant, secured with the help of the St. Louis Economic Development Partnership, will be used to support students pursuing studies in three career fields: advanced manufacturing, health and medicine, and information technology. Eligible students will earn high school and college credit through St. Louis Community College while gaining hands-on experience with an internship at one of several local companies.

Principal Dobrinic looks forward to the head start the program will offer his students. “They will already have credit towards a degree which they don’t have to pay for.” By affording students the opportunity to take courses and receive real-world experience all before graduation, the Innovation High School program will prepare the next generation of St. Louis County’s workforce for success.

TO LEARN MORE ABOUT THE INNOVATION HIGH SCHOOL PROGRAM AT PATTONVILLE HIGH SCHOOL, VISIT www.phs.psdr3.org
Youth and young adults who are part of the Millennial generation represent the next big wave to enter the workforce. It is important that St. Louis County provide youth and young professionals alike an opportunity to be successful and productive members of the workforce. Youth, particularly at-risk youth living in distressed communities, not only need access to quality education, but assistance in transitioning that education into a job. Initiatives such as the Innovation High School Grant will allow youth to get on a fast track to earning an affordable degree in a high-demand field. Through dual-credit programs and internships with local businesses, youth will be able to acquire the skills they need in less time and at lower cost.

Efforts such as the Talent Dividend and St. Louis Graduates have the lofty goal of increasing college degrees among the local and regional workforce. Through rigorous tracking and targeting of high school students, college students who are at risk of dropping out, and those graduates and young professionals who might be considering leaving the area, these initiatives seek to move the region into the top 10 for adults with college degrees. Such efforts will enhance the quality of the St. Louis County workforce and make the St. Louis County market more appealing to companies looking to relocate or start a business.
ENCOURAGE IMMIGRATION & INNOVATION

Goal:
Become the fastest growing U.S. metropolitan area for immigration by year 2020

The St. Louis Mosaic Project has the goal for the St. Louis region to be the fastest growing metro area for immigration by the year 2020. To achieve this goal, the project adopted the nine recommendations from the 2013 study. These recommendations are based on the belief that, due to the competitive ranking in economic (low cost of living, high wages, low unemployment, etc.) and social (high education attainment) factors compared to peer regions, St. Louis should be able to attract immigrants with a concerted effort.

1. Coordination, Communication, and Assessment. The St. Louis area has more than 400 agencies working to support immigrants, implying that there is potential capacity to handle many more immigrants. However, there is a need to better coordinate and communicate among these many organizations to improve what immigrants experience in the region.

2. Launch a Welcoming Center with Local Government Involvement. St. Louis area organizations do a good job of assisting refugees with getting settled, mainly through the leadership of the International Institute, but there is a need to do a better job of welcoming immigrants who settle here for employment reasons.

3. Create a Virtual Ethnic Enclave. St. Louis’ immigrant population is relatively dispersed around the metropolitan area compared to larger enclaves in other cities. Since research shows that immigrants tend to migrate to cities where they know there are robust populations from their own country or region, the St. Louis region could do better to welcome immigrants through the creation of virtual enclaves by connecting people to each other and to events through technology and in person.
4. **Promote Policies through Political Leadership.** In peer regions, successful welcoming initiatives have come from strong public policy/local government support, which led to high profile media attention. Generating positive press for the initiatives and leadership that are undertaken here could lead to a welcoming image for the St. Louis region.

5. **Engage the Business Community.** The regional entities that have already expressed their support for the promotion of immigration to St. Louis, such as the Regional Chamber, Civic Progress, and others, need to continue to promote increased immigration as a way to make the region more business friendly. The business community is also encouraged to sponsor immigration programs and activities for which there is a perceived benefit.

6. **Connect to the Local Community.** An outreach campaign that crosses various community groups would help express leadership support for immigration initiatives to current residents of the St. Louis region. One successful example is The Chicago Immigration Project, which involves a diversity of law enforcement officials, advocacy groups, bipartisan political groups, and religious organizations.

7. **Include International Students.** Almost 80 percent of surveyed students said they would be interested in staying in St. Louis if there was a post-graduation internship opportunity that may lead to a permanent job. There is a need to create connections between universities and businesses to provide these opportunities.

8. **Communicate with MO, IL and DC Legislators.** St. Louis needs to catch up with its peer regions in integrating immigrants, with efforts like assistance with professional recertification to allow degrees to transfer. Greater communication and coordination with Kansas City, other large Missouri cities, and nearby Southwestern Illinois could help create a larger impact at the state and federal levels.

9. **Open Up to New Ideas Both Big and Small.** Ideas from both the foreign-born and native-born population on welcoming immigrants should be solicited, success stories should be
highlighted and broadcast, and data on the positive impact that immigrants have on an economy’s region should be communicated. Such efforts would promote a local climate of openness and inclusivity.
Just one day after being laid off due to downsizing, Umesh Patel arrived at the Helix Center with years of biotech knowledge and the dream of starting a new business of his own. Now months after launching Mayflower Bioscience with his co-founders, Umesh is confident that both the Helix Center and St. Louis have all the tools needed to grow his company to a leading distributor of life science research products.

When plant and life science and technology innovators like Umesh have an idea for a start-up company, the Helix Center is increasingly becoming the entrepreneur’s incubator of choice. Operated by the St. Louis Economic Development Partnership, the Helix Center offers affordable lab and office space equipped with industrial freezers, microscopes, and other instruments that are often too costly for young companies. Additionally, a host of workshops tailored to the start-up community and business mentorship opportunities available to Helix members pairs well with the thriving university and research environment in St. Louis. Speaking to the abundant resources and support available here, Umesh affirms, “There are no barriers. Everyone here is so free to give advice and resources, and the universities are willing to test your ideas. That can be big for a company.”

For young talent and seasoned business minds, native St. Louisans and immigrants like Umesh, one small idea can grow into a company that builds wealth not only for its founders but for the whole community. As Mayflower forecasts its employment and revenues to leap in the coming years, Umesh is pleased with his decision to plant roots in St. Louis. “I could have gone to Boston or San Diego, but it is equally good here. And it can only get better.”

TO LEARN MORE ABOUT THE HELIX CENTER OR TO BECOME AN INCUBATOR MEMBER, VISIT www.helixcenter.com
Between global competition and the effects of the Great Recession, once-thriving manufacturing-based economies like those in St. Louis, Pittsburgh, and Cleveland have suffered company closures and job losses. With talent, cultures, and policies shaped by the dominant presence of large companies, it was difficult for these regions to respond to changes in the national and global marketplace. Now, these communities are looking toward entrepreneurship to drive growth and transform their economies. With a focus on diversification and innovation, entrepreneurship is becoming one of the cornerstones to building a resilient regional economy.

St. Louis County and the region have a rich history of starting and growing innovative companies like Express-Scripts, World Wide Technologies and Enterprise Rent-A-Car, now among the largest companies in the nation. St. Louis County’s foundation in innovation-based sectors such as biotech, plant and life sciences is well known and provides an excellent model for growth in other sectors such as information technologies and advanced manufacturing. Efforts to expand these growth sectors are being supported by a rapid increase in entrepreneurship support organizations and service providers that work with companies to help them find the resources they need to move to the next level.

Early 2012 marked the start of a regional effort between St. Louis County and the City of St. Louis to strengthen the region’s “entrepreneurship ecosystem”. With financial assistance from the U.S. Department of Commerce Economic Development Administration (EDA), the State of Missouri and the St. Louis Economic Development Partnership, and collaborative leadership from the City of St. Louis, the State of Missouri, the Economic Development Partnership, and the ST. Louis Regional Chamber, the region launched a Regional Entrepreneurship Initiative (REI). The REI creates a roadmap for strengthening the region’s entrepreneurial economy, and its implementation will advance the goals set forth in this strategic plan.
DEVELOP AN ENVIRONMENT OF ENTREPRENEURSHIP

Goal:
Support talent, innovation and entrepreneurship for young professionals

With the difficulty many Millennials are having finding a job in a post-recession economy, some are becoming entrepreneurs as a way to kick-start their careers. For young professionals who have the talent and the drive, starting a business is seen as a way to earn a living and create goods and services that give back to their communities. A quick look at the Business Journal’s “30 Under 30” exemplifies the talent and diversity of the St. Louis region’s young entrepreneurs.

Networking is a vital tool for successful entrepreneurs, especially for young professionals looking to share energy, ideas and resources. Who’s who listings such as the St. Louis Business Journal’s “30 Under 30”, online portals such as www.acceleratestlouis.org, and hosting networking events and meet-ups are all part of a successful networking strategy. Meeting professionals from all sectors of the economy is important for young entrepreneurs trying to launch and sustain their fledgling businesses.

DEVELOP AN ENVIRONMENT OF ENTREPRENEURSHIP

Goal:
Increase number of small businesses established in St. Louis County

St. Louis is quickly becoming a hot spot for startups, with an explosion of entrepreneurs and support systems boosting momentum. New and existing resources such as the Regional Business Plan Competition, and the recently rebranded small business incubators STLVentureWorks and countless others are enhancing the local entrepreneurial ecosystem. The newly created Innovation and Entrepreneurship Division within the Economic Development Partnership will oversee the variety of efforts aimed at engaging directly with entrepreneurs and bringing value-added resources to the incubator centers and support programs.
REALIZING TOMORROW
Accessible, Attractive Opportunities
Create financial viability through educational and economic opportunities.

Build on Our Economic Strengths and Assets

Increase business expansion and retention in St. Louis County

1. Sustain a business retention call and support program geared to the following:
   a) largest privately and publicly held companies
   b) fastest growing companies
   c) strategic growth industries
   d) companies in distressed areas

Support business retention and expansion through strategic investment in infrastructure, capitalizing on environment of higher education, and creating a skilled, ready workforce

2. Work with local, regional and state partners to fund, maintain, and expand critical transportation infrastructure that connects St. Louis County to the regional, state, national and global marketplace

3. Promote partnerships and research collaborations between universities and industries

4. Provide support and start-up capital to university and research institutions to help spin out or commercialize efforts

5. Meet with workforce development in order to facilitate training, labor pool matching, and connections between labor and companies

6. Identify and publish needed skills for IT and other future openings
## Build on Our Economic Strengths & Assets (continued)

### Expand international business and trade to raise the global profile of St. Louis County

7. Maintain international relations office to properly support and host inbound and outbound trade and dignitary delegation

8. Lead international trade training and development in region

9. Promote use of expanded Foreign Trade Zone

10. Maintain highly functional Asia Trade Desk to leverage business opportunities in emerging markets

11. Co-lead effort to build Cargo Hub to assure continued progress with China and beyond

12. Approved EB-5 Regional Center: market first project for foreign investment

## Increase Educational Attainment for Our Youth & Young Adults

### Provide opportunities for educational and economic growth

13. Pursue initiatives like the Innovation High School Grant

14. Strengthen the partnership between the St. Louis Economic Development Partnership and Workforce Development to train and link young adults with employers

15. Develop a community-based program to support disconnected/disadvantaged youth in completing post-secondary education, credentialing, and training

16. Participate in the Regional Chamber’s Talent Dividend effort to move the region into the top 10 metros for adults with a college degree

17. Complete MET Center

## Encourage Immigration & Innovation

### Become the fastest growing U.S. metropolitan area for immigration by year 2020

18. Implement a marketing campaign specifically for St. Louis County

19. Develop marketing strategies to reinforce a community wide culture of inclusion and dispel myths about immigration, future initiatives

20. Comprehensive internal gap analysis and external best practices assessment to document current environment and develop consensus for future initiatives.

21. Reinforce a St. Louis advantage by developing ideal services: legal, health, finance, housing, safety.

22. Attract and support international students for earlier and deeper integration in the community.
### Encourage Immigration & Innovation (continued)

**Reduce barriers to employment**

| 23 | Engage business and local, state and federal government leaders to develop concrete solutions to reduce barriers regional companies encounter in hiring skilled foreign talent. |

### Develop an Environment of Entrepreneurship

**Support talent, innovation and entrepreneurship for young professionals**

| 24 | Develop a program of business networking events to engage millennial entrepreneurs with county-employed millennials to build relationships, network, and share information about resources |

**Increase number of small businesses established in St. Louis County**

| 25 | Implement regional entrepreneurship plan |
| 26 | Host county-sponsored investment forums |
| 27 | Market Helix Center |
| 28 | Establish a CDBG Section 108 Revolving Loan Pool |
| 29 | Partner with entrepreneurial support organizations in high growth sectors to develop program or events for start-ups in the targeted sectors |
| 30 | Identify and strategically engage organizations focused on historically disadvantaged or under-represented group to inform them of the St. Louis Economic Development Partnership entrepreneurial resources and initiatives |
IMPLEMENTATION

GROW THRIVE PROSPER
MEASURING OUR VITALITY, TRACKING OUR PERFORMANCE

This strategic plan update has been developed through engagement with the community and St. Louis County government leadership. Themes emerged through extensive internal and external discussion sessions centered on St. Louis County’s strengths, challenges, and effectiveness of current policies and services. These themes then led to an exploration of priorities by St. Louis County government, and finally, to a defined set of goals and desired outcomes. This process predictably exposed the realization that there is much St. Louis County government can do as a planning and policy leader in the community, but it cannot solve every problem and must actively work with its partners to achieve positive systemic change. Nevertheless, St. Louis County government is committed to bringing about this positive change.

In order to hold itself accountable to the stated priority commitments and to the ultimate goal of improving the ability of all residents to obtain a high quality of life, St. Louis County government has developed a tracking system that incorporates both a set of indicators of quality of life as well as performance measures of change over time relative to itself and other peer counties and regions. First, quality of life indicators will serve as the local measure of community vitality around St. Louis County’s three core components in the strategic plan: Healthy, Engaged Residents; Desirable, Connected Communities; and, Accessible, Attractive Opportunities. Second, performance measures will track the progress of St. Louis County in meeting the desired outcomes identified in the plan, largely through the implementation of the tactics outlined. Together, these two systems provide a feedback loop for assessing progress at the strategic and tactical level.

A description of the quality of life indicators is provided below. They will be measured and results will be reported regularly in a state of the county assessment. The development of performance measures will be finalized after the adoption of the strategic plan when greater detail can be provided for the timing and phasing of implementation tactics. Once this occurs, the form, frequency, and reporting of performance tracking can best be determined.
QUALITY OF LIFE INDICATORS FOR ST. LOUIS COUNTY

Quality of life is defined here as the ability of every individual to pursue a fulfilling life through access to knowledge, health, and wealth. Not everyone will attain the income of a CEO or be able to attend an elite school, but everyone should be able to earn a living wage, attend college or job training education, have adequate housing, be able to afford to see a doctor and receive medical treatment, and be able to travel between home and work.

Quality of life indicators for St. Louis County are broad measures that are well-accepted as being bellwethers of the overall health of a community. However, the goal is not to necessarily create a single value or an “index,” because that tends to bury important nuances in change, especially when viewed by St. Louis County’s varied sub-geography. Rather, the indicators should be studied individually as well as provide a holistic view of the quality of life here.

The data is publicly-available and easy to access, making indicators easier to frequently track. Data will be monitored by the Department of Planning and reported out regularly to other departments in county government and the public. Additionally, indicators must always be directly tied to one or more goals of the Strategic Plan, they should aim to frequently engage with one or more external non-governmental agencies to supplement publicly-available data with rich information from local experience, and they should continually strive to account for non-monetized benefits to quality of life such as household stability and educational attainment.

Because the indicators are tied to the overall goals of this strategic plan, they are organized by the same structure: people, place, and economy. This list is not exhaustive and will evolve over time as more is learned about what is effective and which measures of performance are most relevant and what are not.
Healthy, Engaged Residents

1. High school dropout rates
Data source: Missouri Department of Elementary and Secondary Education
Geography: High school

High school graduation rate is not only an indicator of a community’s future economic potential, but more importantly, it is often, though not always, an indicator of a stable and supported childhood. The dropout rate for the most recent 4-year period across all the public school districts in St. Louis County is 4.2 percent. Specific rates vary widely depending on the district.

2. Teen pregnancy
Data source: Missouri Department of Health and Senior Services
Geography: Zip code

Teen pregnancy is on the decline for the U.S., the state of Missouri, and St. Louis County as a whole, but it is increasing in certain sub-geographies of St. Louis County. Teens that become parents, especially girls, are more likely to drop out of school, less likely to go to college, and more likely to live in poverty. Their child is also less likely to thrive in school and is more likely to live in poverty as an adult, according to the Centers for Disease Control and Prevention. The current teen pregnancy rate for St. Louis County is 5.8 percent; for the most impoverished zip codes, it is 22.5 percent.

3. Poverty
Data source: American Community Survey
Geography: Census tract

The number and percent of St. Louis County’s population living below the federal poverty level is increasing with scant evidence that things will soon turn around. This situation has negative consequences for individuals and families and acts as a drag on the economy through the increased cost of crime and the decrease in education, employment, and job readiness. Deployment of targeted, coordinated investment has the potential to slow down the trend. This indicator includes separate measures of poverty among seniors and youth. The current poverty rate for St. Louis County is 9.7 percent, but is over 25 percent in the most impoverished neighborhoods.
4. **Reports of child abuse and neglect**

Data source: Missouri Department of Social Services  
Geography: County

The number of substantiated cases of abuse and/or neglect of children serves as one indicator of stability of families as well as mental health among youth and the adults responsible for raising them. Of concern are both substantiated cases of abuse and/or neglect and unsubstantiated cases with identified conditions that warrant referral to preventative services. Over the last decade, the number of substantiated cases in St. Louis County has been on the decline while the number of unsubstantiated cases with a preventative services referral has increased. The latest number for 2011 was 365 cases of substantiated abuse or neglect and 392 unsubstantiated cases with services referrals. This was up 13.5 percent from 2010.

5. **Percent uninsured**

Data source: St. Louis County Department of Health  
Geography: Zip code

Residents that do not have access to or find that they cannot afford health insurance often face risks that those who have insurance do not, including inadequate or inconsistent care and overwhelming costs. Even residents who are not insured for a temporary period of time are less likely to have a primary care physician, less likely to have access to necessary medications, and more likely to utilize the emergency room for nonemergency illnesses. This is especially an issue among low-income residents and in areas of concentrated poverty. Currently, 11 percent of St. Louis County residents overall are uninsured; the rate is 16-17 percent in the inner and outer north areas of St. Louis County where poverty is most concentrated.

6. **Senior independence**

Data source: American Community Survey  
Geography: Census tract

Older adults increasingly express a desire to age in their existing homes rather than move into assisted living or senior housing, if at all possible. By staying in their homes, seniors are more likely to live an active lifestyle and live longer, as long as they continue to have access to the care they need. This indicator looks at the percent of householder seniors over the age of 65. Currently, 64 percent of seniors in St. Louis County are the head of household.
Desirable, Connected Communities

1. New home construction + home rehabilitation

Data source: St. Louis County Department of Public Works and St. Louis Homebuilders Association
Geography: County*

Construction and sales of new homes is one indicator of a robust economy and the desirability of a place to live and work. Home rehabilitation is an indicator that people have the means to remain in, and fix-up their homes, as well as those homes that are being retrofitted and adapted to changing needs and evolving market trends. The U.S. is currently in recovery from the Great Recession and home construction and sales are slowly coming back from hitting the lowest point in a decade in early 2010. Home rehabilitation is also increasing. Construction permits were granted for 583 new homes and 1,391 residential rehabilitation projects in 2012.

*Rehabilitation permit data is currently only available for unincorporated St. Louis County and the 35 municipalities that contract with St. Louis County for permitting services.

2. Miles of on-street and off-street bicycle facilities

Data source: Great Rivers Greenway
Geography: County

Bicycling is becoming more and more popular as a means of travel that connects people with their surroundings, promotes good health, and is environmentally-friendly. As such, a travel network that supports bicycling is also becoming increasingly desired by residents, both young and old. There are currently 218 miles of on-street bicycle lanes in St. Louis County. There are 63 miles of off-road bicycle trails in St. Louis County.

3. Access to public transit coverage

Data source: Metro Transit St. Louis/Citizens for Modern Transit
Geography: County

The availability of transit is important to residents as they age, as they become more conscious of the detriments to the environment of total car-dependency, and as preferences tend toward urban nodes that serve daily needs within walking distance or one or two stops away by light rail or bus. In addition, the struggle to travel to work by residents living in low-income conditions to travel to work is becoming increasingly costly.
4. **Mixed-use nodes**

Data source: St. Louis County Department of Planning
Geography: County

Demand for new housing is now heavily focused on compact, transit-oriented design with many amenities nearby for the two largest demographic groups: the Baby Boomers and the Millennials. St. Louis County’s development pattern does not meet this growing market demand as much as it could. This indicator will be newly developed as part of this strategic plan.

**Accessible, Attractive Opportunities**

1. **Postsecondary degree completion**

Data source: American Community Survey
Geography: County

According to a study by Georgetown University, 63 percent of all jobs in the U.S. will require some postsecondary education by 2018. Those with a postsecondary degree earn more individually and raise the economic health of a metro region; for every one percent increase in four-year degree attainment, per capita income increases by $763, according to CEOs for Cities. This priority is an important one in the St. Louis region. Two different initiatives have taken on the challenge of increasing the local postsecondary degree attainment rate: one by providing low-income students with more supports to get to, and finish, college, and the other through private companies encouraging their employees who did not finish college to go back and complete their degrees. Currently, the postsecondary degree completion rate for St. Louis County is 39.4 percent.

2. **Per capita income**

Data source: American Community Survey
Geography: County

Aside from gross regional product (a derivative of gross national product), per capita income is accepted as the central measure of a region’s economic health even though it does not account for non-monetized economic activity and benefits. Per capita income in St. Louis County is currently $34,334.
3. **Unemployment**

Data source: American Community Survey  
Geography: Census tract

Unemployment is an indicator that varies greatly across St. Louis County subgeography. The current rate of unemployment for the entire county is 6.6 percent. More exact statistics for St. Louis County as a whole can be obtained from the Bureau of Labor Statistics but because of the need to study the variation, estimates from the American Community Survey by census tract will be used.

4. **Immigration**

Data source: American Community Survey  
Geography: Census tract

Immigration adds to a declining population in the face of dropping birth rates and net outmigration and also spurs on the economy through start-up activity and lower unemployment. While immigrants here are highly educated and generally well-employed, the St. Louis region is currently lowest in immigration among the top twenty largest metropolitan areas and this is one of the reasons that St. Louis hasn’t bounced back in job growth from the Great Recession as quickly as other U.S. metro areas. Currently, there are an estimated 81,000 immigrants in St. Louis County.

5. **New “Millennial” hires**

Data source: Longitudinal Employer-Household Dynamics, Quarterly Workforce Indicators  
Geography: County

Looking to the future means determining how attractive St. Louis County is to the next generation of workers, the Millennials. This large generation of children currently spans ages 13-33. To estimate St. Louis County’s attractiveness to the recent graduates of this generation, new hires between the ages of 21-34 will be tracked by sector. The most recent time period (Q2 2012) saw 21,438 new hires in this age range, an increase of 37 percent from the previous quarter.

6. **Entrepreneurship**

Data source: County Business Patterns, U.S. Census  
Geography: County

Because our economy can no longer rely on big business for the creation of new jobs, entrepreneurial activity has become an important indicator of economic health. New business starts will be monitored by total establishments and by sector. Currently, there are 29,618 businesses in St. Louis County.
IMPLEMENTATION OF THE STRATEGIC PLAN

Strategic planning is a systematic process to identify the future outcomes an organization wants to achieve, how the outcomes will be achieved, and how success will be measured and evaluated. A strategic plan is used by an organization to align its organization and budget structure with its mission, priorities and desired outcomes. This section sets the foundation for St. Louis County government to explicitly link the identified desired outcomes and tactics with its operations and budget.

Critical to the success of any outcome based strategic plan is the link between the plan and an organization’s budget. For St. Louis County government, this can be a complex endeavor given the variety of service functions that it provides and the pass through taxes it collects but does not directly spend. While there are many functions that St. Louis County government must carry out to fulfill basic government obligations, such as assessments, public records, and elections, opportunities still exist for departments to tie their services, programs, and initiatives to specific policy priorities, outcomes, and goals identified in the strategic plan. For many operating departments in St. Louis County government, the data, analysis, and strategic direction identified in the plan should provide the framework for budgeting. In some cases, departments will propose new initiatives linked to the plan that require additional resources, while others may be able to shift resources within the operating budget to accomplish strategic priorities. Although incremental, the approach reflects the complexities of operating a large county government to meet the needs of a diverse community. What is most important is the intent to strategically allocate resources to the priorities identified through the strategic planning process.

Following is a consolidated list of all of the goals, outcomes and tactics developed to address the strategic issues in the plan. Organized around the strategic framework – Healthy, Engaged Residents; Desirable, Connected Communities; and Accessible, Attractive Opportunities – the table provides a structure for implementation and future monitoring. For each tactic a lead department is identified. Lead departments are most responsible for providing the services, programs and events that will directly affect the achievement of a particular outcome. The lead department is not necessarily expected to be the sole implementer of a tactic, but will be responsible for coordinating the efforts as much as possible to achieve the desired outcome. Where identified, supporting departments play a key role in service or program delivery or
funding support. Performance measures will be finalized after the adoption of the strategic plan when greater detail can be provided for the timing and phasing of implementation.

ACRONYMS

<table>
<thead>
<tr>
<th>ACRONYM</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>ADA</td>
<td>American Disabilities Act</td>
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<tr>
<td>CARF</td>
<td>Commission on Accreditation of Rehabilitation Facilities</td>
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<tr>
<td>CDBG</td>
<td>Community Development Block Grant</td>
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<tr>
<td>CORP</td>
<td>County Older Resident Programs</td>
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<tr>
<td>CSF</td>
<td>Children Services Fund</td>
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<tr>
<td>DHS</td>
<td>Department of Human Services</td>
</tr>
<tr>
<td>DOH</td>
<td>Department of Health</td>
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<tr>
<td>EDP</td>
<td>St. Louis Economic Development Partnership</td>
</tr>
<tr>
<td>H&amp;T</td>
<td>Highways &amp; Traffic</td>
</tr>
<tr>
<td>HIP</td>
<td>Home Improvement Program</td>
</tr>
<tr>
<td>JS</td>
<td>Justice Services</td>
</tr>
<tr>
<td>MET</td>
<td>Metropolitan Education &amp; Training Center</td>
</tr>
<tr>
<td>MLS</td>
<td>Multiple Listing Service</td>
</tr>
<tr>
<td>NCRC</td>
<td>North County Recreation Complex</td>
</tr>
<tr>
<td>NORC</td>
<td>Naturally Occurring Retirement Community</td>
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<tr>
<td>SLCHA</td>
<td>St. Louis County Housing Authority</td>
</tr>
<tr>
<td>TOD</td>
<td>Transit Oriented Development</td>
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</tbody>
</table>
# Invest in Our Youth

Provide stable, safe environments for raising children with the supports youth need to succeed from early childhood through young adulthood

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
</table>
| Decreased incidents of violence and students exhibiting risky behaviors in schools | Assign a School Resource Officer to each school in the county for security and counseling assistance  
  Fund and reinstate the juvenile resource officer program to work with parents and schools to monitor, provide guidance and address the needs of at-risk youth | Police | DHS        |
| Increased availability of after-school, weekend, and summer enrichment programming for youth in targeted areas of need | Provide transportation to and specialized activities and programs for youth at North County Recreation Complex (NCRC) via the Spanish Lake Youth Center  
  Partner with Boys & Girls Clubs of Greater St. Louis to better utilize park facilities  
  Work with Christian Hospital Northeast to provide healthy education programs (fitness, nutrition, cooking, personal health) for youth at NCRC | Parks  | DHS        |
| Increased high school graduation rates of disadvantaged and disconnected youth | Develop a program that promotes resiliency and leadership among youth in transition from middle to high school | DHS    |            |
| Increased rates of enrollment and completing of post-secondary education, and credentialing of young adults in targeted areas of need | Develop a community based program to support disconnected or disadvantaged youth in completing post-secondary education, credentialing, and training | DHS    | EDP        |
| Increased availability of affordable, accessible, high quality childcare in targeted areas of need | Complete construction and open Wellston Child Care Center in Fall of 2014 | EDP    |            |
**Invest in Our Youth** (continued)

Establish a network of integrated and effective health and human services accessible to all children

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
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<tbody>
<tr>
<td>Expanded comprehensive, accessible, community-based programming for at-risk and disconnected youth from birth to high school graduation</td>
<td>Expand the total service capacity of the Spanish Lake Youth Center</td>
<td>DHS</td>
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<td></td>
<td>Replicate the Spanish Lake Youth Center in other targeted areas of need</td>
<td>DHS</td>
<td></td>
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<td></td>
<td>Support and participate in Ready by 21 Collective Impact Initiative</td>
<td>DHS</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Pursue National Public Health Accreditation by successfully completing a Community Health Assessment, Community Health Improvement Plan, and Strategic Plan for the Dept of Health</td>
<td>DOH</td>
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<tr>
<td></td>
<td>Achieve accreditation of the Department of Human Services’ County Youth Program by CARF Int’l in order to ensure high standards are established and sustained in serving youth and their families</td>
<td>DHS</td>
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<tr>
<td></td>
<td>Assess ways to improve linking youth to needed services, including transportation and community-based options</td>
<td>DHS</td>
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<tr>
<td>Decreased use and abuse of alcohol and other drugs by youth</td>
<td>Replicate the drug-free coalition in districts of targeted need</td>
<td>Police</td>
<td>DOH</td>
</tr>
<tr>
<td></td>
<td>Replicate heroin town hall meetings but focus them on prescription drug abuse at middle schools</td>
<td>Police</td>
<td>DOH</td>
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<tr>
<td></td>
<td>Establish an “Innovation” fund to pilot new initiatives addressing mental health and substance abuse for youth aged 19 and under</td>
<td>CSF</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expand funding of prescription drug take-back program</td>
<td>Police</td>
<td>DOH</td>
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</table>
## Prepare for an Aging Population

### Promote the overall health and wellness of seniors

<table>
<thead>
<tr>
<th>Desired Outcome</th>
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<th>Lead</th>
<th>Supporting</th>
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</table>
| Improved delivery of social services and programs to better meet the needs of seniors | Provide a core set of services through comprehensive coordination within all County Older Resident Program (CORP) service areas  
Examine the current configuration of CORP service areas and redefine as needed  
Provide a better link between CORP service managers and Public Health Nurses  
Conduct a limited needs assessment for seniors  
Provide technical analysis to help CORP target services  
Conduct analysis to identify NORCs (Naturally Occurring Retirement Communities), followed by comprehensive plans focused on age-friendly issues, including the coordination/access to services and programs  
Establish a partnership with AARP of Missouri for local research and community survey  
Target neighborhood walks in areas with concentration of seniors and provide them with senior-specific information  
When conducting neighborhood walks, have a questionnaire developed specifically for seniors to collect targeted information  
Investigate reviving the Operation Contact program  
Implement and sustain the Functional Needs Registry | DHS                                                                 | DOH     |
|                                                                                       | Investigate updating and expanding the sidewalk policy to promote broader community connectivity | H&T    | Planning   |

### Encourage social, civic and economic engagement

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
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</thead>
<tbody>
<tr>
<td>Increase the availability and accessibility to lifelong learning opportunities for seniors</td>
<td>Support and promote lifelong learning opportunities throughout the County</td>
<td>Parks</td>
<td>DHS, Planning</td>
</tr>
<tr>
<td>Increase the participation of senior volunteers throughout St. Louis County Government programs and services</td>
<td>Convene a volunteer coordinator team to maximize the potential impact of St. Louis County Government volunteers (similar to Hands Across the County program)</td>
<td>Parks</td>
<td>All other departments with active volunteers</td>
</tr>
</tbody>
</table>
### Address the Consequences and Cycle of Poverty

Address people’s basic need for food, shelter and health care

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
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<tbody>
<tr>
<td>Increase access to health care</td>
<td>Partner with 24:1 in new “Access to Care” initiative in Pagedale</td>
<td>DOH</td>
<td>DHS, CSF</td>
</tr>
</tbody>
</table>

### Break the cycle of poverty for families with children and individuals

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
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</thead>
<tbody>
<tr>
<td>Develop a two-generation approach that jointly focuses on children and their parents</td>
<td>Promote concept of a two-generation approach and explore funding opportunities and partnerships</td>
<td>CSF</td>
<td>DOH, DHS</td>
</tr>
<tr>
<td></td>
<td>Expand programming and service providers with youth whose parents, aged 17-19, are incarcerated</td>
<td>JS</td>
<td>CSF</td>
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<tr>
<td>Support youth from early childhood to young adulthood</td>
<td>Expand Nurse-Family Partnership</td>
<td>CSF</td>
<td>DOH</td>
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<td></td>
<td>Develop a pilot youth development program for middle-schoolers transitioning to high school</td>
<td>DHS</td>
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<td></td>
<td>Support summer school programs that address youth mental health in areas of high poverty</td>
<td>CSF</td>
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<td></td>
<td>Explore provision of home-based services to public housing residents</td>
<td>CSF</td>
<td>SCLHA</td>
</tr>
</tbody>
</table>
**REALIZING TOMORROW**

**Desirable, Connected Communities**

Preserve and develop well-maintained communities with quality options for all.

**Promote a Variety of Housing & Neighborhood Options**

Develop communities that offer a wide variety of housing and neighborhood choices

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
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<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the availability and diversity of quality, affordable housing stock</td>
<td>Conduct a survey of residents to determine demand for various types of housing</td>
<td>Planning</td>
<td>Planning</td>
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<td></td>
<td>Host a seminar series for municipal officials and developers on the impact of demographic trends on the local real estate market</td>
<td>Planning</td>
<td>Planning</td>
</tr>
<tr>
<td>Encourage the development of mixed-use neighborhoods that offer a variety of opportunities for shopping, accessing services, and social interaction</td>
<td>Conduct a suitability study to identify sites across the county that are ideal for mixed-use development</td>
<td>Planning</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Develop small area plans to support the suitability study and promote the implementation of the sustainable zoning code there</td>
<td>Planning</td>
<td>Planning</td>
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<td></td>
<td>Develop new incentives to promote mixed-use developments</td>
<td>EDP</td>
<td>County Exec.</td>
</tr>
<tr>
<td></td>
<td>Establish a central corridor/inner-ring suburb consortium to identify and market neighborhoods for diverse generations</td>
<td>Planning</td>
<td>EDP</td>
</tr>
</tbody>
</table>

**Create housing and neighborhood options that support an age-friendly community**

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
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</thead>
<tbody>
<tr>
<td>Increase the availability and diversity of quality, affordable housing stock, including creative single-family options, multi-family housing, and other assisted living and group facilities for seniors.</td>
<td>Conduct a senior housing suitability study. This study would focus on unincorporated areas, but might also extend to municipalities in the form of technical assistance/workshops</td>
<td>Planning</td>
<td>DHS</td>
</tr>
<tr>
<td></td>
<td>Adopt and implement the Sustainable Zoning Code for accessory dwellings</td>
<td>Planning</td>
<td>Planning</td>
</tr>
<tr>
<td>Desired Outcome</td>
<td>Tactic</td>
<td>Lead</td>
<td>Supporting</td>
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<tr>
<td><strong>Create housing and neighborhood options that support an age-friendly community</strong> (Continued)</td>
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<td></td>
<td>Encourage the development of mixed-use and transit-oriented neighborhoods that offer seniors safe pedestrian and transit opportunities to access services</td>
<td>Adopt and implement the Sustainable Zoning Code for mixed-use/transit-oriented development (TOD)</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Work with Ameren to develop a more comprehensive way to get streetlights into older subdivisions</td>
<td>Planning</td>
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<tr>
<td><strong>Extend a person’s time living in a single-family home</strong></td>
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<td></td>
<td>Increase the availability of resources to assist seniors in addressing property maintenance issues</td>
<td>Increase coordination between County Older Resident Program and Neighborhood Services to support senior residents through the property maintenance process</td>
<td>DHS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Explore better ways to target Home Improvement Program (HIP) funds to assist property maintenance of homes of seniors</td>
<td>Planning</td>
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<td></td>
<td>Conduct a broader study of programs that extend living in a single-family home, including issues such as maintenance, home modification, and universal design. The countywide study would result in a resource guide or manual for local governments, developers, and service providers to support aging in a single-family dwelling</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Increase the availability of resources to assist seniors in retrofitting and modernizing their homes</td>
<td>Explore targeting Home Improvement Program funds to assist modernizing and retrofitting homes of seniors</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide a dedicated funding source for home repair/modification</td>
<td>DHS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Explore integrating requirements for universal design elements into the building code</td>
<td>Public Works</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promote the use of Universal Design to home builders and developers</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promote the ability to search MLS real estate listings for Universal Design elements</td>
<td>Planning</td>
</tr>
<tr>
<td><strong>Provide affordable, attractive neighborhood and housing options for young professionals</strong></td>
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<tr>
<td></td>
<td>Encourage the development of mixed-use and transit-oriented neighborhoods that offer young professionals a variety of opportunities for work, shopping and social interaction</td>
<td>Establish a central corridor/inner suburb consortium to identify and market neighborhoods for young professionals</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Host a seminar or series for municipal officials and developers on the impact of young professionals on the local real estate market</td>
<td>Planning</td>
</tr>
</tbody>
</table>
## Invest in Distressed Communities

**Create stable, safe communities with connections to services and goods**

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
</table>
| Increase investment and redevelopment in areas experiencing residential obsolescence and large-scale disinvestment | Implement community based initiatives in targeted communities (Lemay; Spanish Lake; Jennings)  
Continue strategic Lemay property acquisitions  
Complete construction of the Lemay Community Center  
Create redevelopment plans in targeted areas of need  
Investigate and promote opportunities for municipalities to work together on large redevelopment areas, create built-in, institutional mechanisms that allow jurisdictions to share revenue when development spans multiple jurisdictions  
Investigate the costs and benefits of establishing a Land Reutilization Authority that could take possession of derelict, tax delinquent properties  
Create a classification system to track the progress of putting abandoned and vacant property back into use | Planning  
EDP  
EDP  
EDP  
County Exec.  
EDP | Planning  
EDP | Planning, Public Works  
EDP, Public Works |
| Improve the quality and supply of affordable housing in impoverished neighborhoods | Develop a housing plan that explores solutions to providing affordable/quality housing.  
Support establishment of community based development corporations in targeted areas  
Ensure that zoning and other regulations are inclusive and provide for greater diversity, density, and affordability in housing stock | Planning  
Planning  
Planning | Planning, Public Works  
Planning, Public Works |
| Improve the maintenance and appearance of housing, including rental housing, and vacant properties in distressed neighborhoods | Educate residents and landlords about what qualifies as a code violation through brochures, handouts, and website information  
Provide assistance to municipalities that want to adopt property maintenance codes | Public Works  
Public Works | Planning, Public Works |
| Improve safe, convenient access to neighborhood parks, community facilities and neighborhood-scale shopping and services | Partner with community institutions and non-profits to expand service delivery  
Work with Ameren to develop a more comprehensive way to get streetlights into older subdivisions  
Promote transit-oriented development and greater pedestrian access to bus transit stops  
When appropriate and feasible, develop bicycle and pedestrian facilities to connect neighborhoods to nearby parks, community facilities and neighborhood scale commercial areas | Planning  
Planning  
Planning  
H&T | County Exec.  
H&T  
H&T | Planning, Public Works  
Planning, Public Works  
Planning, Public Works  
Planning |
## Revitalize Commercial Areas for Changing Markets

### Redevelop obsolete commercial areas

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targeted use of incentives and greater collaboration among local governments to redevelop large commercial nodes and corridors</td>
<td>Facilitate coordination of expertise and capital to focus on large redevelopment sites: Jamestown, Northwest Plaza, former Chrysler site</td>
<td>EDP</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Apply for and receive another round of New Market Tax Credits and target their use to eligible areas of highest poverty and disinvestment</td>
<td>EDP</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Investigate and promote opportunities for municipalities to work together on large redevelopment areas, create built-in, institutional mechanisms that allow jurisdictions to share revenue when development spans multiple jurisdictions</td>
<td>County Exec.</td>
<td>EDP</td>
</tr>
<tr>
<td>Coordination of planning, regulations and resources to promote the redevelopment of smaller-scale commercial centers and aging commercial corridors</td>
<td>Continue to support Natural Bridge Great Streets project</td>
<td>EDP</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Adopt and implement the Sustainable Zoning Code for mixed-use/transit-oriented development (TOD)</td>
<td>Planning</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Create 2-3 commercial strip revitalization programs in target areas</td>
<td>EDP</td>
<td>Planning</td>
</tr>
</tbody>
</table>

## Enhance Mobility & Connectivity

### Invest in pedestrian and bicycle facilities that increase mobility, promote physical activity and encourage social interaction for people of all ages and abilities

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased investment in pedestrian and bicycle facilities</td>
<td>Adopt and implement the Sustainable Zoning Code for mixed-use/transit-oriented development (TOD)</td>
<td>Planning</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Create and implement a Complete Streets Ordinance</td>
<td>H&amp;T</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Conduct walkability audits as part of an area plan</td>
<td>Planning</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Explore linking ADA intersection improvements with sidewalk expansion to enhance safety and connectivity</td>
<td>H&amp;T</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Evaluate policy of “no condemnation” for sidewalk development</td>
<td>H&amp;T</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Develop design standards for the integration of trails, parks and pedestrian access into new and existing development</td>
<td>Planning</td>
<td>H&amp;T</td>
</tr>
<tr>
<td></td>
<td>Actively create neighborhood connections to parks through the use of sidewalks and trails</td>
<td>H&amp;T</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Identify/advocate for ideal locations for the expansion of car-sharing</td>
<td>Planning</td>
<td>H&amp;T</td>
</tr>
<tr>
<td></td>
<td>Support expansion of MetroLink light rail service in St. Louis County</td>
<td>Planning</td>
<td>H&amp;T</td>
</tr>
<tr>
<td></td>
<td>Installation of bike racks at St. Louis County Government facilities</td>
<td>Public Works</td>
<td></td>
</tr>
</tbody>
</table>
### Enhance Mobility & Connectivity (Continued)

**Support the expansion of public transit and encourage development that enhances transit investment**

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased investment in transit and transit-oriented development</td>
<td>In inner ring suburbs, encourage transit-oriented development (TOD) around existing job centers</td>
<td>Planning</td>
<td>EDP</td>
</tr>
<tr>
<td></td>
<td>Support expansion of MetroLink light rail service in St. Louis County</td>
<td>County Exec.</td>
<td>Planning, H&amp;T</td>
</tr>
<tr>
<td></td>
<td>Identify/advocate for ideal locations for the expansion of car-sharing</td>
<td>Planning</td>
<td></td>
</tr>
</tbody>
</table>

### Provide mobility options for seniors that go beyond traditional transit

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>The expansion of on-demand, non-profit and private transportation options</td>
<td>Work with Metro to enhance Call-A-Ride service in identified NORCs (Naturally Occurring Retirement Communities)</td>
<td>Planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work with Metro to increase access to park facilities and community centers</td>
<td>Parks</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work with Metro to investigate the impacts of zone-fee structure on senior mobility</td>
<td>DHS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide data and analysis to help identify existing transportation services and any gaps in service throughout the county</td>
<td>Planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Explore options for a steady funding stream for senior door-through-door transportation services</td>
<td>DHS</td>
<td>Planning</td>
</tr>
<tr>
<td></td>
<td>Investigate the feasibility of an affordable, private transportation program for seniors</td>
<td>DHS</td>
<td>Planning</td>
</tr>
</tbody>
</table>
REALIZING TOMORROW
Accessible, Attractive Opportunities
Create financial viability through educational and economic opportunities.

Build on Our Economic Strengths and Assets

Increase business retention and expansion in St. Louis County

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of business and jobs in St. Louis County</td>
<td>Sustain a business retention call and support program geared to the following:</td>
<td></td>
<td>EDP</td>
</tr>
<tr>
<td></td>
<td>a) largest privately and publicly held companies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>b) fastest growing companies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c) strategic growth industries</td>
<td></td>
<td></td>
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<td></td>
<td>d) companies in distressed areas</td>
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</tr>
</tbody>
</table>

Support business retention and expansion through strategic investment in infrastructure, capitalizing on environment of higher education, and creating a skilled, ready workforce

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase funding and investment in MetroLink, ports, railroads and Interstate infrastructure</td>
<td>Work with local, regional and state partners to fund, maintain, and expand critical transportation infrastructure that connects St. Louis County to the regional, state, national and global marketplace</td>
<td></td>
<td>EDP</td>
</tr>
<tr>
<td>Increase the number of startup companies, and the successful commercialization of technology and research</td>
<td>Promote partnerships and research collaborations between universities and industries</td>
<td></td>
<td>EDP</td>
</tr>
<tr>
<td></td>
<td>Provide support and start-up capital to university and research institutions to help spin out or commercialize efforts</td>
<td></td>
<td>EDP</td>
</tr>
<tr>
<td>Increase targeted training and education for St. Louis County workforce leading to increase in employment with local employers</td>
<td>Meet with workforce development in order to facilitate training, labor pool matching, and connections between labor and companies</td>
<td></td>
<td>EDP</td>
</tr>
<tr>
<td></td>
<td>Identify and publish needed skills for IT and other future openings</td>
<td></td>
<td>EDP</td>
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</tbody>
</table>
### Build on Our Economic Strengths & Assets (continued)

**Expand international business and trade to raise the global profile of St. Louis County**

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase exports and foreign-direct investment in St. Louis County businesses</td>
<td>Maintain international relations office to properly support and host inbound and outbound trade and dignitary delegation</td>
<td>EDP</td>
<td>EDP</td>
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<tr>
<td></td>
<td>Lead international trade training and development in region</td>
<td>EDP</td>
<td>EDP</td>
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<td></td>
<td>Promote use of expanded Foreign Trade Zone</td>
<td>EDP</td>
<td>EDP</td>
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<td></td>
<td>Maintain highly functional Asia Trade Desk to leverage business opportunities in emerging markets</td>
<td>EDP</td>
<td>EDP</td>
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<td></td>
<td>Co-lead effort to build Cargo Hub to assure continued progress with China and beyond</td>
<td>EDP</td>
<td>EDP</td>
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<td></td>
<td>Approved EB-5 Regional Center: market first project for foreign investment</td>
<td>EDP</td>
<td>EDP</td>
</tr>
</tbody>
</table>

### Increase Educational Attainment for Our Youth & Young Adults

**Provide opportunities for educational and economic growth**

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased rates of enrollment and completion of post-secondary education, and training and credentialing of young adults in targeted areas of need</td>
<td>Pursue initiatives like the Innovation High School Grant</td>
<td>EDP</td>
<td>EDP</td>
</tr>
<tr>
<td></td>
<td>Strengthen the partnership between the St. Louis Economic Development Partnership and Workforce Development to train and link young adults with employers</td>
<td>EDP</td>
<td>EDP</td>
</tr>
<tr>
<td></td>
<td>Develop a community-based program to support disconnected/disadvantaged youth in completing post-secondary education, credentialing, and training</td>
<td>EDP</td>
<td>EDP</td>
</tr>
<tr>
<td></td>
<td>Participate in the Regional Chamber’s Talent Dividend effort to move the region into the top 10 metros for adults with a college degree</td>
<td>EDP</td>
<td>EDP</td>
</tr>
<tr>
<td></td>
<td>Complete MET Center</td>
<td>EDP</td>
<td>EDP</td>
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</tbody>
</table>
### Encourage Immigration & Innovation

**Become the fastest growing U.S. metropolitan area for immigration by year 2020**

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of immigrants in the St. Louis County, and encourage the participation of immigrants of all skill levels in the St. Louis workforce</td>
<td>Implement a marketing campaign specifically for St. Louis County</td>
<td>EDP</td>
<td>EDP</td>
</tr>
<tr>
<td></td>
<td>Develop marketing strategies to reinforce a community wide culture of inclusion and dispel myths about immigration, future initiatives</td>
<td>EDP</td>
<td>EDP</td>
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<tr>
<td></td>
<td>Comprehensive internal gap analysis and external best practices assessment to document current environment and develop consensus for future initiatives</td>
<td>EDP</td>
<td>EDP</td>
</tr>
<tr>
<td></td>
<td>Reinforce a St. Louis advantage by developing ideal services: legal, health, finance, housing, safety.</td>
<td>EDP</td>
<td>EDP</td>
</tr>
<tr>
<td></td>
<td>Attract and support international students for earlier and deeper integration in the community</td>
<td>EDP</td>
<td>EDP</td>
</tr>
<tr>
<td></td>
<td>Engage business and local, state and federal government leaders to develop concrete solutions to reduce barriers regional companies encounter in hiring skilled foreign talent.</td>
<td>EDP</td>
<td>EDP</td>
</tr>
</tbody>
</table>

### Develop an Environment of Entrepreneurship

**Support talent, innovation and entrepreneurship for young professionals**

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of small businesses started by young professionals</td>
<td>Develop a program of business networking events to engage millennial entrepreneurs with county-employed millennials to build relationships, network, and share information about resources</td>
<td>County Exec.</td>
<td>EDP, Planning</td>
</tr>
</tbody>
</table>

### Increase number of small businesses established in St. Louis County

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Tactic</th>
<th>Lead</th>
<th>Supporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of small businesses within St. Louis County</td>
<td>Implement regional entrepreneurship plan</td>
<td>EDP</td>
<td>EDP</td>
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<tr>
<td>Host county-sponsored investment forums</td>
<td>EDP</td>
<td>EDP</td>
<td></td>
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<tr>
<td>Market Helix Center</td>
<td>EDP</td>
<td>Planning</td>
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<tr>
<td>Establish a Community Development Block Grant (CDBG) Section 108 Revolving Loan Pool</td>
<td>EDP</td>
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</tr>
<tr>
<td>Partner with entrepreneurial support organizations in high growth sectors to develop program or events for start-ups in the targeted sectors</td>
<td>EDP</td>
<td>EDP</td>
<td></td>
</tr>
<tr>
<td>Identify and strategically engage organizations focused on historically disadvantaged or under-represented group to inform them of the St. Louis Economic Development Partnership entrepreneurial resources and initiatives</td>
<td>EDP</td>
<td>EDP</td>
<td></td>
</tr>
</tbody>
</table>
APPENDICES

2012 CITIZEN SURVEY SUMMARY

where we excel & where we need to improve according to our residents

REFERENCES

the research that shaped the plan
The 2012 Citizen Survey is a random-sample telephone survey of County households commissioned by the Department of Planning as part of St. Louis County’s Strategic Plan update. The purpose of the survey is to measure public opinion about quality of life in St. Louis County, satisfaction with local services, County Government’s customer service, importance of selected County services, and specific policy issues. Similar telephone surveys have been conducted in conjunction with prior planning efforts in 1999 and 2007.

The 2012 survey was conducted by Dr. E. Terrence Jones, between June 18 and 28, with 813 randomly selected St. Louis County residents. Statistically, precision for the survey results is at +/- three percent with a 95 percent confidence level. The survey included more than 60 questions, including demographic information about the respondent. Along with overall responses to questions, results were tabulated by various characteristics of the respondents. Those characteristics or “segments” included: age, race, gender, years of education, place of residence (incorporated or unincorporated), years
of residence in St. Louis County, whether there were children 18 and under in the home, and how closely respondents follow local issues in St. Louis County. In addition to demographic segments, survey results were categorized and analyzed by where respondents live in St. Louis County: Central County, Inner North County, Outer North County, South County, and West County.

Quality of Life in St. Louis County

Moving in the Right Direction? A standard question on both national and local surveys is whether people think things are “moving in the right direction?” Among County residents, 44 percent think that things in St. Louis County are moving in the right direction. While the response was higher in 2007 at 62 percent, the current response among St. Louis County residents compares favorably to the national response, where only 30 percent of people think the country is moving in the right direction.

A Place to Live and Raise Children. More optimistically, 89 percent of County survey respondents say that St. Louis County is an excellent or very good place to “live and raise children,” which is similar to the results in 2007. Just over 70 percent of respondents think St. Louis County has either become a better place to live and raise children over the past five years or stayed the same.

A Place to Grow Old. In a new question introduced in the 2012 survey, residents were asked to rate St. Louis County as a place “to grow old.” Among respondents, 76 percent think that St. Louis County is an excellent or good location to grow old and 74 percent think it has become a better place to grow old or stayed the same. (Note: Fifty-four percent of St. Louis County’s population is 45 years old or older according to the 2010 U.S. Census.)

Housing Values. When asked about housing values in their part of St. Louis County compared to other parts of the St. Louis region, 29 percent of respondents think their housing values are stronger, 31 percent think they are weaker, and 36 percent think they are about the same. However, a closer look at the results shows that there are dramatic geographic differences within St. Louis County.

Table 1: Perception of Respondent’s Local Housing Values Compared to St. Louis Region’s

<table>
<thead>
<tr>
<th>Area</th>
<th>Stronger</th>
<th>Weaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>52%</td>
<td>9%</td>
</tr>
<tr>
<td>West</td>
<td>48%</td>
<td>13%</td>
</tr>
<tr>
<td>South</td>
<td>21%</td>
<td>32%</td>
</tr>
<tr>
<td>Inner North</td>
<td>9%</td>
<td>62%</td>
</tr>
<tr>
<td>Outer North</td>
<td>7%</td>
<td>49%</td>
</tr>
</tbody>
</table>
Among Central and West County residents, 52 percent and 48 percent, respectively, feel their housing values are stronger than other parts of the region. By contrast, only 9 percent of Inner North County and 7 percent of Outer North County residents feel that their housing values are stronger when compared to other parts of the region. South County residents’ perceptions of their housing values fall between those of Central/West County and Inner/Outer North County; 21 percent of residents consider their housing values as stronger compared to other parts of the region.

**Safety.** Overall, residents in St. Louis County feel safe in their neighborhoods. Survey respondents were asked how safe they feel walking around their neighborhood during the day, how safe they feel walking around their neighborhood at night, and how safe their neighborhood is for children playing unattended during the day. Overall, 96 percent of respondents said they always or usually feel safe walking around their neighborhood during the day. At night, 83 percent of respondents said they always or usually feel safe after dark in their neighborhood, an increase from 74 percent in the 2007 survey. Only 15 percent of respondent said they feel unsafe in their neighborhood after dark, which compares favorably to the national figure of 32 percent. Finally, 83 percent of respondents said their neighborhood is very or somewhat safe for children playing unattended during the day, a slightly higher response than in the 2007 survey.

**Rating Local Government Services**

St. Louis County residents are satisfied with the overall level of public services they receive, both in the incorporated and unincorporated areas of St Louis County. When asked to rate eleven different public services, residents rated all but two services as excellent or good. While nine of the services received positive ratings by over 70 percent or the respondents, residential property assessment and economic development received positive ratings from less than half of all respondents. In the case of economic development, the service rating has decreased by almost 20 percent since the 2007 citizen survey, likely due to the national economic recession.

### Table 2: Public Service Ratings

<table>
<thead>
<tr>
<th>Service</th>
<th>Unincorporated Total Excellent &amp; Good</th>
<th>Incorporated Total Excellent &amp; Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Louis County Parks</td>
<td>96%</td>
<td>95%</td>
</tr>
<tr>
<td>Police Protection</td>
<td>89%</td>
<td>95%</td>
</tr>
<tr>
<td>Trash Collection &amp; Curbside Recycling</td>
<td>86%</td>
<td>92%</td>
</tr>
<tr>
<td>Recreation Programs</td>
<td>82%</td>
<td>81%</td>
</tr>
<tr>
<td>Prepared for Emergencies (i.e.: severe weather)</td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td>Repair &amp; Maintenance of Major County Bridges/Roads</td>
<td>78%</td>
<td>77%</td>
</tr>
<tr>
<td>Programs for Older Adults.</td>
<td>78%</td>
<td>77%</td>
</tr>
<tr>
<td>Residential Street Maintenance</td>
<td>72%</td>
<td>81%</td>
</tr>
<tr>
<td>Enforcement of Housing Codes</td>
<td>74%</td>
<td>77%</td>
</tr>
<tr>
<td>Assessment of Residential Property</td>
<td>47%</td>
<td>46%</td>
</tr>
<tr>
<td>Economic Development</td>
<td>36%</td>
<td>44%</td>
</tr>
</tbody>
</table>
The highest rated services in both the incorporated and unincorporated areas are police protection and County parks, similar to the results from the 2007 citizen survey. Trash collection services also received excellent or good ratings in both incorporated areas (92 percent) and unincorporated areas (86 percent). In rating emergency preparation, satisfaction ratings increased significantly since the 2007 survey, likely as a result of improvements funded by the dedicated E-911 tax approved by voters in 2009. Finally, in looking at service satisfaction levels between unincorporated residents in North, South, and West County, ratings are very similar across the three areas.

In a specific question directed only to unincorporated St. Louis County residents, survey respondents were asked if St. Louis County Government’s enforcement of the residential property maintenance code was too strict, not strict enough, or about right. Over half of respondents felt enforcement was about right, 20 percent believed it is not strict enough, and about 10 percent thought it was too strict.

**Service Priorities for St. Louis County Government**

To better understand which County services are priorities for residents, survey respondents were asked to rate the importance of fourteen different services provided by County Government. Specifically, residents rated each service as extremely, very, somewhat, not very, or not at all important. All of the fourteen services received majority support from respondents who rated them as extremely or very important. However, the ratings of extremely and very important ranged from a low of 53 percent for recreation programs to a high of 86 percent to attract new companies.

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Caucasian</th>
<th>African American</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protecting public health with programs like health clinics.</td>
<td>76%</td>
<td>93%</td>
</tr>
<tr>
<td>Revitalizing neighborhoods.</td>
<td>62%</td>
<td>88%</td>
</tr>
<tr>
<td>Helping small and medium-sized businesses to grow.</td>
<td>70%</td>
<td>85%</td>
</tr>
<tr>
<td>Teenager services (crisis prevention; preventing drug use).</td>
<td>65%</td>
<td>89%</td>
</tr>
<tr>
<td>Helping older adults stay in their homes.</td>
<td>62%</td>
<td>89%</td>
</tr>
<tr>
<td>Preventative &amp; primary care at public health clinics.</td>
<td>61%</td>
<td>95%</td>
</tr>
<tr>
<td>Job training to workers.</td>
<td>51%</td>
<td>88%</td>
</tr>
<tr>
<td>Recreational complexes.</td>
<td>48%</td>
<td>79%</td>
</tr>
<tr>
<td>Recreational programs.</td>
<td>48%</td>
<td>81%</td>
</tr>
</tbody>
</table>

Respondents rated four County services as extremely and very important regardless of demographics or place of residence: 1) attracting new companies and retaining large employers, 2) keeping County Parks in good shape, 3) coordinating and being the first responders in disasters and emergencies, and 4) providing up-to-date public safety services. The nine other County services were rated differently by different segments of the population.
Most notably, there is a distinct difference between African-American and Caucasian responses. African-American were more likely to rate County services as extremely or very important, especially for providing job training to workers, recreational programs, and preventative and primary healthcare at public clinics.

**Customer Service**

According to the survey results, nearly half of respondents (49 percent) said they had contacted St. Louis County Government in the last two years. Overall, 80 percent said they were very or somewhat satisfied with the service they received. When asked how well “friendly and helpful” and “efficient and business-like” describe St. Louis County Government, 81 percent and 76 percent, respectively, said it describes St. Louis County Government very or moderately well. On the flip side, when asked if “impersonal and bureaucratic” and “takes too long to get a response” describes St. Louis County Government, 56 percent and 60 percent, respectively, said it describes St. Louis County Government very or moderately well.

**Communications**

When asked about the source of where residents receive news about St. Louis County Government, 40 percent of respondents indicated they receive news from the television, followed by 27 percent in the newspapers, and 20 percent on the internet. Not surprisingly, the internet is a more prominent source of news for those 34 years old and younger. Use of social media to get news about public issues was asked for the first time, with 29 percent of respondents indicating they regularly or sometimes get news through Facebook, Twitter, or other social networking sites.

An increasing number of people are using St. Louis County’s website. During the past twelve months, 62 percent of respondents said they had visited St. Louis County’s website, a sharp increase from the 34 percent who reported visiting the site in 2007. Of those using the website, 85 percent rated it as excellent or good, a similar response as in 2007. Overall, 54 percent of survey respondents said St. Louis County was doing an excellent or good job of communicating through its website and other sources.
Policy Issues

The 2012 citizen survey focused on two different policy issues: bike trails/lanes and the reentry of the City of St. Louis into St. Louis County.

Bike Trails and Lanes. The survey asked residents their opinion about the level of County spending on bicycle trails and lanes. Nearly half of survey respondents indicated that St. Louis County Government should maintain its current level of spending on bike trails and lanes, while 24 percent want more spending and 28 percent prefer less spending. When analyzed by segments, most support for bike trails and lanes came from residents who live in Central County, have lived in the County less than ten years, and have a postgraduate education.

Table 5: Support for Bike Trails

![](chart.png)

City Reenter County? The survey asked residents whether they favor the City of St. Louis reentering St. Louis County. The question noted that in 1876 the City of St. Louis separated from St. Louis County and became its own city and county, and then asked if residents would favor or oppose the City of St. Louis reentering St. Louis County as the 91st municipality. Resident responses on this policy issue are about even, with 44 percent in favor and 48 percent in opposition to City reentry into the County. Support for City reentry into St. Louis County was greater among college graduates and residents living in Central County.

Conclusion

Collectively, input from the 2012 citizen survey indicates that St. Louis County is a desirable place to live, residents enjoy a good quality of life, and St. Louis County government is doing a good job providing services. However, with the downturn in the national economy and the impact it has had on business and employment, residents indicated that they want to see economic development, employment opportunities, and job training improve. The survey also revealed that County government service priorities are viewed differently in the different geographies of St. Louis County and among different segments of the population. The citizen survey serves as a vital tool to understand the attitudes and opinions of St. Louis County residents and will be used to inform the update of St. Louis County’s Strategic Plan.
APPENDIX B: REFERENCES

ST. LOUIS COUNTY IN CONTEXT


DEMOGRAPHIC DRIVERS

AGING POPULATION


“Driving Forces: Fewer young, but more elderly, have driver’s licenses.” 2011. UMTRI Research Review, 42(4), 1-2.


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