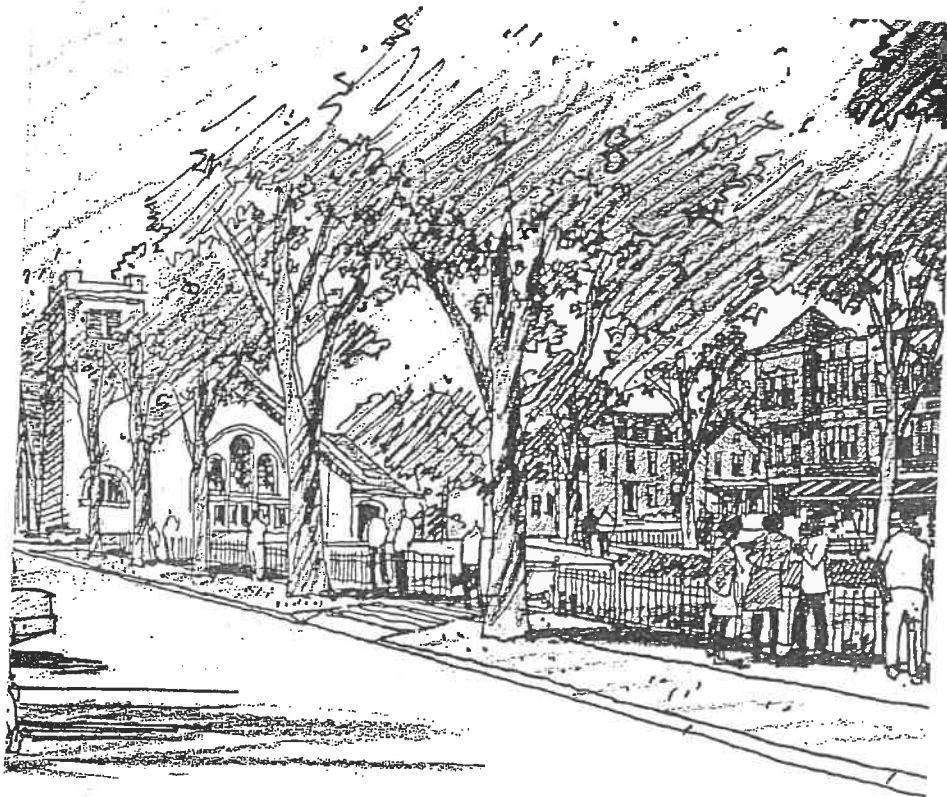

THE NORTH CENTRAL PLAN

**A PHYSICAL DEVELOPMENT
&
HUMAN SERVICES
PLAN
FOR THE
NORTH CENTRAL AREA
OF THE
CITY OF ST. LOUIS**



**COMPOSITE PRINTING
SEPTEMBER, 2000**

THE NORTH CENTRAL PLAN

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St. Louis Housing Authority
Blumeyer Tenant Management Corporation
McCormack Baron Associates
Ranken Community Development Corporation
Saint Louis Symphony
Veterans Administration Hospital

**THE
NORTH CENTRAL PLAN**

**PART I.
INTRODUCTION**



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INTRODUCTION: One purpose of this North Central Plan is to describe the tangible and intangible elements which make the North Central neighborhoods places which their residents cherish. A second but equally important purpose is to establish a vision for improving other aspects of the area to make it a better place to live and work and to make possible a better future for its citizens.

This plan sets forth both physical development and human service strategies suggested by professional planning teams in consultation with neighborhood residents. While everyone didn't agree that a consensus on ideals and objectives and while there was not unanimous agreement on the strategies, the strategies have been accepted by most of these residents as appropriate and desirable directions for the future of the North Central neighborhoods and their people.

The strategies in this document should be seen as places to begin the process of fine-tuning so that the visions which now exist on paper can be transformed into concrete changes in the physical landscapes of the North Central neighborhoods and genuine, lasting improvements in the lives of the people who live there. The plan is intended to serve as a baseline for future decision-making, rather than as a compendium of decisions which have already been made.

Now that the process of committing the vision to paper is complete, the real work must begin. Much remains to be done before the physical and human service components of this vision can become reality. Site control for public and private physical development must be secured, design concepts must be translated into construction documents with accurate costs attached, human service strategies must be translated into definitive programs and procedures, and specific people must be assigned the responsibility and authority for strategy implementation. And, once the cost of implementing each strategy has been determined, both public and private funding must be secured.

This "paper plan" represents the work over many, many months of many, many wonderful people committed to a better future for this area and its people. These people, and others with whom they have built relationships during this planning process, have the ambition and the capacity to make this vision reality. All of St. Louis looks forward to the wonderful place which the North Central area will soon become.

BACKGROUND: The North Central district is located at the physical center of the City of St. Louis and consists of a geographic area roughly bounded by Grand and Taylor Avenues,

Page and Lindell Boulevards. The neighborhoods within the district are rooted in strong social and physical tradition and are very rich in terms of the people and institutions who call the district home. But, like much of St. Louis City, much of the North Central district has suffered from the ravages of urban flight and an inability to meet demands of modern housing and commercial markets. As a result of the exodus of many of the area's upwardly mobile residents over the past two decades, people in need of various forms of assistance now form much higher percentages of the district's population than is the case in the metropolitan area as a whole.

In late 1997, motivated by NationsBank (now Bank of America), representatives of several organizations either located within or having some other interest in the future of the area came together to begin to discuss planning for the area's physical revitalization. From these initial discussions, a steering committee emerged to represent the community in guiding a planning effort which would encourage participation from all stakeholders in the district, and in selecting and directing the work of a professional planning team. The North Central Steering Committee included representatives from the Grand Rock Community Economic Development Corporation, Citizens for a Better Community, the Vandeventer neighborhood, and Grand Center Inc. The steering committee also included the two Aldermen representing the wards in which the planning area is located, Saint Louis University faculty and staff, the President of the Blumeyer Tenant Association, staff of the City's Community Development Agency and St. Louis Development Corporation, the St. Louis Association of Community Organizations, the Ranken Community Development Corporation, and the St. Louis Housing Authority. The Regional Housing & Community Development Alliance ("RHCD") was engaged by the steering committee to coordinate the overall physical planning effort.

In February of 1999, the Steering Committee, working through RHCD, interviewed several planning firms and commissioned a consulting team to conduct a participatory process and prepare a revitalization plan for the North Central Planning Area. The lead urban design member of this consulting team was Urban Design Associates ("UDA"). UDA and Michael Willis and Associates, architects and urban designers, were the key members of the planning team. The team also included David Mason and Associates as consulting engineers, Legacy Management Institute as market consultants, LBA as landscape architects and Glatting Jackson Kercher Anglin Rinehart and Lopez as traffic and transportation consultants.

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- a joint plan for those aspects of the area which are of common interest to the entire district. These common-interest elements included vehicular and pedestrian transportation routes and associated public improvements, open space and other recreational facilities, and land use.
- the development of a consensus vision for the overall area and a district-wide strategy to attract private reinvestment.

This revitalization plan is intended to act as a framework which can guide and direct different development proposals and initiatives for the planning area. One of the recurring issues and challenges presented to the planning team was that, all too often, public and private initiatives within the same neighborhood are not coordinated and sometimes conflict with

one another. In addition, many efforts lack the individual scale to re-establish a true market for the district's new and existing homes and to effectively leverage other investment. The planning process was designed to produce consensus on a larger vision for the area that can be implemented over time with reasonably-scaled initiatives using a combination of public and private investment and different developers and constituencies.

In early 1999, the North Central district was chosen to participate in the Sustainable Neighborhoods initiative. The first step for neighborhoods participating in this initiative is the preparation of a participatory community plan including both physical development and human services components. Since physical planning for the district was already underway, a decision was made to continue with that process and add a companion human services planning process.

As a result of the Sustainable Neighborhoods designation, RHCD, already engaged in the overall Sustainable Neighborhoods initiative, continued to coordinate the physical planning activities and the umbrella aspects of the planning processes, while Area Resources for Community and Human Services ("ARCHS") joined the steering committee to coordinate the human services component. ARCHS, in turn, engaged the Family Support Council to work with the area's Sustainable Neighborhoods Leadership Team to prepare the Human Services component of the plan.

The following discussion of the planning process is intended to describe how the work of the area's stakeholders evolved into the attached physical and human services plans.

PROCESS: Even before the planning consultants began their work, organizations active in the planning area held a series of pre-planning meetings for area residents and businesses. The purpose of these meetings was to give the area's stakeholders an opportunity to explore and identify the area's strengths and weaknesses and establish goals for the plan. The results of these pre-planning meetings were shared with the physical and human services planning consultants to inform the data gathering and analysis phase of their work.

During an initial 3-day visit to St. Louis, the physical plan consultant team collected physical data and social data on the planning area and its people. The team also interviewed stakeholders located within and adjacent to the planning area and involved in the area in other ways. These interviews involved elected and appointed officials of St. Louis City government as well as officials of other political jurisdictions (Metropolitan Sewer District and the Bi-State Development Agency) which are involved with the planning area's physical infrastructure. Interviews also involved organizations representing the three planning sub-areas—the Grand Rock portion of the Covenant-Blu neighborhood, the Grand Center district and the Vandeventer neighborhood.

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- Education
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- Employment & Business Retention
- Recreation
- Public Improvements
- Senior, Community & Health Services
- Housing

Working independently following the initial consultant visit, the committees produced a series of reports which identified goals, objectives and physical development and human service strategies for each quality-of-life topic. In addition, the committee reports note the specific Sustainable Neighborhoods goals which the strategies address.

From that point forward, the physical planning consultant team and the human services consultants began to work independently, with both physical and human services consultants soliciting feedback from the Neighborhood Leadership Team and the physical planning team continuing to work closely with the City, the Steering Committee and the stakeholders represented by Steering Committee members. . Both physical and human service consultants drew on the work of the resident committees in preparing their respective components of this plan.

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Second, these reports show the ways in which the physical development and human services initiatives are inextricably tied—and why cooperation between those responsible for delivering the services needed by neighborhood residents and those responsible for improving the built environment is essential to the successful transformation of the plan's vision into productive and real change.

Throughout the implementation process, those responsible should regularly refer to these committee reports to ensure that implementation strategies and priorities honor the beliefs of the area's citizens and other stakeholders.

Of equal if not greater importance, those responsible for implementation must maintain close contact with these citizens and stakeholders to ensure that two-way communication continues to exist. Without these citizens and stakeholders as active partners in the implementation process, the full benefit of the plan's vision and its implementation will never be realized.

In conclusion, readers of this plan should remember and thank the many, many wonderful people committed to a better future for this area who worked very hard over many months to arrive at the level of consensus which this plan reflects. The fact that this plan is now

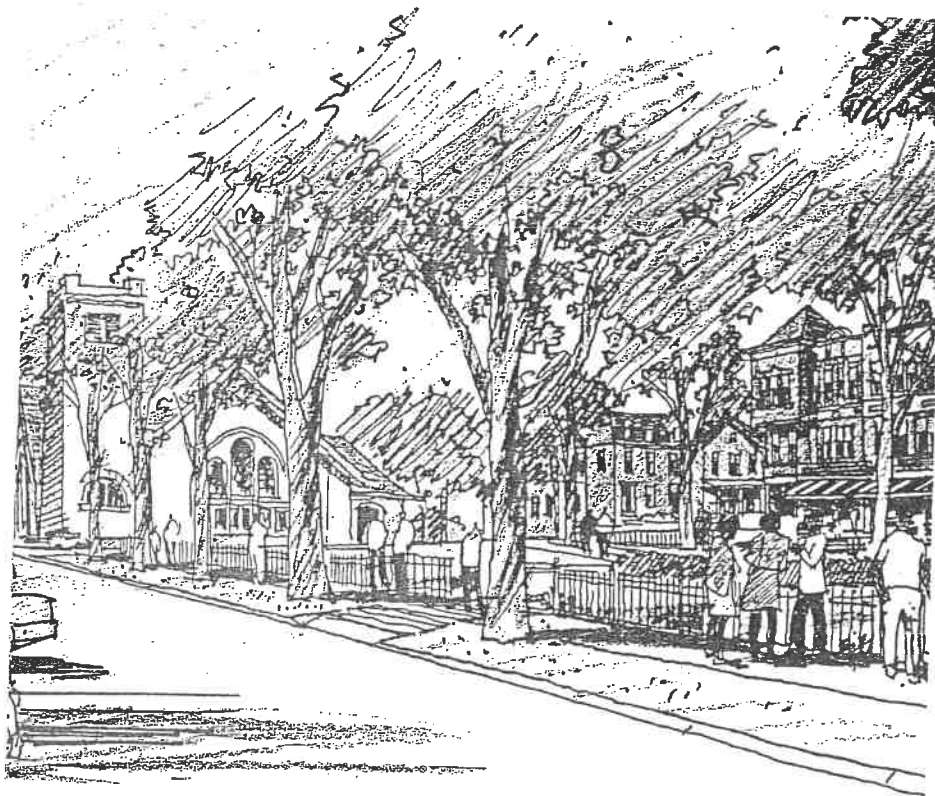
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Human nature, the nature of urban real estate, and our democratic form of government both foster and require the dialogue that will continue to take place as elements of the plan move toward implementation. Readers of this plan should look forward to this dialogue and celebrate the elements of our society which make possible such interaction and debate.



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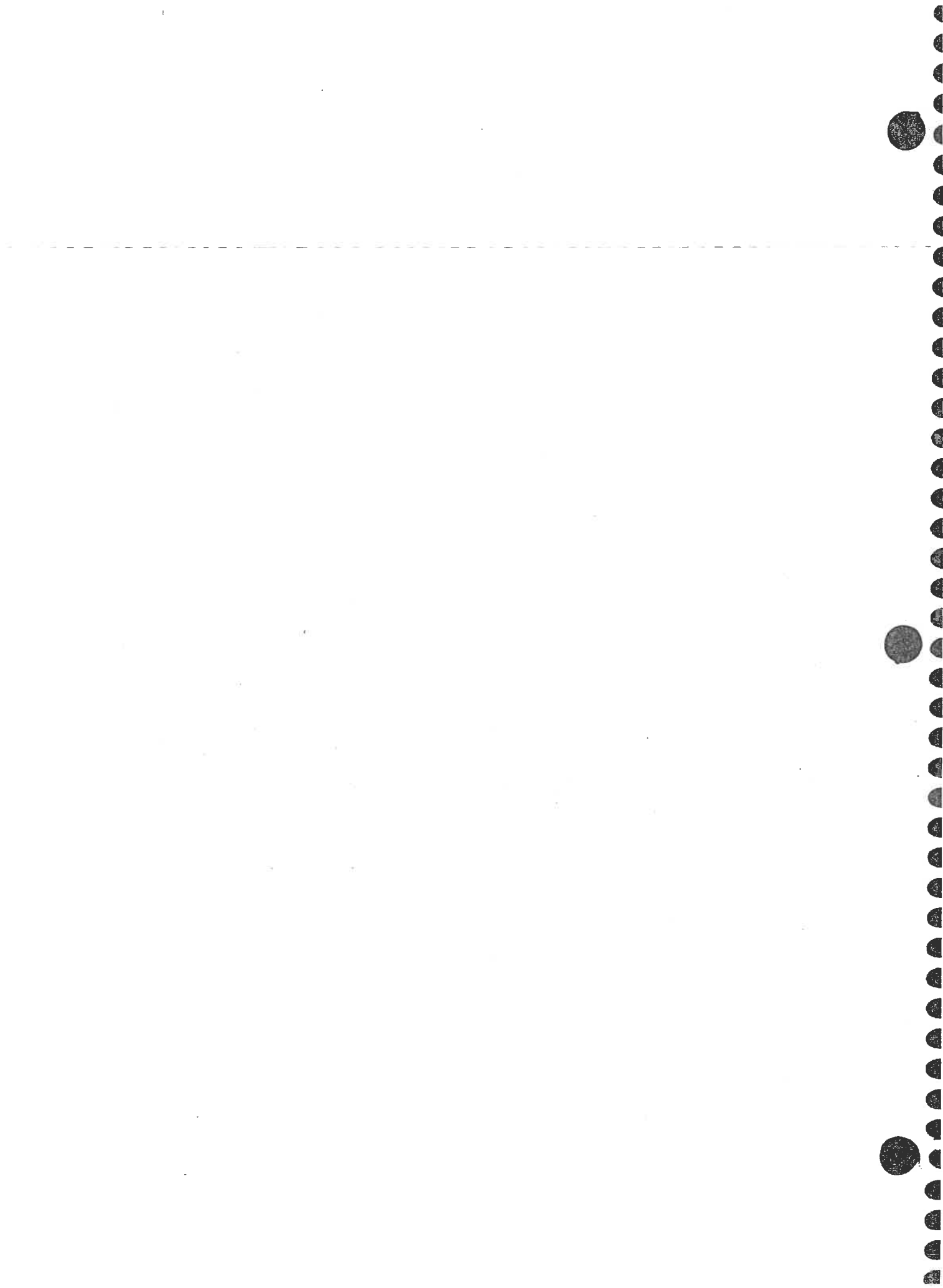
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**THE
NORTH CENTRAL PLAN**

**PART II.
PHYSICAL DEVELOPMENT
PLAN**



School with Vandeventer and the Covenant Blu neighborhood.

This network provides a series of new park addresses for residential development and additional recreational amenities for the entire district.

The plan also proposes a series of small-scale neighborhood parks that can become the focus for rebuilding blocks in a way that creates safe places and desirable addresses. New residential streets are proposed for blocks too long to foster a sense of community. Additions like landscaped islands or traffic circles are proposed as additional elements to help slow down traffic and create which are safer for pedestrian use.

The linchpin of this Master Plan is

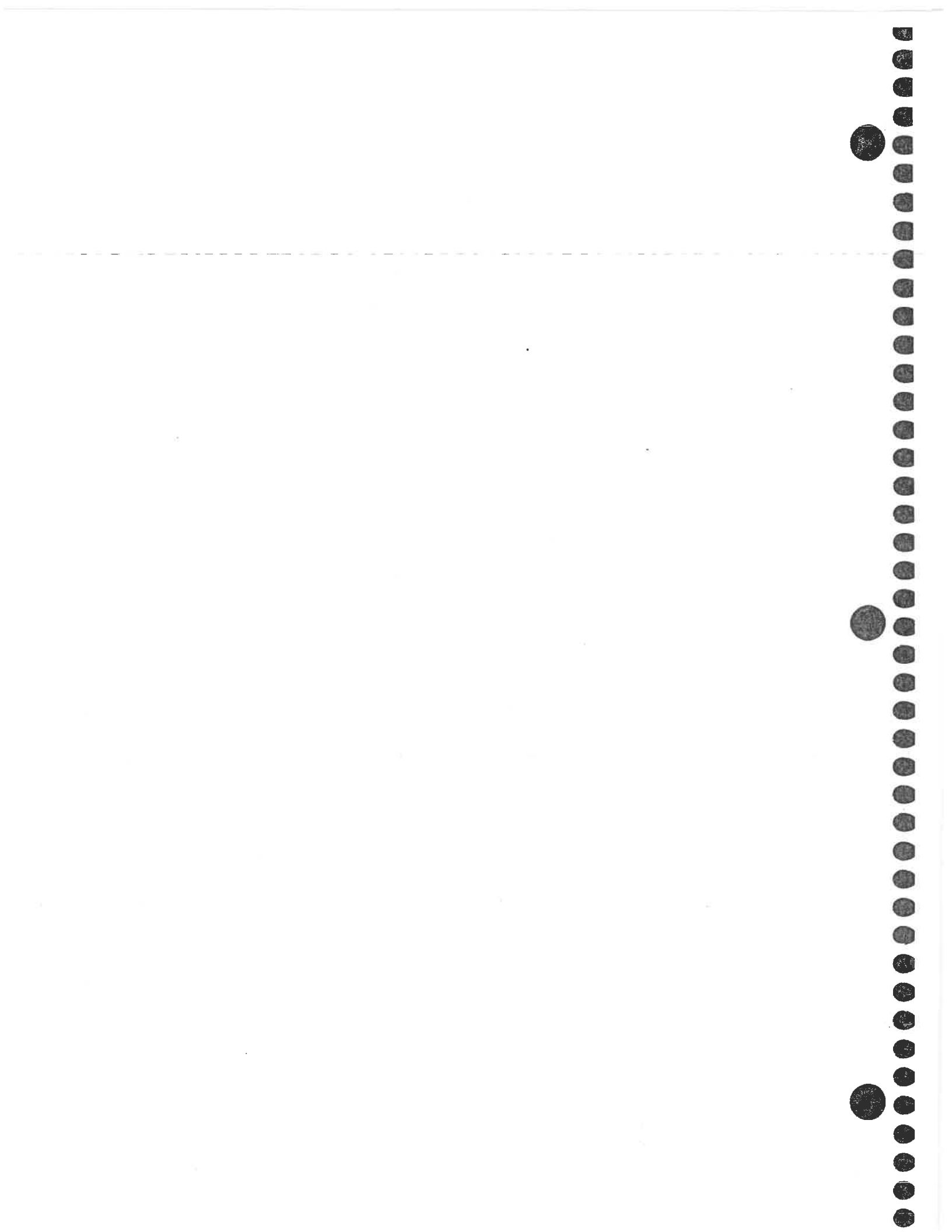
a series of proposed strategic physical development initiatives in key neighborhood locations, focused on neighborhood landmarks. It is intended that these key initiatives will grow outward to other parts of the neighborhoods, which will be rebuilt in smaller increments once market re-establishment has taken root. Initiatives proposed include housing, commercial and institutional, individually and in combination.

The following detailed master plan description elaborates on these key initiatives and the other forms of physical improvement and land use which will result in a North Central district which can compete on an equal footing with other desirable regional neighborhoods.

The Strategic Plan

The plan builds new addresses along a framework of open space and institutional campuses.







Vandeventer Square

48

One alternative developed during the charrette featured a civic square at Vandeventer and Finney as the terminus to a new east-west linear park along Finney. The square creates a new address for mixed-use development in the heart of the planning area.

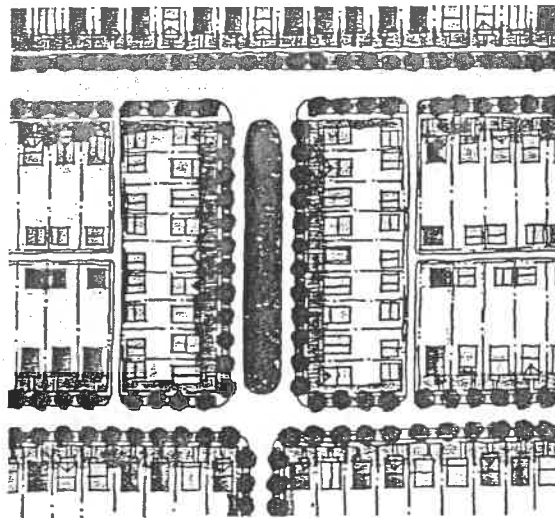


Vandeventer Park

A second alternative uses the improvement of the institutional properties linked together by a parkway system running through the neighborhoods as a framework for creating new addresses and improving the image of the planning area as a whole.

cles) to create desirable, liveable places and slow traffic to speeds appropriate for neighborhood streets, while eliminating the deadened and dead-end street segments which can attract rather than deter crime.

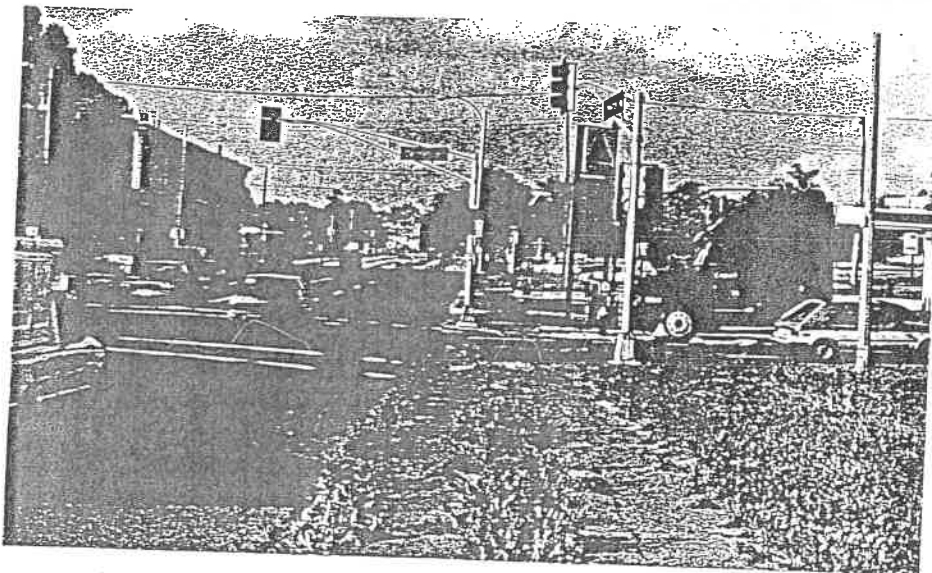
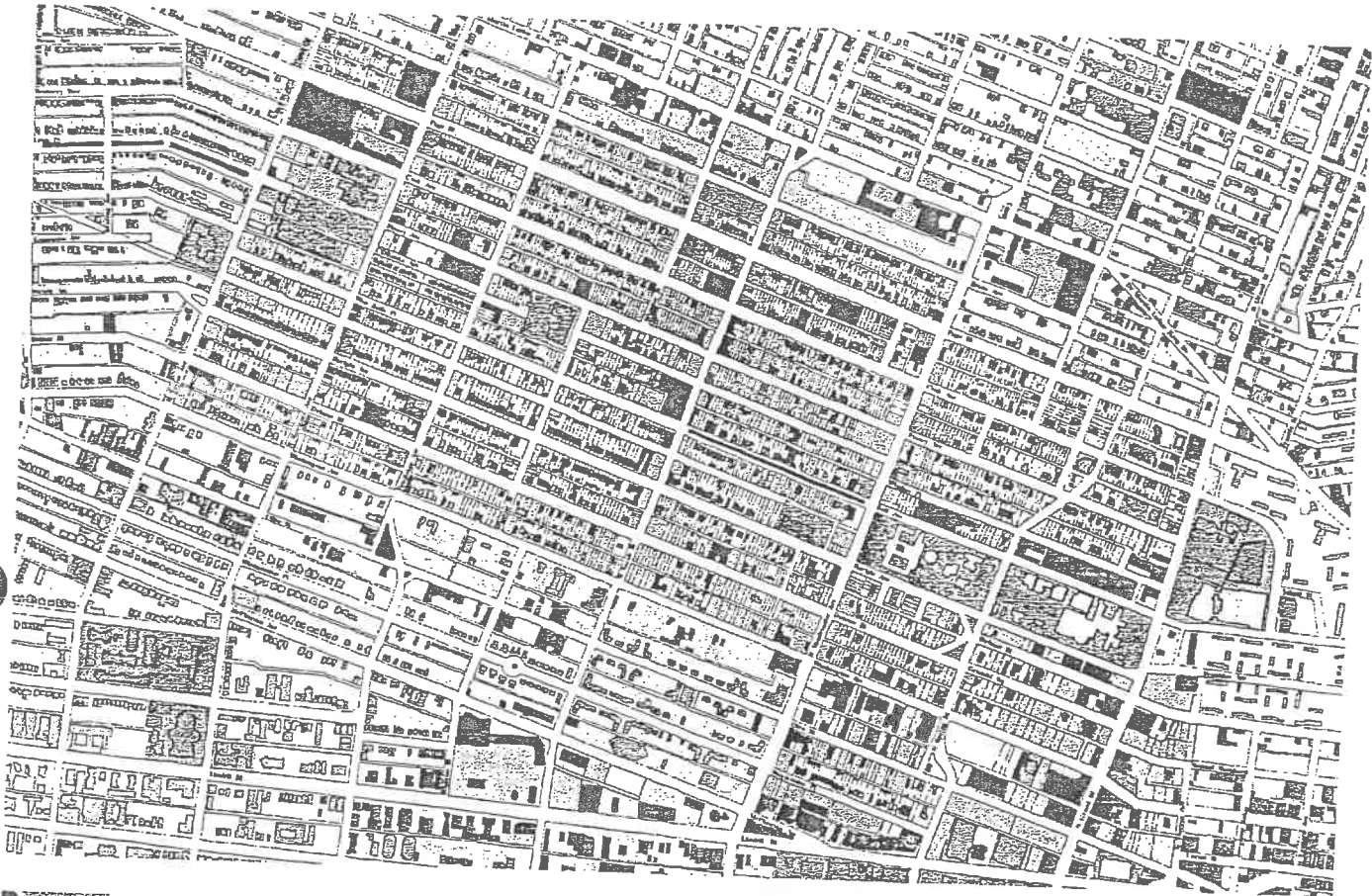
This Master Plan combines the three types of initiatives described above throughout the North Central neighborhoods. The primary gateways into the community are marked by parkway-like streets and public open space, much like the ways in which significant open spaces mark other neighborhoods in St. Louis which neighborhood residents cited as desirable living environments. Vandeventer and Spring are designated as the principal north-south parkway addresses. Vandeventer links the community's institutions to the rest of the city and becomes a key gateway for the entire area, while Spring links the his-



toric Scruggs Memorial Church to the Grand Center district and Saint Louis University. The proposed east-west parkways include Bell Avenue, which links the Vandeventer neighborhood to the institutions on Grand Avenue. A new linear park between Finney and Bell connects the Stevens Elementary

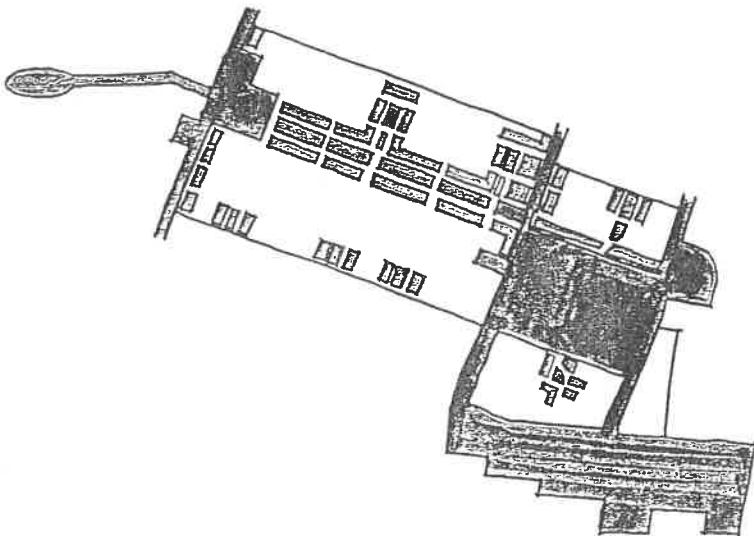
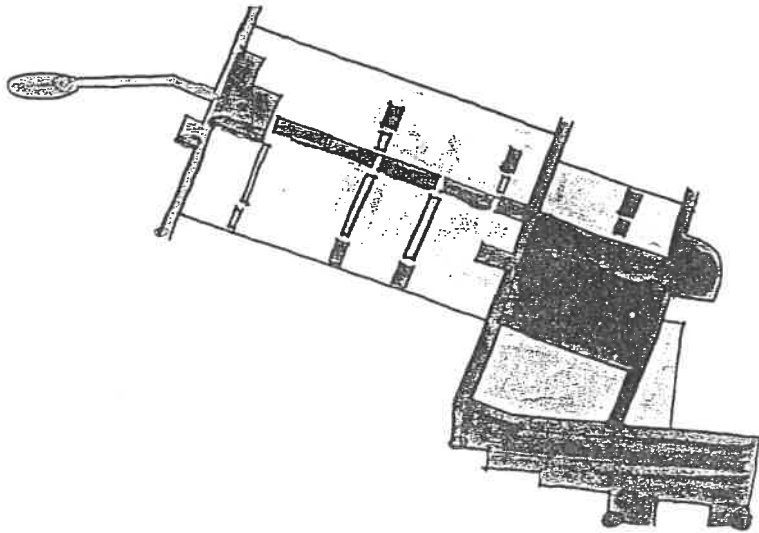
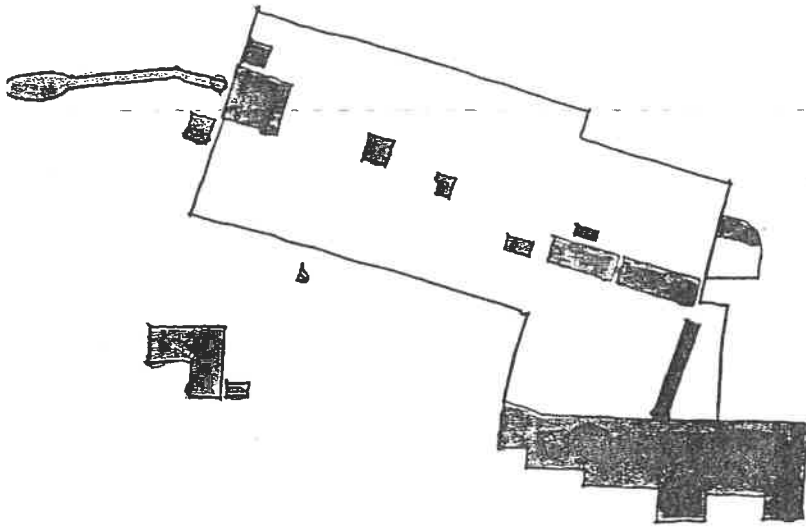
Barren open spaces are transformed into livable neighborhood streets with individual addresses and front yards.





Existing Portrait

The neighborhoods within the planning area are currently plagued by vast areas of vacant lots and vacant buildings. While there are many strong institutions and home ownership uses in the area, land use patterns and the poor condition of many buildings and lots creates an impression of deterioration and weak relationships between institutions and residential uses.



Existing Parks

The area has very few parks and open spaces that function as amenities for the surrounding neighborhoods.

Institutional properties create a negative and fortress-like impression from the street. Streets are too wide to feel residential in scale and create a sense of neighborhood intimacy.

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Create a Framework of Open Space

The Revitalization Plan calls for a reworking of major streets as boulevards and parkways within the neighborhoods and a series of new parks that link the neighborhoods to expanded institutional campuses.

New Addresses

The expanded open space network creates opportunities and amenities for new and rehabilitated housing initiatives. Ongoing redevelopment will grow from this significantly more attractive framework.

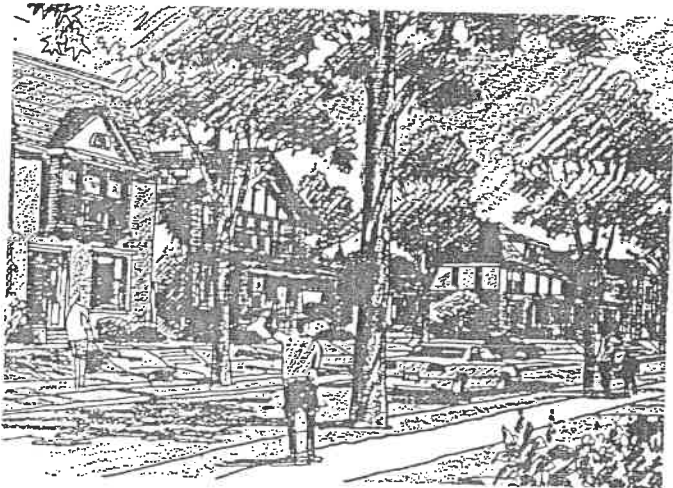
I Master Plan Overview

THE PROJECT TEAM developed the final revitalization plan based on the eight design principles outlined above. These principles emerged from the many interviews, focus group sessions and public meetings. The Master Plan focuses on a series of initiatives that, over time, will re-build the neighborhoods in ways that are consistent with the expressed goals and desires of the area's stakeholders, provide a framework for ongoing investment and improvement and create a desirable and marketable series of addresses. The initiatives include the following:

Parks, Green Space and Institutional Settings

The North Central district has many significant institutions which are neighborhood assets and should have prominent settings. Instead, the institutional settings for the elementary and middle schools, the Veterans Hospital, the historic churches and the Juvenile Court facilities are generally inaccessible and uninviting. These situations both emanate from and result in awkward relationships to the surrounding residential uses, and the awkwardness is exacerbated by the institutions' demand for more and more parking and limits on institutional land area. The Plan calls for modifying select streets and adding both public and institutional open space to create a linked series of institutional campuses and public parks. This linear park concept is intended to provide the North Central neighborhoods with a unique identity as well as both visual and recreational amenity. Since much of the land area comprising the 'park system' will be part of one institutional campus or another, it is expected that both the development and maintenance costs will be significantly lower and the visual and recreational impact greater than those of stand-alone parks.

Significant portions of this linear park system are located on Vandeventer and Spring, which serve as gateways to the North Central neighborhoods. Proposed modifications to these and other select streets will provide gracious and welcoming entrances to the neighborhoods and provide the residences, businesses, and institutions located thereon with well-thought-of and prominent addresses.



Residents of the North Central district have expressed a strong preference for the protection of owner-occupied housing as plan implementation progresses. Therefore, the locations of parkways and parks is intended to avoid owner-occupied housing and to involve owner-occupied housing only where the owners voluntarily sell.

Restoring the Neighborhood Fabric

Over the years the North Central neighborhoods have lost many of the beautiful historic homes that once lined the streets. Vacant buildings and scattered vacant lots are for the most part unmaintained and unattractive and have become serious safety issues in many parts of the district. The expansive areas of vacant lots and vacant buildings present the neighborhoods as an unsafe and undesirable place for living and reinvesting. The large numbers of vacant lots and vacant buildings were cited by an overwhelming number of stakeholders as both a pressing problem and an opportunity for the future.

This revitalization plan calls for a series of incremental development initiatives in strategic locations to foster the reconnection of adjacent neighborhoods and restore the fabric of the neighborhoods. These initiatives are designed to be of sufficient scale and quality to provide neighborhood focus, strong roots for advancement of the neighborhoods' housing markets, and a platform for expansion of high-quality new construction and rehabilitation into

other parts of the neighborhoods.

Reclaiming Neighborhood Streets

Another key issue in the North Central neighborhoods is the loss of a sense of place, and the associated loss of a sense of neighborhood safety. Residents and visitors often feel endangered. Homeowners are caught in an environment that has been transformed over time from a fine-grained physical and social pattern of residential streets and associated businesses into a torn fabric with many disconnected parts and few neighborhood centers and retail services. Cars tend to speed along overly wide streets lined with more vacant lots than buildings.

In an effort to make parts of the neighborhoods more secure, some neighborhood streets are artificially closed off to through vehicular traffic with large concrete pots. Rather than achieving their intended purpose, the barriers visually emphasize the isolation of these small pockets of relative security, exacerbating the area's image as troubled. Functionally, these street closures inhibit the passage of police and fire vehicles as well as the passive surveillance provided by neighborhood-related through traffic while still permitting pedestrians with harmful intent full access to the blocks.

This Master Plan calls for public investment to re-open streets now barricaded with concrete pots and add street improvements (constricted curbs at intersections, medians and traffic cir-

these developments must be large enough to provide strong roots to build the market for new and existing housing in the area and provide a focus for future high-quality development, yet small enough to allow for near-immediate implementation, to capitalize on the plan's momentum.

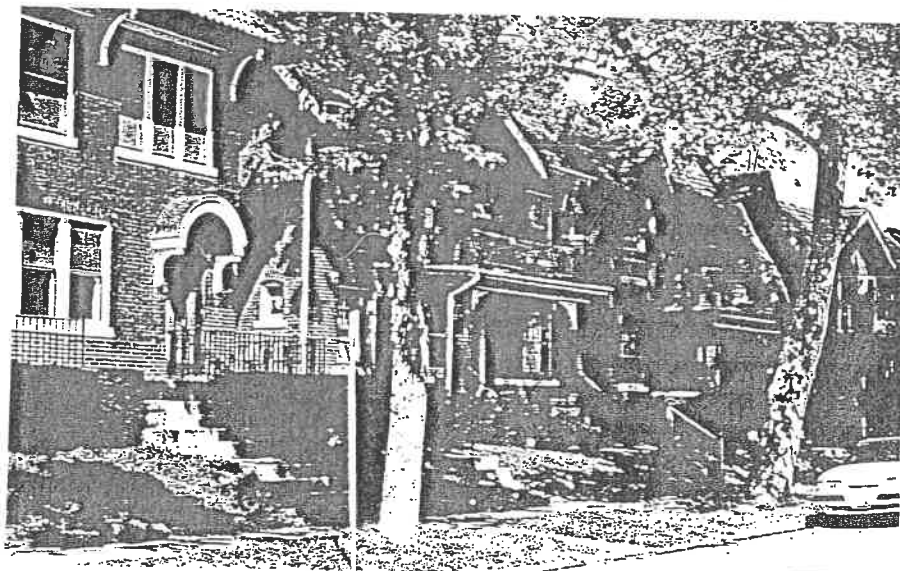
Rebuild neighborhoods by rehabilitating existing housing and developing new infill housing that maintains the traditional character and provides opportunities for a broad range of incomes and needs.

Residents expressed a strong desire to see new development follow and complement the historic fabric that is unique to the North Central neighborhoods. The revitalization plan calls for design guidelines that will guide the character and scale of the architecture, the spacing and size of lots and the relationship of new rehabilitated and existing housing to the streets and parks.



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The two alternatives developed during the charrette are shown on the following pages. Following the charrette, the consultant team merged the features of the two alternatives which residents found most desirable into the master plan described in the next section.



New Housing

New housing initiatives should be designed to fit in with the existing historic fabric of traditional houses. Existing housing stock should be preserved wherever prudent in an effort to retain the distinct character of the neighborhood.

4 Master Plan for Investment in Physical Improvements

6 New development, both residential and commercial, should reinforce the strengths of existing neighborhoods and combine new construction with rehabilitation to create a series of distinct places.

7 New development should include housing opportunities for a broad range of incomes and family types.

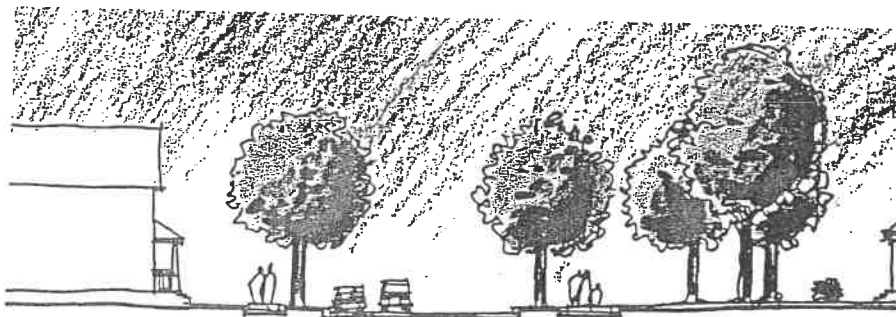
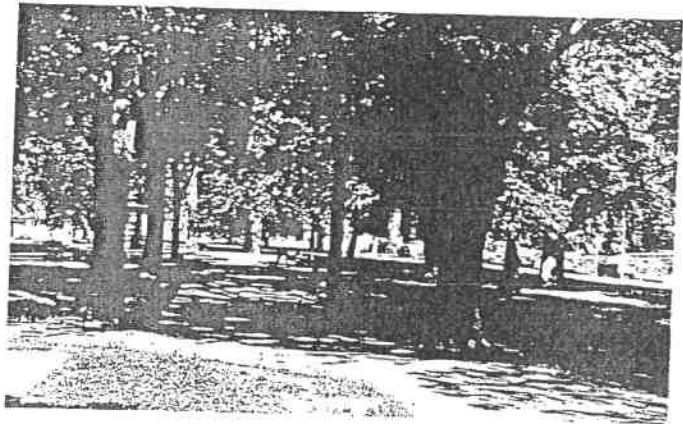
8 Short term development efforts should create places of identity and provide a sense of order and safety.

Using these design principles, the team developed two alternatives. Both alternatives embodied three overarching design objectives as a strategy for redevelopment, as follows:

Create a framework of parks and open space that unify the neighborhoods and provides a city-wide address for its institutions.

Currently, the many institutions within the district are plagued by unsightly edges and awkward relationships to the surrounding residential neighborhoods. The remarkable collection of churches, institutions and amenities within the

North Central neighborhoods is lost as a significant asset. The strategies outlined in this report call for the improvement and modification of the street patterns and existing open space in a way that creates a dignified setting for institutions such as the Veterans Hospital, the Juvenile Courts, the new Cardinal Ritter College Preparatory School, the Pulitzer Foundation for the Arts, Cole Middle School and neighborhood churches. In this strategy, principal streets linking the district to city-wide amenities. These streets include Vandeventer, Spring Avenue and Bell. New alignments and open space additions



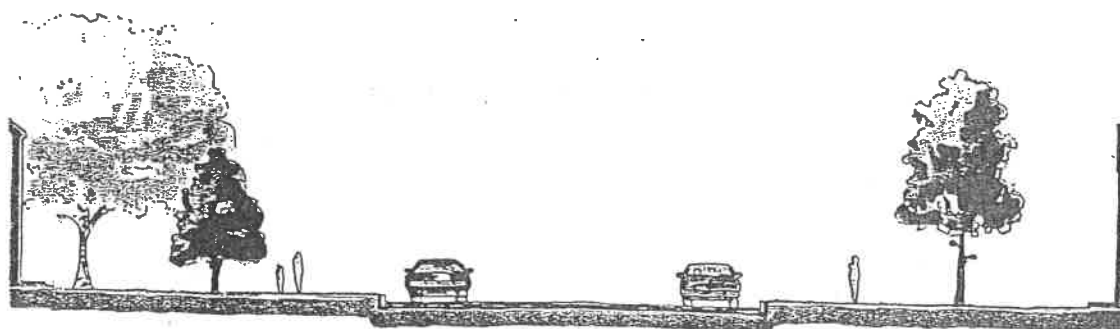
Parks and Parkways
St. Louis has a tradition of building beautiful parkways and neighborhood parks. This tradition serves as a precedent for rebuilding the North Central neighborhoods.

create 'front door' relationships between institutions and residential neighborhoods replacing the current pattern of service yards and chain link fences lining the public edges.

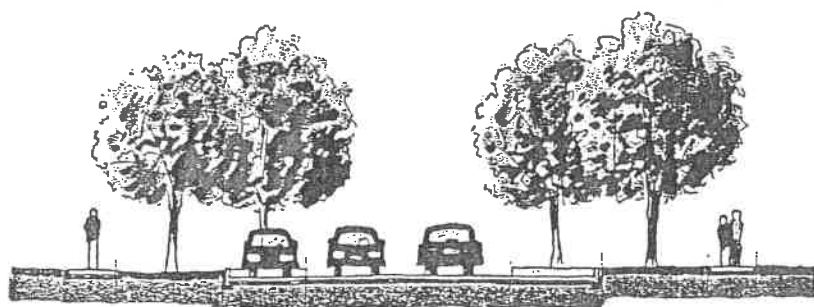
Improve local streets and neighborhoods in a way that is both safe and provides a focus for neighborhood life.

Over the years, large areas of the North Central district have been abandoned as residents chose to move out of the city. The once populous neighborhoods then lost the local retail and neighborhood businesses and streets became less of a residential address and more of a commuter through-way to service outlying suburbs.

The reclamation of the area as a series of residential neighborhoods must include the refinement of streets with 'traffic calming' devices. Examples of such devices include narrowing the cartways and widening tree lawns while permitting on-street parking to slow traffic down and provide safe and desirable environments. Initially, street improvements should be coordinated with a series of specific housing and retail development initiatives to create a sense of neighborhood identity in several key locations within the planning area. The scale of these initiatives is very important: signature developments for the North Central neighborhoods and the street refinements which accompany



Existing



Expand Tree Lawns

Narrow cartway

Proposed

Residential Streets

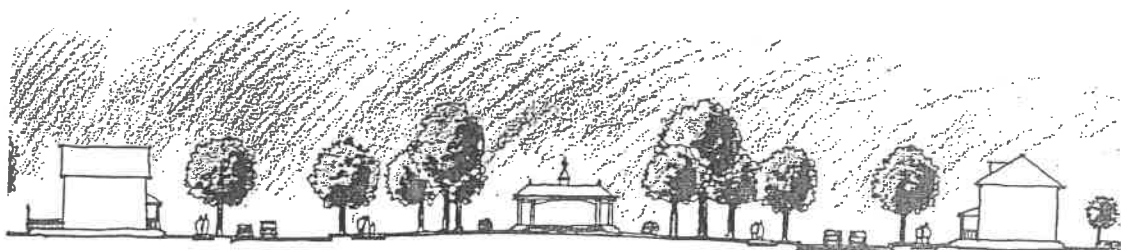
Streets like Delmar are too wide and unattractive as addresses for new residential development. By modifying the street with landscaping and narrowing the cartway, streets like Delmar can be re-claimed as a residential address.

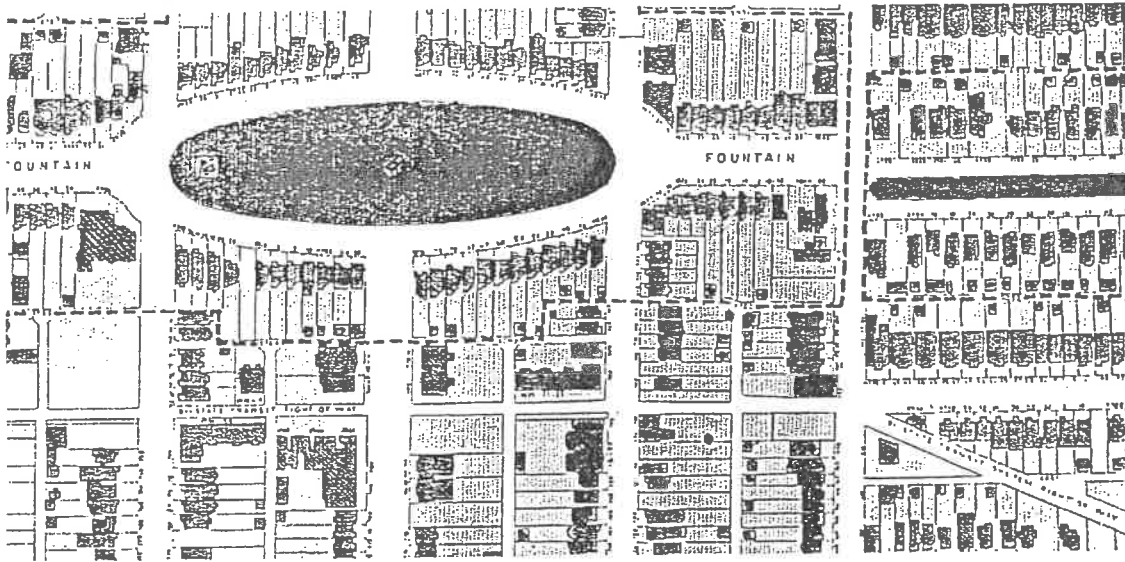
I Principles for Neighborhood Design

DURING THE DESIGN CHARRETTE, neighborhood residents presented a series of committee reports which outlined their goals for the area and physical development strategies intended to address these goals. From these reports and discussion during the public meetings, the planning team developed and participants agreed on a series of design principles to guide both the planning process and development proposals for the North Central neighborhoods. While the form of development or the location and scale of an initiative may vary, the principles are meant to be applied as a way to evaluate the appropriateness of any effort. The design principles are the following:

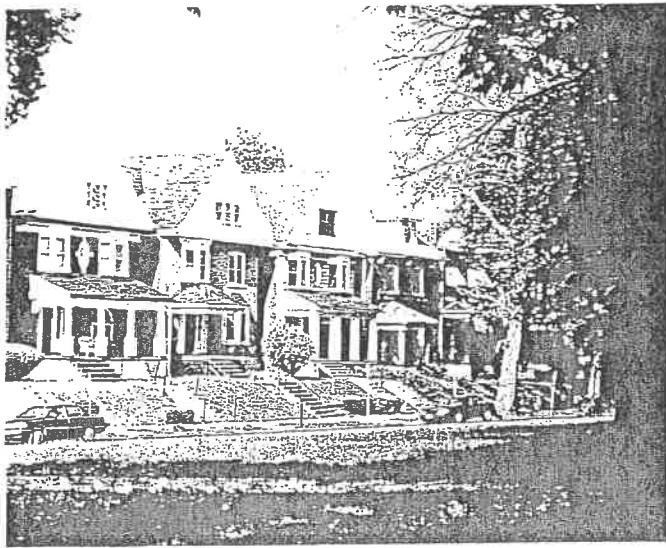
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- 1 Create a neighborhood that enables people of all ages and incomes to come together, to look after one another, and to share a strong sense of community pride.
- 2 Streets are the focus of community life and should be designed to be safe for pedestrians, make drivers behave, and encourage civic engagement.
- 3 Development patterns should knit neighborhoods together and connect them to shopping, educational, and cultural amenities in the area.
- 4 New parks, both large and small, should be the focus of new development and should accommodate the needs of people of all ages and a variety of amenities.
- 5 Civic institutions such as schools and churches should have dignified settings and be integrated into the surrounding neighborhoods.



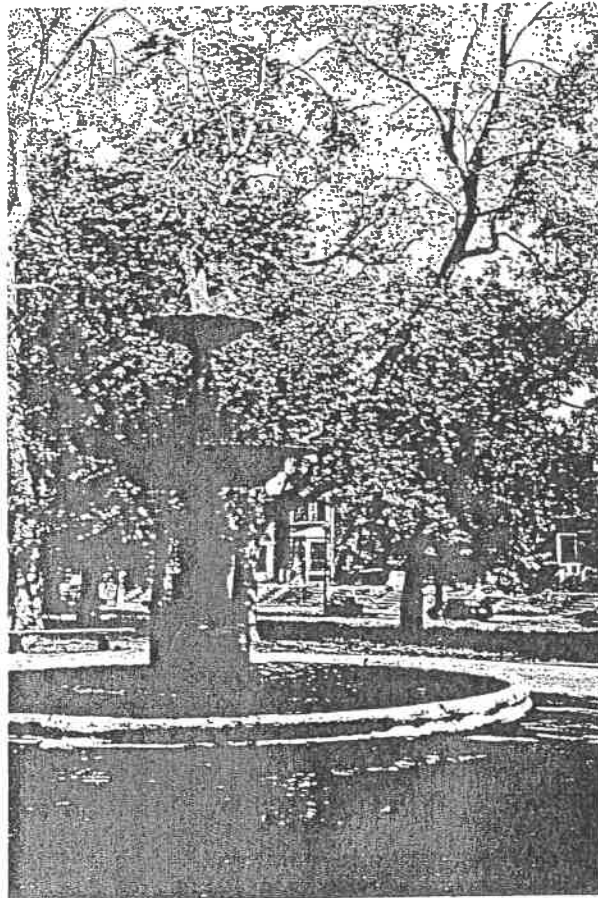


Fountain Park
This neighborhood is adjacent to the North Central Planning Area and provides a good model for new development.



Place Making

The park creates a distinct address for the houses surrounding it. This kind of amenity is a traditional St. Louis pattern found in many neighborhoods throughout the city.





Strengths

This drawing was developed as part of the design charrette to illustrate the strengths of the planning area as described by participants.

The areas in green represent strengths which include: Grand Center, the Lindell Boulevard commercial corridor, Saint Louis University, Ranken Technical College, Westminster Place, and area churches.

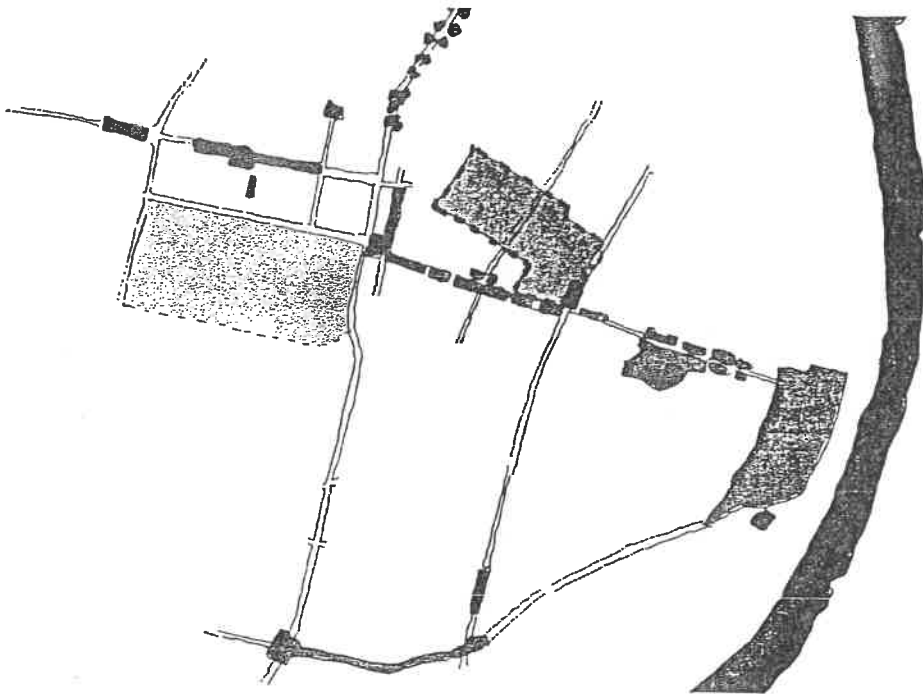


Weaknesses

Participants identified a series of issues and weaknesses that should be addressed in the revitalization plan. These issues are highlighted in red and include:

Vacant blocks between Vandeventer and Sarah, the area around the VA hospital and the city courts, the character of Delmar and the bus alley between Enright and West Belle Place.

3 Urban Design Strategy



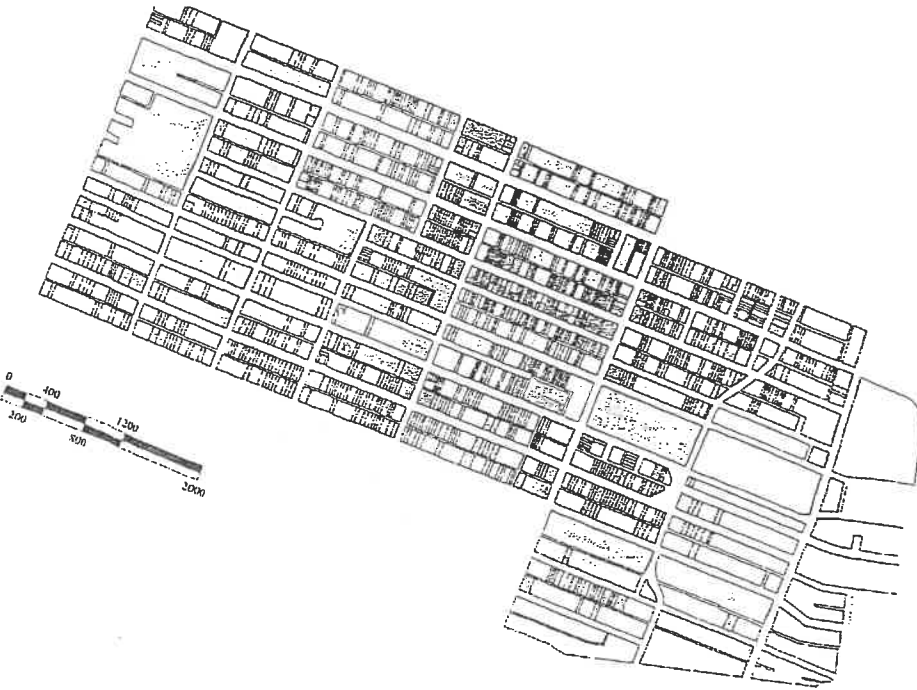
Commercial Patterns

The Planning Area is well-connected to one of the city's largest commercial and institutional corridors—Lindell Boulevard. The corridor provides some of the major retail facilities serving the planning area, including grocery stores, pharmacies and other retail.



Street Grids

When compared to other St. Louis neighborhoods, the North Central neighborhoods are characterized by unusually long blocks with relatively few north-south streets. There is little connectivity with neighboring districts. The monolithic pattern is in stark contrast to the smaller, more defined street patterns of most St. Louis neighborhoods.



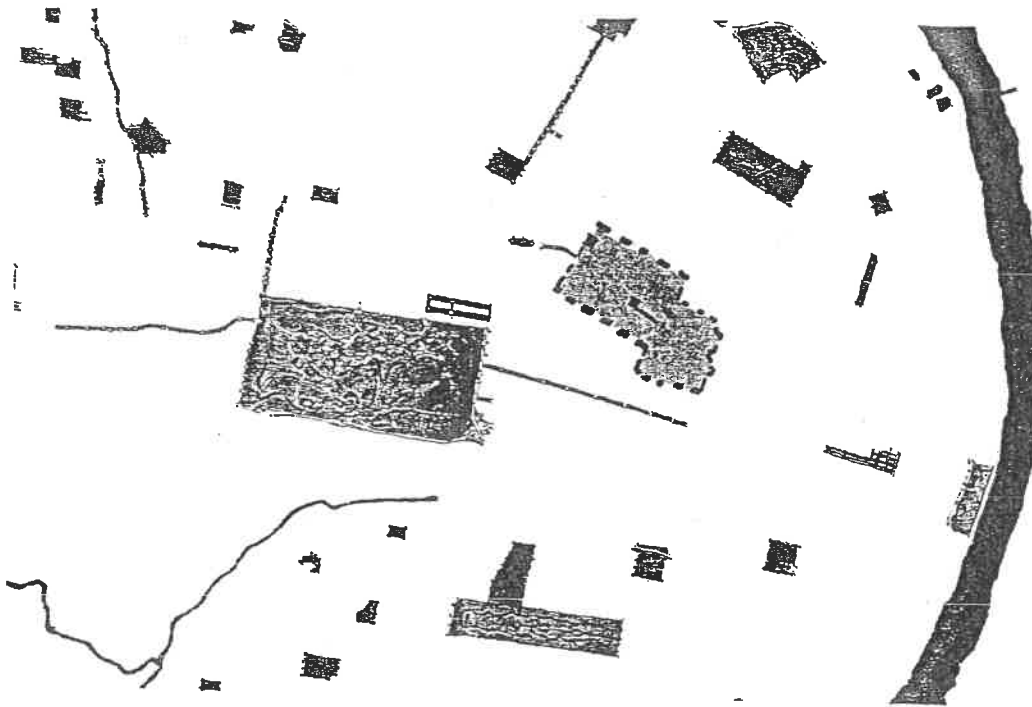
Vacant Lots and Buildings

This illustration shows the pattern of vacant lots and buildings within the planning area. This pattern reflects the concerns of residents and stakeholders, who single out the extensive areas of vacant and dilapidated properties as some of the area's most pressing issues.



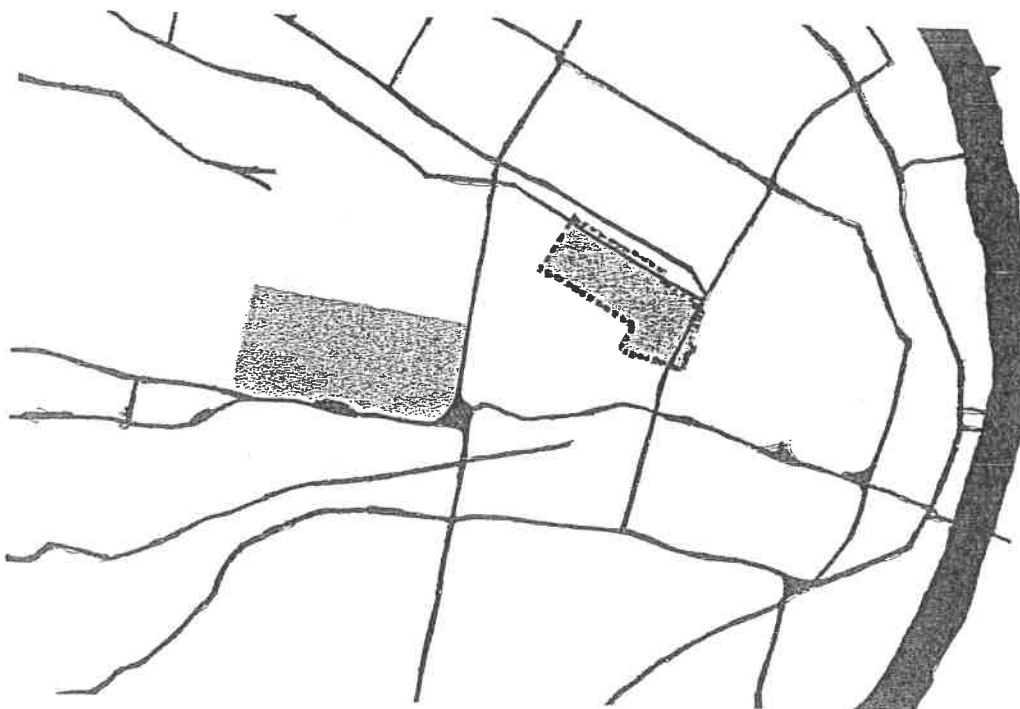
Local Streets

Streets within the planning area are generally continuous in the east-west direction between Taylor and Grand. There are several disruptions to the normal grid between Finney and Enright which create half-block patterns. North-south streets are discontinuous and infrequent.



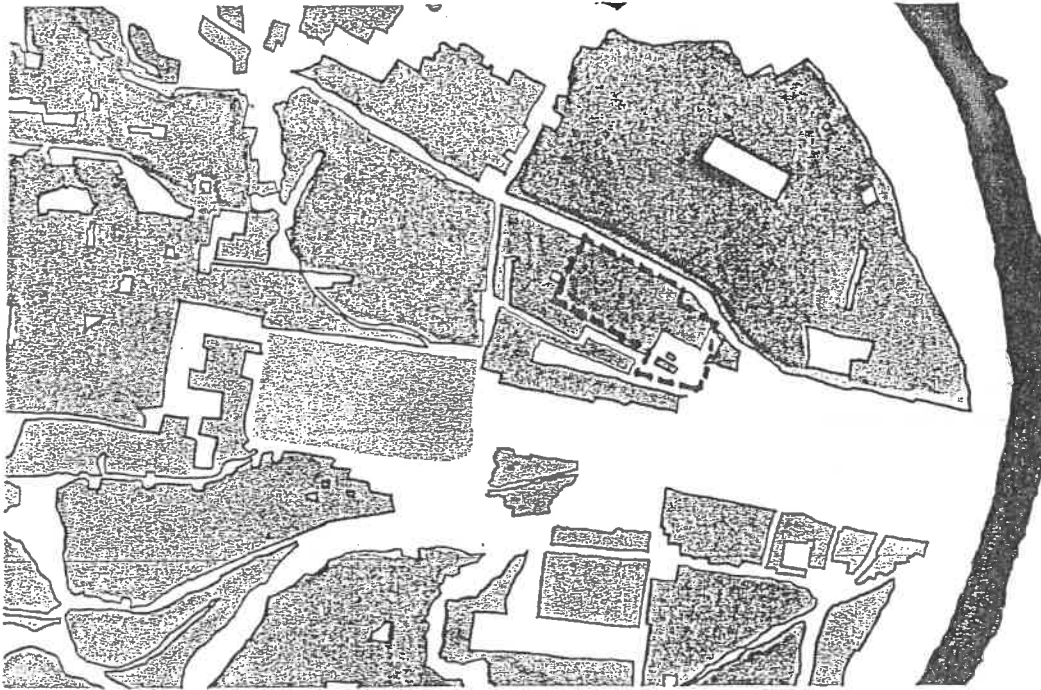
Parks and Open Space

This drawing illustrates the pattern of parks surrounding the planning area. Within the planning area there are only two small parks both of which are under developed. Access to more and better park space within the neighborhood was a key issue for many participants.



Highways and Arterials

Forest Park Parkway to the south and Martin Luther King Boulevard to the north are connected by Grand Avenue on the eastern edge of the planning area. Access to the region is convenient from the North Central neighborhoods via I-40/64 south of Lindell.



Neighborhood Patterns

This drawing illustrates the bigger form of the city's residential areas in orange. There are strong adjacencies to the western and northern neighborhoods while the area to the south is split by other land uses and major highways.



Rails & Industry

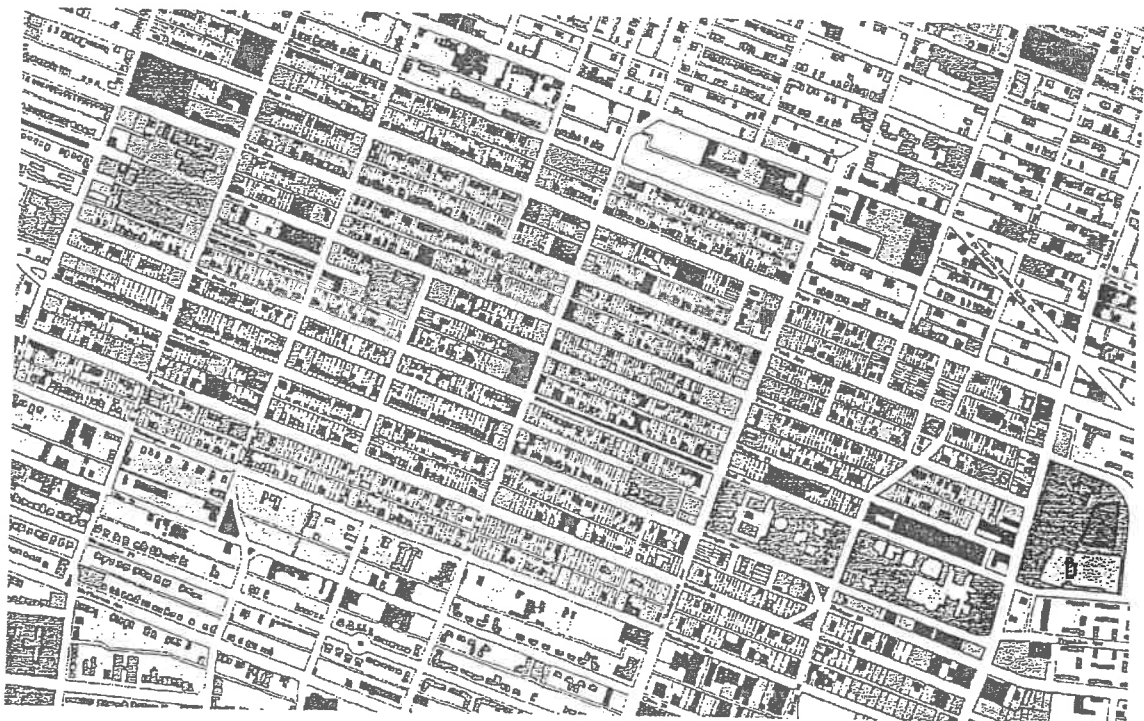
The pattern of rail lines and industrial uses is illustrated in this drawing. Just south of the North Central Planning Area lies an industrial corridor that links suburban industry on the west to East St. Louis and the river to the west.

I Urban Design Analysis

THE DESIGN TEAM PREPARED a series of analysis drawings focused on the North Central Planning Area and surrounding context. These drawings help identify the patterns of streets, buildings, public open space and land uses that define and influence the form of the neighborhoods. The general context of the North Central Planning Area is as follows. The planning area is located immediately west of downtown St. Louis and just east of Forest Park. Saint Louis University and the Lindell Boulevard commercial district define the southern boundary; Martin Luther King Boulevard runs east-west one block north of Page Avenue, the northern boundary. Delmar Avenue was the historic corridor that linked the North Central area to the west and to downtown. The Grand Center Cultural District defines the southeast quadrant while Ranken Technical College defines the northwest quadrant.

30

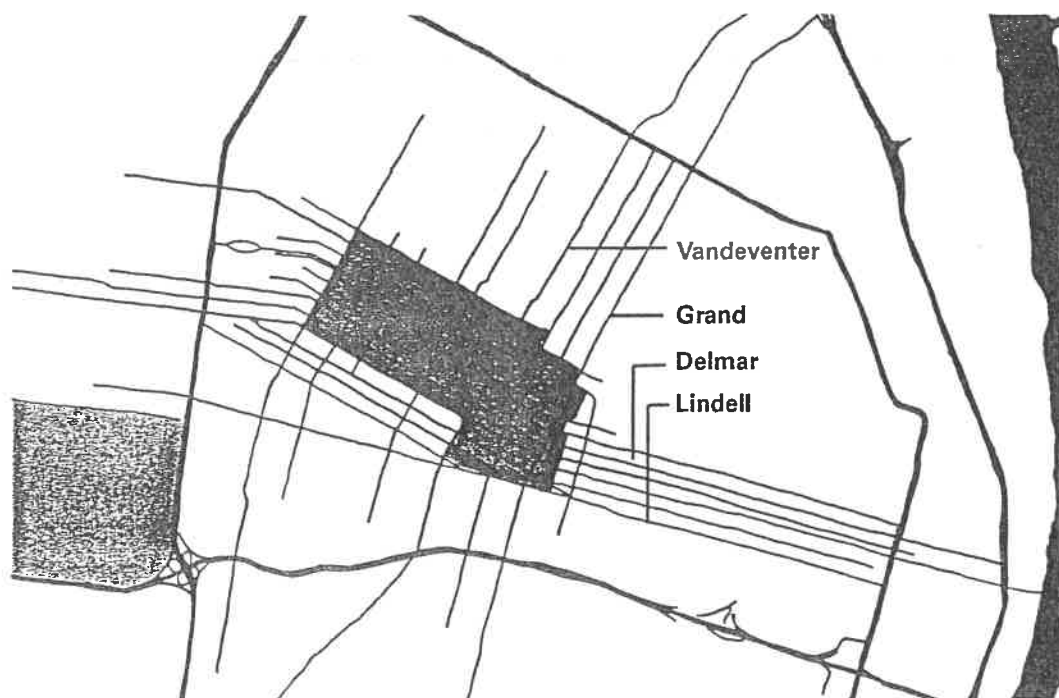
Existing Conditions
The most visible pattern is the preponderance of vacant lots and buildings, all shown in gray. The opportunity for significant new development linked to the area's institutions was a major outcome of the urban design analysis.





Building Coverage

This figure-ground drawing illustrates the pattern of single-family houses that come together in a variety of small scale neighborhoods, within and surrounding the planning area. The loss of residential buildings within the North Central neighborhoods is evident.



Streets That Connect

This drawing shows the streets within the planning area that connect to the surrounding districts. Vandeventer and Grand are the north-south connections to the city while Delmar remains the single continuous east-west connector at the present time.

PUBLIC IMPROVEMENTS COMMITTEE:

DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES
Outdoor public spaces which are attractive and functional for recreation.	Neighborhood parks should be attractive and well-maintained and provide recreational opportunities for all neighborhood residents.	First priority—improve existing parks (lakes, fountains, trees, play-grounds, shrubs, ballfields, etc.) & provide for routine maintenance. Improve existing/add recreational facilities appropriate for all age groups. Consider the development of new parks where sensible/feasible.
Public indoor spaces which are attractive and functional for recreation and learning.	All neighborhood residents should have access to indoor recreation and learning opportunities	First priority—arrange for development of permanent public library in the neighborhood. Consider development of community center building with recreational space, gathering space and computer access.
Public service infrastructure is safe, functional and up-to-date.	Existing utilities should receive improvement/maintenance. Transportation systems should be functional and safe.	First priority—maintain existing facilities (sewers, alleys). Improve vehicular traffic movement—consider adding curb restrictors, removing street barricades, repairing alleys. Improve lighting of pedestrian walkways—consider shorter light poles spaced more closely together. Reconfigure streets to improve pedestrian safety—consider adding curb restrictors & removing street barricades.
Public areas of neighborhood are attractive & inviting.	Streets, alleys and sidewalks should be attractive.	Sidewalk construction should be uniform throughout a block. Consider adding street trees and other plantings, designed for ease of maintenance (sprinkler system, etc.)

2 Urban Design Analysis

EMPLOYMENT, BUSINESS RETENTION & ATTRACTION COMMITTEE:

DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES
All neighborhood residents have developed their talents and skills to their full potentials.	Residents should have opportunities to develop specific skills necessary to enter into and succeed in modern business world.	
Residents have opportunities to own and operate businesses within the neighborhood.	Residents should have access to financial resources and technical assistance needed for successful entrepreneurship.	Develop incubator facility to provide assistance to start-up business enterprises. Provide tax incentives for the location of service businesses (K-Mart, Walgreens, etc.) in the neighborhood. Maintain open space for future business development.
Residents have access to jobs and necessary services within the neighborhood.	A community of successful businesses exists in the neighborhood to provide summer, part-time and permanent jobs for residents and to provide services for residents and others.	Develop new service-oriented businesses along Vandeventer & Martin Luther King Drive (full-service gas stations, sit-down restaurants, etc.) Develop "farmers' market" to distribute community garden products and other fresh foods.
Neighborhood is free of businesses which have negative impact on neighborhood.	Residents should have control over types and behaviors of neighborhood businesses.	Arrange for condemnation of vacant and vandalized business property to make it available for productive use.

RECREATION COMMITTEE:

DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES
All neighborhood residents have opportunities to engage in productive & enjoyable activity during their leisure time.	All neighborhood residents should have physical and social access to recreational activities.	Design and construct passive leisure spaces in neighborhood parks (trees, benches, fountains, flowers, etc.) Design and construct active leisure facilities in neighborhood separate from passive spaces (e.g., batting cage, tennis courts, softball fields, amphitheatre for talent displays, concerts, plays, religious programs, etc.) Develop separate playgrounds with child-friendly, age appropriate equipment. Design/construct indoor recreation facility; explore inclusion of skating rink to serve multiple neighborhoods. Provide appropriate entertainment venues within neighborhood, for adults and young people, including dinner theatre, art gallery, open air market, restaurants w/indoor-outdoor seating, ice cream parlor, night club (jazz, rhythm, blues), small-scale big screen movie theatre. Design/construct exercise course through passive and active recreational areas and green spaces.

HOUSING COMMITTEE:

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DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES
Neighborhood where people want to live.	Neighborhood should be attractive and well- maintained.	Plan should feature amenities like trees, flowers, fountains, designed to be as maintenance-free as possible (sprinklers in public planted areas, etc.). Public improvements like new sidewalks and street lighting should be included in the plan.
	Neighborhood should have services expected by modern lifestyles.	Areas for new retail/service facilities should be included in the plan (movie theatres, pharmacies, ice cream shops, pizza parlors, etc.) Businesses should be concentrated on existing "commercial" streets— Delmar, Finney, Page, Sarah, Grand, Vandeventer, some parts of Spring Avenue.
	Neighborhood should have amenities expected by people today of all age groups.	Plan should feature parks, playgrounds, libraries, etc.
	A better market for housing in the neigh- borhood should be developed.	Plan should provide basis for prospective residents to believe that the neighborhood will improve. Deteriorated homes should be repaired/ rehabilitated/demolished before/in conjunction with new construction so that deteriorated property doesn't detract from value of other properties.
All properties in neighborhood should be well- maintained and attractive.	Problem properties and problem owners should be addressed.	Acquisition fund should be established to quickly acquire abandoned properties before severe deterioration sets in. The use of eminent domain should be considered when owners are unwilling to maintain and properly manage property voluntarily and other approaches do not work.
		Process of acquiring LRA land for side yards or development should be streamlined & cost reduced.
Neighborhood/ people should not suffer from overcrowding.	Neighborhood with reasonable housing density.	Some areas where most of the housing has been demolished should be redeveloped as business locations. Homes should be developed with adequate side/rear/front yards.
		Single-family homes wherever possible; town- houses/apartments only where economically necessary.
Neighborhood where people of all ages and incomes live happily together.	Housing should be developed in the neigh- borhood for people with a range of incomes.	Plan should provide for development of low, moderate, middle and upper-income housing. Plan should provide for housing for seniors, families, and other forms of households.
		Existing residents should have access to home improvement capital.

EDUCATION COMMITTEE REPORT:

DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES
Pre-schoolers prepared to enter school.	Preschoolers and have access to early childhood developmental opportunities.	Convenient, safe day care facilities.
		Convenient, safe pre-school facilities.
Neighborhood youth are prepared to enter job market.	All graduates should be proficient in basic skills. <i>(Collect/review data to determine current proficiency levels.)</i> Youth should have access to vocational training.	Facilities available for drop-in tutoring.
		Computer training facilities.
		Construction trades training facilities.
Parents are active in children's education.	Parents have opportunities to learn parenting skills; children have access to interested, active parents.	Parenting programs accessible to neighborhood residents.
		Stand-in parents available for children whose parents are unable or unwilling to be active in children's education.
Neighborhood youth engaged in constructive leisure-time activities.	Neighborhood youth have access to constructive recreational opportunities.	Recreational opportunities for all ages (playgrounds, recreation center, sports facilities) nearby or via safe route.
Neighborhood youth have constructive role models available.	Successful people are encouraged to reside in neighborhood.	Middle and upper income housing developed and marketed.
People are encouraged to keep learning outside of formal education.	Youth and adults have access to self-teaching opportunities.	Libraries available in neighborhood.
		Computer labs available in neighborhood.
Schools are a source of pride for neighborhood residents.	"All schools should be like magnet schools."	School facilities should be well-maintained and equipped for modern educational practices.
		New schools should be built where needed.

SENIOR, COMMUNITY & HEALTH SERVICES COMMITTEE REPORT:

25

DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES
Senior citizens have an acceptable quality of life and continuing opportunities to make contributions to the community.	The health and well-being of senior citizens is protected.	Install buzzer system in seniors' homes for emergency assistance calls.
	Senior citizens afforded opportunities to enjoy "golden years".	Develop day care and activity facilities for seniors within the neighborhood.
	Seniors are afforded opportunities to live independently and within their means in their neighborhoods.	Develop housing that supports various levels of senior independence (assisted living developments, senior apartments in duplexes.
All residents have acceptable quality of life, continuing opportunities to improve selves, make community contributions.	All residents have opportunities for continuing education & recreation.	Develop library within neighborhood cluster.
	All residents have opportunities for positive interaction with neighbors.	
All residents are as physically and mentally healthy as possible.	All residents should have knowledge of /access to preventive/acute physical/ mental health care.	Develop responsible group homes.
		Close down drug houses.
	Health care facilities available to residents s/b quality/service oriented.	

The committees discussed and agreed upon goals and objectives addressing these topics, as well as preferred physical development and human service strategies for addressing the goals. Reports from these committee discussions are included as an appendix to this planning report. The goals and physical development strategies related to these topics are also listed below.

As a result of their discussions, committee participants identified a number of programs, services, physical improvements and neighborhood amenities. These are listed below in the summaries of Master Plan recommendations outlined further on in this document.

While residents have described these elements as desirable components of the revitalized community they envision, further physical, financial and market feasibility analysis needs to be conducted with respect to many of these elements before the physical facility or improvement will actually be built. In some cases, this feasibility analysis can be conducted and a decision to move forward made by a non-profit or governmental entity; in other cases, a private investor or parties responsible for implementing a particular improvement must be identified before improvement can move forward.

SAFETY & SECURITY COMMITTEE REPORT:

23

DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES
Young children are supervised and protected from danger.	Safe, secure, supervised places should be available for children during non-school hours when parents are working.	School facilities should be available for supervised after-hours use.
		Recreation centers should be available for supervised after-hours use.
Neighborhood is safe for all neighborhood residents.	All public spaces should be safe.	Effectiveness of street lighting should be increased through adding, redesigning, relamping street lights.
		Video surveillance equipment and systems should be installed in outdoor areas where opportunities for supervision by residents do not exist (i.e., parking lots, etc.)
		Lighting should be provided in alleys and parking areas.
	Travel through neighborhood should be safe for children and adults.	Business owners should be encouraged to make safety-related improvements to facilities.
		Bus stop locations should be analyzed for safety and stops relocated if required, and bus shelters should be lighted from dawn to dusk.
		Panic buttons should be installed on buses and MetroLink cars.
Individual homes in neighborhood are safe for all residents.	Neighborhood hazards should be removed or made safe.	Call boxes should be installed at MetroLink stops, additional lighting should be installed at MetroLink station (Grand Center/SLU), and the operation of station elevators should be improved.
		Window cameras should be installed on all buses.
		Trees, bushes, weeds should be trimmed as needed to promote visual surveillance.
	Residents should be protected from injuries due to fire.	Single-family homes wherever possible; town-houses/apartments only where economically necessary.
		Vacant buildings should be boarded or demolished.
		Smoke detectors should be installed in all homes.
	Residents should be protected from environmental hazards.	Plan should provide for housing for seniors, families, and other forms of households.
		Asbestos, lead paint and other environmental hazards should be remediated.

These two approaches were presented at the second public meeting, and participants again broke into smaller groups to provide the consulting team with their initial feedback. Following the formal charrette, RHCDA staff distributed copies of the two alternatives for review by community stakeholders, and community leaders convened a series of more intimate meetings where stakeholders had more time to review the alternatives, ask questions, and voice their opinions and concerns.

Step 3: Final Plan Development

RHCDA staff recorded feedback points from the charrette public presentation and from the variety of smaller group meetings; and distributed these written summaries to stakeholders and the consulting team. Based on feedback obtained during and after the charrette, the planning team refined the preferred approach. This preferred approach, which was further refined to accommodate feedback from the interviews and public meeting conducted during the final consultant visit in November, 1999, and stakeholder reviews of the draft report, is the revitalization strategy presented in this report.

The following section elaborates on the input received from the various public participation events conducted during the planning process.

II Summary of Stakeholder Interviews, Workshops, Committee Work and Focus Groups

AS DISCUSSED ABOVE, during the *Data Gathering and Analysis* portion of the planning effort, the UDA team conducted many interviews, as well as focus groups and a number of public meetings. Participants in all meetings were asked a series of questions including the following. What are the assets and liabilities of the North Central Planning Area? What is your vision of the future? What should the priorities for reinvestment be? 21

Physical assets most frequently mentioned were the character of the historic buildings, proximity to downtown, adjacency to Forest Park and the Universities, the area's churches and the Grand Center cultural district. People also cited the area's people and multi-generational commitment to the neighborhoods as particular strengths.

Liabilities cited included vacant buildings and lots, real and perceived crime, deteriorated utilities, streets and alleys, difficulty in attracting new residents and the loss of neighborhood retail and service businesses.

Visions for the future included rebuilding the residential neighborhoods, predominantly with detached owner-occupied housing, the development of neighborhood retail, the improvement of existing parks and the development of more "green space" and recreational opportunities. Residents also want their neighborhoods to be clean and attractive.

In addition to the meetings conducted by the UDA team, RHCDCA organized a series of stakeholder committees to identify priorities related to specific topic areas. These included:

- education
- public improvements
- safety and security
- senior, community and health services
- employment and business retention and attraction
- recreation for residents of all ages
- housing

The goals established for the plan included:

- the coordination of plans for individual subareas within the planning area to avoid conflict, duplication and unnecessary competition for funding and development.
- a joint plan for those aspects of the area which are of common interest to the entire district. These common-interest elements included vehicular and pedestrian transportation routes and associated public improvements, open space and other recreational facilities, and land use.
- the development of a consensus vision for the overall area and a district-wide strategy to attract private reinvestment.

This revitalization plan is intended to act as a framework which can guide and direct different development proposals and initiatives for the planning area. One of the recurring issues and challenges presented to the planning team was that, all too often, public and private initiatives within the same neighborhood are not coordinated and sometimes conflict with one another. In addition, many efforts lack the individual scale to re-establish a true market for the district's new and existing homes and to truly leverage other investment. The planning process was designed to produce consensus on a larger vision for the area that can be implemented over time with reasonably-scaled initiatives

using a combination of public and private investment and different developers and constituencies.

Citizen participation in the planning effort was strong and involved a great deal of citizen effort and thought. The planning process consisted of three steps: Data Gathering and Analysis; Alternatives Development; Final Plan Development. These steps are described in greater detail below.

Step 1: Data Gathering and Analysis

Even before the planning consultants began their work, organizations active in the planning area held a series of pre-planning meetings for area residents and businesses. The purpose of these meetings was to give the area's stakeholders an opportunity to explore and identify the area's strengths and weaknesses, and establish goals for the planning process. The results of these pre-planning meetings were shared with the planning consultant team to inform the data gathering and analysis phase of their work.

During their initial 3-day visit to St. Louis, the consultant team collected physical data and social data on the planning area and its people, and interviewed stakeholders located within and adjacent to the planning area and involved in the area in other ways. These interviews involved elected and appointed officials of St. Louis City government, as well as officials of other political jurisdictions (Metropolitan Sewer District and the Bi-State Devel-

opment Agency) which are involved with the planning area's physical infrastructure. Interviews also involved organizations representing the three planning sub-areas, the Grand Rock, Grand Center and Vandeventer neighborhoods.

The centerpiece of this initial visit was a public meeting held at the Grandel Theater. During this meeting, the consultant team presented observations from their data gathering work, their proposed approach for the development of the North Central plan, and examples of planning solutions developed for other clients. Also at this meeting, participants broke into four working groups, each lead by a member of the consultant team, and explored the issues which arose at the pre-planning meetings in greater depth. Each group then reported the results of its discussion to the larger group.

At the conclusion of this initial public meeting, participants signed up for committees to focus on quality-of-life topics important to the area's future. Topics included education, recreation, housing, business attraction and retention, public improvements, senior and community services, and public safety. Working independently following the initial consultant visit, the committees produced a series of reports which identified goals, objectives and physical development and human service strategies for each quality-of-life topic. These committee reports are attached as an appendix to this plan.

Step 2: Alternatives Generation

The centerpiece of the participatory planning effort was a three-day design charrette, also held at the Grandel Theater. This charrette process involved two public meetings as well as individual meetings with interested stakeholders through out the 3-day period.

At the first public meeting, the consultant team presented the results of work accomplished since the previous visit. This presentation involved a series of UDA x-rays™ which presented the area's physical planning components in ways which permitted planners and other participants to clearly visualize the dynamics of the area's land use, transportation, institutional and other patterns so that informed and realistic plans for the future of these elements could be developed.

Also at this public meeting, a representative of each citizen committee presented the committee's report. The physical development strategies developed by committee members became the basis for the physical design principles developed by the planning team during this charrette visit and recited below.

Between the first and second public meetings, the planning team worked with various stakeholders in the planning area to formulate and test physical development alternatives for specific areas of interest to these stakeholders. During this interim period, the planning team also developed two alternative planning approaches for the area.

1 The Planning Process

I The Planning Process

IN LATE 1997, motivated by NationsBank (now Bank of America), representatives of several organizations either located within or having some other interest in the future of the area bounded by Grand Avenue, Lindell Boulevard, Page Avenue and Taylor Avenue came together to begin to discuss planning for the area's physical revitalization. From these initial discussions, a steering committee emerged to represent the community in guiding the planning effort and in selecting and directing the work of a professional planning team. The The North Central Steering Committee included representatives from the Grand Rock Community Economic Development Corporation, Citizens for a Better Community, the Vandeventer neighborhood, and Grand Center Inc. The steering committee also included the two Aldermen representing the wards in which the planning area is located, Saint Louis University faculty and staff, the President of the Blumeyer Tenant Association, staff of the City's Community Development Agency and St. Louis Development Corporation, the St. Louis Association of Community Organizations, the Ranken Community Development Corporation, and the St. Louis Housing Authority. The Regional Housing & Community Development Alliance coordinated the planning effort for the steering committee, with assistance from Area Resources for Community and Human Services (ARCHS),

In February of 1999, the Steering Committee, working through RHCDA, commissioned a consulting team to prepare a revitalization plan for the North Central Planning Area. The lead urban design member of this consulting team was Urban Design Associates (UDA). UDA and Michael Willis and Associates, architects and urban designers, were the key members of the planning team. The team also included David Mason and Associates as consulting engineers, Legacy Management Institute as market consultants, LBA as landscape architects and Glatting Jackson Kercher Anglin Rinehart and Lopez as transportation and traffic consultants.

Potential Market for New and Rehabilitated Housing in the North Central Neighborhoods

Much of this revitalization plan involves the production of new and rehabilitated housing. As indicated in the preface to this Master Plan, a residential market study was conducted by Legacy Management Inc. ("LMI") to determine the potential for expanding the market for housing in the North Central district and to gain a feel for the price ranges in which this housing would be marketable. The report which resulted from this market study also included information from a market study conducted by Grand Center Inc.

The Grand Center study focused largely on the housing preferences of business and institutional employees working in or near the area. The study examined issues directly related to the physical features of housing and the environment in which housing is located, as well as the influence of other factors (for example, availability of education, social services and retail services, proximity to the workplace, proximity to recreational opportunities) affecting housing choice.

Key points from the study include the following:

Area's Potential as a Neighborhood of Choice

In both the LMI and Grand Center surveys, respondents who expect to be house hunting in the immediate or short-term future expressed a significant amount of interest in the area. This indicates that, given a credible neighborhood plan and housing with features home buyers want, the area is marketable as a residence location to households with connections to the area through family, religion and/or work. A market for new and rehabilitated housing exists in the North Central Planning Area, particularly among families with an employment, religious or familial connection to the area.

Ownership Structure

As indicated in the body of the report, over 70% of the LMI respondents are interested in buying rather than renting homes in the area. This supports an emphasis on for-sale development, with rental development as an option for those who cannot or choose not to own their homes.

Price Points and Affordability

Approximately 65% of the market for for-sale housing in the planning area can be captured with homes in the \$75,000–\$100,000 price range. Another rough conclusion is that 28% of the market which exists among employees of institutions and businesses in the area and 18% of the market which exists among people with an institutional or familial connection to the area can be captured with housing priced at \$125,000 and above.

Development cost write-downs may be necessary in the early stages of development to establish a market and 'price floor' for the homes. As this plan goes to press, Planning and Urban Design Agency officials have advised the planning team that most new housing in the area is selling for upwards of \$120,000.

Neighborhood Characteristics

Respondents profess strong interest in living in the area while at the same time

expressing a good grasp of its problems.

This is a good sign: current and prospective residents are realistic, but believe that the planning area can be a very good place to live if its problems are addressed.

Housing Characteristics

Regardless of the ownership type, housing developed should compare favorably with market-rate housing features found in competitive locations and with comparable price points.

While most of the respondents believe that new housing developed in the planning area should be stylistically compatible with the existing building stock, a significant number of respondents are also looking for the convenience of a one-level home. This indicates that a variety of types of both owner-occupied and rental houses should be planned, although the one-level houses should also have designs which are compatible with the existing stock.

6 New development, both residential and commercial, should reinforce the strengths of existing neighborhoods and combine new construction with rehabilitation to create a series of distinct places.

7 New development should include housing opportunities for a broad range of incomes and family types.

8 Short term development efforts should create places of identity and provide a sense of order and safety.

Using these design principles, the team developed two alternate plan approaches during the May, 1999, charrette. Both alternatives embodied three overarching design objectives as a strategy for redevelopment, as follows:

Create a framework of parks and open space that unifies the neighborhoods and provides a city-wide address for institutions.

Currently, the many institutions within the district are plagued by unsightly edges and awkward relationships to the surrounding residential neighborhoods. The remarkable collection of churches, institutions and amenities within the North Central neighborhoods is lost as a significant asset. The strategies outlined in this report call for the improvement and modification of the street patterns and existing open space in a way that creates a dignified setting for institutions such as the Veterans Hospital, the Juvenile Courts, the new Cardinal Ritter Preparatory School, the Pulitzer Foundation for the Arts, Cole Middle School and neighborhood Churches. In this strategy, principal streets that link the district to city-wide

Development Initiatives

New infill housing will blend with the character of the historic houses that are rehabilitated to rebuild neighborhoods of character



amenities, such as Bell Avenue, Vandeventer and Spring Avenue, are treated as parkways. New alignments and open space additions create 'front door' relationships between institutions and residential neighborhoods replacing the current pattern of service yards and chain link fences lining the public edges.

Improve local streets and neighborhoods in a way that is both safe and provides a focus for neighborhood life.

Over the years, large portions of the North Central area have been abandoned as residents chose to move out of the city. The once populous neighborhoods then lost the local retail and neighborhood businesses. Streets became less of a residential address and more of a commuter through-way to service the outlying neighborhoods and suburbs.

The reclamation of the area as a series of residential neighborhoods must include the refinement of streets with traffic calming devices like those

described in this plan to slow traffic down and provide safe and desirable environments. Initiatives are designed to create a sense of neighborhood identity and are configured to facilitate a series of reasonably-scaled efforts that are big enough to provide critical mass, yet small enough to be implemented over time.

Rebuild neighborhoods by rehabilitating existing housing and developing new infill housing that continues the traditional character and provides opportunities for a broad range of incomes and needs.

Residents expressed a strong desire to see new development follow and complement the historic fabric that is unique to the North Central neighborhoods. The strategy calls for design guidelines that will guide the character and scale of the architecture, the spacing and size of lots for new development on the district's vacant land, and their relationship to the streets and parks.

retail and support services. Cardinal Ritter College Preparatory School has announced its relocation within the district, and the St. Louis Board of Education is proceeding with plans for a new city-wide vocational high school to be built on site of Vashon High School when a new Vashon is completed in a different location.

As an outgrowth of the significant reinvestment already occurring in the district and an escalating demand for additional reinvestment, a district-wide planning process was initiated by Bank of America's Community Development Banking Division and led by representatives of a coalition of community stakeholders. Organizations based in the planning area and represented on

the steering committee included the Grand Rock Community Economic Development Corporation, Citizens for a Better Community, the Vandeventer neighborhood, and Grand Center Inc. The steering committee also included the two Aldermen representing the wards in which the planning area is located, Saint Louis University faculty and staff, the President of the Blumeyer Tenant Association, staff of the City's Community Development and Planning and Urban Design Agencies, the St. Louis Association of Community Organizations, the Ranken Community Development Corporation, and the St. Louis Housing Authority. The Regional Housing & Community Development Alliance coordinated the planning effort



for the steering committee, with assistance from Area Resources for Community and Human Services (ARCHS).

The steering committee served as a vehicle for engendering the participation of a wide range of other planning process participants, including individual neighborhood residents, local businesses, churches, schools and other institutions. Over a period of more than one year, input from this steering committee and the community input fostered by its members produced a series of visions, goals, priorities, strategies, issues, and concerns, which in turn led directly to the outcomes and initiatives presented in this plan.

The key session which led to the primary elements of the plan was a three-day design charrette held in the historic Grandel Theater in May of 1999. During this charrette, stakeholders outlined a series of human service and physical development goals and strategies for the planning team, from which the planning team developed the following set of physical design principles to guide the physical planning effort and ongoing implementation initiatives which will follow completion of the plan. These design principles are as follows:

- 1 Create a neighborhood that enables people of all ages and incomes to come together, to look after one another, and to share a strong sense of community pride.
- 2 Streets are the focus of community life and should be designed to be safe for pedestrians, make drivers behave, and encourage civic engagement.
- 3 Development patterns should knit neighborhoods together and connect them to shopping, educational, and cultural amenities in the area.
- 4 New parks, both large and small, should be the focus of new development and should accommodate the needs of people of all ages.
- 5 Civic institutions such as schools and churches should have dignified settings and be integrated into the surrounding neighborhoods.



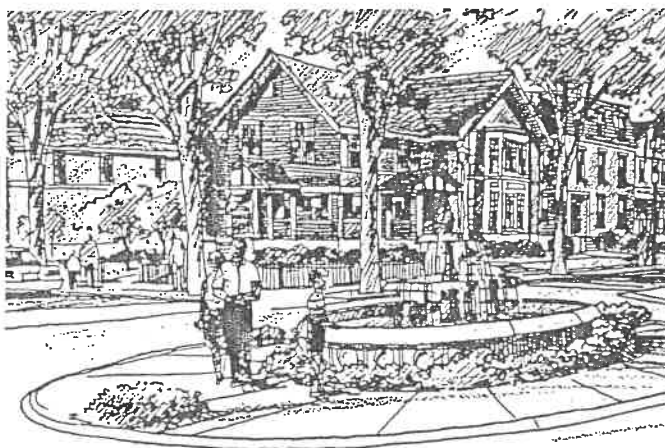
Executive Summary

I Executive Summary

THE NORTH CENTRAL NEIGHBORHOODS create a district that links many St. Louis assets—the Grand Center Cultural District, Saint Louis University and the Central West End—to the region's downtown. The Grand Rock, Grand Center and Vandeventer neighborhoods which comprise the district are individually graced with unique historic fabrics and collectively blessed with this proximity to downtown and some of the city's best amenities.

As the central city experiences an interest in reclaiming its remarkable neighborhoods and a concurrent resurgence of investment, the North Central neighborhoods are strategically positioned to attract investors, new residents and new businesses—and to retain and improve quality of life for residents, businesses and institutions already located in the district. The Central West End which borders the planning area has already experienced a renaissance as a vital retail and residential address. Similarly, within the North Central district, Grand Center has attracted and continues to attract new cultural institutions and related businesses, and all three neighborhoods have continued to plan for, develop and market new and rehabilitated housing as this district-wide planning process has progressed. Saint Louis University continues to grow and create demand for new housing, neighborhood

*Barren open spaces
are transformed into
livable neighborhood
streets with individual
addresses and
front yards.*



- 2 A detailed transportation plan for the area, including the locations of major and minor pedestrian and vehicular transportation routes and a proposed schedule of and budget for capital improvements related to these routes.
- 3 A detailed recreational facility and public space plan for the area, including active parks, recreation centers, and passive green space, and including the anticipated cost of assembling the parcels, any necessary demolition, and any improvements proposed.
- 4 A detailed plan for any other public improvements recommended for the area, together with a proposed schedule and cost estimate for such improvements.
- 5 A financial resources plan, which demonstrates the financial feasibility of the plan proposed and outlines reasonably available sources for funding all of the estimated costs.
- 6 Any other elements of a master plan which the consultant feels are necessary or desirable to make the master plan a clear, complete and consensus-built guide for the area's development for the next five (5) years.

The request for proposals originally included additional end products, as well as a request that the consultant propose changes in the RFP-defined scope of work which would result in a more appropriate and useful plan. Due to cost considerations, the scope of work

was refined several times during the contract negotiations.

One end product, the market study for the area, was removed from the scope of work and contracted for separately by the client group, in order to ensure additional minority participation in the consulting work. This market study component was originally defined as follows:

"a market study for the area, detailing the suggested types, characteristics, sales or lease rates and amenity levels of commercial and residential development which the area can support within the next five (5) years. The market study should also address the feasibility of financing public improvements within the master planning area and/or its sub-areas with the proceeds of tax increment financing or other financing techniques which rely on the economic success of development."

The final market study contract required the production of a residential market study only, and used data produced by both the client group's consultant and Grand Center Inc. This recharacterization of the market study did not include some originally-intended end products—feasibility analysis for public improvements financing with TIF, or commercial market study components. The recharacterization therefore limited the UDA

group's capacity to provide a definitive financial analysis for the implementation strategy included in the plan.

The following master plan represents the work of many, many people over many, many months and is intended to serve as a baseline for future decision-making with respect to physical improvements in the North Central area, as this area is defined in the plan. Revitalization of the North Central area will occur over at least a ten-year time period, during which many things, impossible to predict at this time, may change. Therefore, changes in the plan are inevitable, and the plan does not

attempt to prescribe a definitive use for each land parcel in the North Central district. Rather, it is hoped that community stakeholders will evaluate proposed developments within the North Central area and deviations from this Master Plan from the standpoint of preserving and implementing the plan's design principles and producing the outcomes which the district's stakeholders demand and expect.

The following master plan describes the participatory process through which these principles and outcomes were defined and presents a physical plan for the North Central district.

for current residents of the Blumeyer Public Housing Project while complementing the housing goals of Grand Center.

Grand Rock has continually included public housing tenants in the planning process and on its Board of Directors to serve the needs of these tenants as well as to avoid tension between the existing public housing residents and new residents attracted to the area.

Citizens for a Better Community (CBC) represents the Vandeventer neighborhood in the western portion of the planning area. CBC's neighborhood revitalization efforts have been assisted by the St. Louis Association of Community Organizations (SLACO), which, through its subsidiaries has developed both rehabilitated and newly constructed housing units in the past decade. CBC's and SLACO's efforts to date have been concentrated in the western portion of this sub-area where most of the CBC membership lives. Redevelopment efforts on the western end of the neighborhood will continue under the auspices of the Ranken Community Development Corporation, which was spun off from SLACO as an independent entity. The Ranken CDC is working in partnership with the Ranken Technical School, a trades training institution which has been situated in its current location since the early 1900s.

The Grand Center subarea on the southern end of the master planning

area is the premier arts, entertainment and education district in the St. Louis region with ancillary commercial and housing uses. This area is characterized by an impressive number of historic theater structures with associated retail and office space along Grand Avenue and extending onto the cross streets. The remaining residential property in the neighborhood is also largely stately and historic.

City Center Redevelopment Corporation (CCRC), a subsidiary of Grand Center, controls the redevelopment rights to the area under Chapter 353 of Missouri law. The redevelopment corporation was formed in 1982 and is governed by a Board of Directors. A complete listing of the Board of Directors is attached.

The redevelopment corporation does not generally serve as a real estate developer, preferring to attract private developers who undertake specific projects in accordance with the CCRC redevelopment plan.

A number of redevelopment projects, including the construction of the Grandel Theatre, an addition to the Fox Theatre and the construction of new broadcast and office facilities for KETC Channel 9 have been completed. Several more projects such as the Sheldon Concert Hall's renovation and expansion project, the Pulitzer Foundation for the Arts and the redevelopment of the Continental Building are currently progressing through pre-construction steps or are actually under construction.

These developments are highlighted on the attached site plan. Grand Center is currently exploring concepts for the construction and/or rehabilitation of middle-income housing concepts in the residential portions of a new redevelopment area. A housing feasibility study for this area was completed in 1993 and is currently being updated.

During the course of the planning process, Grand Center Inc. announced that the Cardinal Ritter College Preparatory School would relocate to a specific site within an expansion of the Grand Center subarea. The Cardinal Ritter development will greatly benefit the entire planning area. The master plan has accommodated this new facility and the transportation issues presented by the site selection to the greatest possible extent. In addition, the Vandeventer-Spring Redevelopment Corporation, a spin-off of Grand Center Inc., has proceeded with its plans to propose new residential development along Olive immediately west of Spring and is preparing to make public a redevelopment plan for the area bounded by Vandeventer, Spring, Lindell and Enright in the very near future.

Grand Center has also achieved substantial implementation of public improvements and signage strategies which give the area a cohesive and avant garde image.

It was the client group's intent that the planning consultants be as creative and flexible as possible in proposing a

plan which the consultants believe will best serve the group's interests. The client group also expected the completed plan to include at least the following elements:

- 1 A land use plan for the area, including the proposed locations and types of commercial/retail, recreational, institutional and housing uses, and any other uses the consultant believes are appropriate and feasible for the area, including those which are expected to create jobs in the area, with physical design guidelines for each land use situation. This land use plan is also intended to include an analysis of existing structures and facilities within the area and current development proposals for the area, considering the suitability of existing structures for retention either by present or new owners, the feasibility of rehabilitation where proposed, and the anticipated cost of assembling parcels proposed for new ownership, and of demolishing existing structures and performing any necessary site preparation work for sites where new construction is proposed. The client group also asked that the consultant identify structures recommended for demolition and preservation and indicate the reasoning behind the indication and a phasing plan for each sub-area which delineates areas to be developed within the sub-area and the order in which the consultant believes they should be developed.

Preface

THE NORTH CENTRAL DISTRICT is located at the physical center of the City of St. Louis, and consists of a geographic area roughly bounded by Grand and Taylor Avenues, Page and Lindell Boulevards. The neighborhoods within the district are rooted in strong social and physical tradition and are very rich in terms of the people and institutions who call the district home. But, like much of St. Louis City, much of the North Central district has suffered from the ravages of urban flight and an inability to meet demands of modern housing and commercial markets.

The North Central area includes several sub-areas (Grand Center, Grand Rock, and Citizens for a Better Community) undergoing redevelopment by three (3) not-for-profit community-based development organizations. Saint Louis University borders the area on the south and the Blumeyer Public Housing Development, owned and operated by the St. Louis Public Housing Authority, borders the area on the east. The area is also home to a variety of governmental uses, including public school facilities, a Veterans Administration hospital, and the City's Juvenile Court complex.

Institutional and sub-area redevelopment efforts, in progress for varying lengths of time, arose from a variety of goals, are progressing pursuant to a diverse set of strategies, and are in various stages of completion.

In early 1998, prompted by NationsBank (now Bank of America), the leadership of the organizations involved in the North Central area decided that a collaborative planning approach to the larger area is in the best interests of all organizations and areas involved, in order for all of the organizations to be able to build on what has been accomplished to date. For their purposes, the group of organizations defined collaborative planning as coordinating plans for their individual areas to avoid conflict, duplication and unnecessary competition for funding and development, and jointly planning those aspects of the area which are of common interest

to all of the entities involved. These common planning interests include vehicular and pedestrian transportation routes and public improvements associated with these routes, 'green space' and other recreational facilities, and land use.

A decision was made to retain the services of professional consultants to work with the organizations to develop a master plan and market analysis for the area. Urban Design Associates of Pittsburgh was selected as the lead planning consultant due to their experience in the participatory planning mixed income developments which have been successfully completed and occupied in other cities. Michael Willis of Michael Willis and Associates in San Francisco was selected to partner with UDA in leading the planning process due to his successful participatory planning experience in African-American communities and his familiarity with the neighborhoods involved and the City of St. Louis.

The intent of this planning process was to elicit and refine a consensus vision for the overall area, with participation from all stakeholders effecting or being affected by subarea development and common element development, so that the completed plan could be endorsed to the maximum extent possible by everyone involved in implementing it and by everyone affected by it.

Each sub-area's participants, background, goals, strategies, accomplishments to date, development in progress, and development plans are described in

further detail below. Subareas involved in the planning district are as follows:

The Grand Rock neighborhood on the northern edge of the larger area is an initiative begun in 1997 and spearheaded by members of the adjacent St. Alphonsus Rock, St. Luke's Baptist, and Scruggs CME Churches. Until the late 1950s, this area was a strong, viable and economically diverse residential community. By the late 1970s, like much of St. Louis City, the neighborhood lay ravaged by suburban flight and has languished in this state for the past two decades. Many of the structures in the area have already been demolished. The major strength of the area is the Church and its racially and economically diverse group of parishioners, who have remained loyal to the Church even though many of them no longer live in the neighborhood. These parishioners include an unusually large number of prominent and successful citizens.

The Churches sponsored the formation of the Grand Rock Community Economic Development Corporation. At the beginning of the planning process, the Corporation was in the process of articulating its redevelopment goals and strategies. Grand Rock CEDC wishes to provide mixed-income housing, to attract new market-rate residents and to ensure that existing residents can remain in the neighborhood as it improves by offering affordable housing and homeowner assistance. It is intended that these housing goals provide upward mobility opportunities

Acknowledgements

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Preface

St. Louis, Missouri

The North Central Revitalization Plan

Prepared by URBAN DESIGN ASSOCIATES

Prepared for
The North Central Neighborhoods

1 June 2000



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Existing Conditions - North Central Neighborhoods



Vandeventer Park Revitalization Plan

II Investment In Physical Improvements

IMPLEMENTATION OF THIS MASTER PLAN will involve both public and private reinvestment. This Master Plan proposes that public and private investment be coordinated to implement specific initiatives which will produce the best possible return and leverage for both the public and private investments made. 53

The improvements recommended are based on feedback received at the community meetings, meetings with city planning and development staff, and meetings with potential investors in the neighborhoods.

All of the initiatives recommended in this Master Plan are proposed as collaborations between public and private sectors, and vary in scale depending on location and partnering potential, but each initiative is intended to achieve its own critical mass. It is intended that these key initiatives will grow outward to other parts of the neighborhoods, which will be rebuilt in smaller increments once market re-establishment has taken root. Initiatives proposed include housing, commercial and institutional, individually and in combination.

Some of the recommendations are self-standing and involve improvements which can be accomplished by a single entity, while others will involve the cooperation of specific institutions, CDCs and the city to build a campus setting for the institution where the institution becomes a focus for the redevelopment of surrounding sites, and the surrounding sites are redeveloped in a way that complements the institutional use.

In order to sustain continued reinvestment and market development, the Master Plan must be implemented as a series of coordinated efforts to create initial masses of new investment of sufficient size to be credible as harbingers of continued improvement. Specific initiatives which meet these criteria are recommended for early implementation and are discussed in the following section. This section discusses the types of improvements which are recommended in these initiatives and throughout the North Central neighborhoods to recreate desirable residential environments with associated commercial and institutional services.



III Public Right-Of-Way Improvement Strategies

THIS SECTION DESCRIBES the improvements proposed in the public right-of-way to create a framework of parkways, streets and open spaces, establishing an incentive for new private investment.

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Public rights-of-way affected by this Master Plan include pedestrian and vehicular rights-of-way as well as parks and other types of open space. This section provides further detail on the public rights-of-way improvement strategies included in this Master Plan.

Parks and Other Open Spaces

The Master Plan proposes a series of park and open space improvements. The new public and private framework of open space will create a venue that attracts private investment and re-establish a market for housing and commercial development in the North Central neighborhoods.

The Master Plan proposes four (4) types of strategic open space initiatives throughout the North Central neighborhoods to create a land use environment which enhances the neighborhood's quality of life for existing neighborhood residents and institutions and provides desirable settings for future real estate development. These initiatives are the following:

- transformation of the area's primary 'gateway' streets into parkways to create attractive entrances to the neighborhoods and attractive routes through the district, and visual amenity for those who spend time in the neighborhoods;
- creation of new public open spaces for active and passive neighborhood recreation, combined with improvements to existing parks;
- expansion of settings for neighborhood institutions so that these settings can function effectively as institutional campuses and as smoothly integrated parts of a linear

park system linking the North Central neighborhoods;

- creation of a series of small-scale neighborhood parks that can become the focus for new real estate development initiatives.

The intent of these strategic initiatives is to provide the North Central Neighborhoods with the features which make other neighborhoods desirable to North Central residents while preserving and building upon existing strengths and features unique to the North Central area.

Primary parkway initiatives involve Vandeventer and Spring, which have traditionally served the neighborhoods as primary entrances, throughways and business and institutional addresses. Vandeventer links community institutions to the rest of the city and becomes a key gateway for the entire area, while Spring links the historic Scruggs Memorial Church to the Grand Center district and Saint Louis University.

The Master Plan proposes a system of parkways and open spaces, implemented in concert with development initiatives, to create a series of institutional campuses that reconnect the district to the surrounding city and provide amenities for the adjacent residential neighborhoods. The addition of significant landscaping will create good addresses to attract new investment, stabilize existing neighborhoods and create a positive impression on all who travel

in and out of the community. The system will also help alleviate some of the parking issues and awkward relationships between institutional and residential uses.

The landscaped parkway concept can be implemented with a variety of cartway and sidewalk configurations. Recommended cartway and sidewalk configurations are discussed below.

New public open spaces in the form of a linear park are created between Finney and Bell, to connect the Stevens Middle School campus west of Vandeventer to the Grand Rock neighborhood and St. Alphonsus Rock Church, where a new plaza is formed opposite the church on Grand Avenue. These new public open spaces are designed to include bike paths, playgrounds, tennis courts and other forms of active recreation, in addition to quiet outdoor spaces for reading and enjoying new landscaping, and to provide amenities for the adjacent residential neighborhoods. The Finney/Bell location is ideal for new linear park development because the land area is largely vacant, and because the blocks forming the new park are less desirable 'half blocks'—i.e., they are shallow blocks with no alley separating the street frontages.

New public open spaces are also created along Vandeventer, Bell and Spring as both expansions to institutional campuses and to provide larger park spaces. Again, these new open

spaces use land that is currently vacant or underutilized.

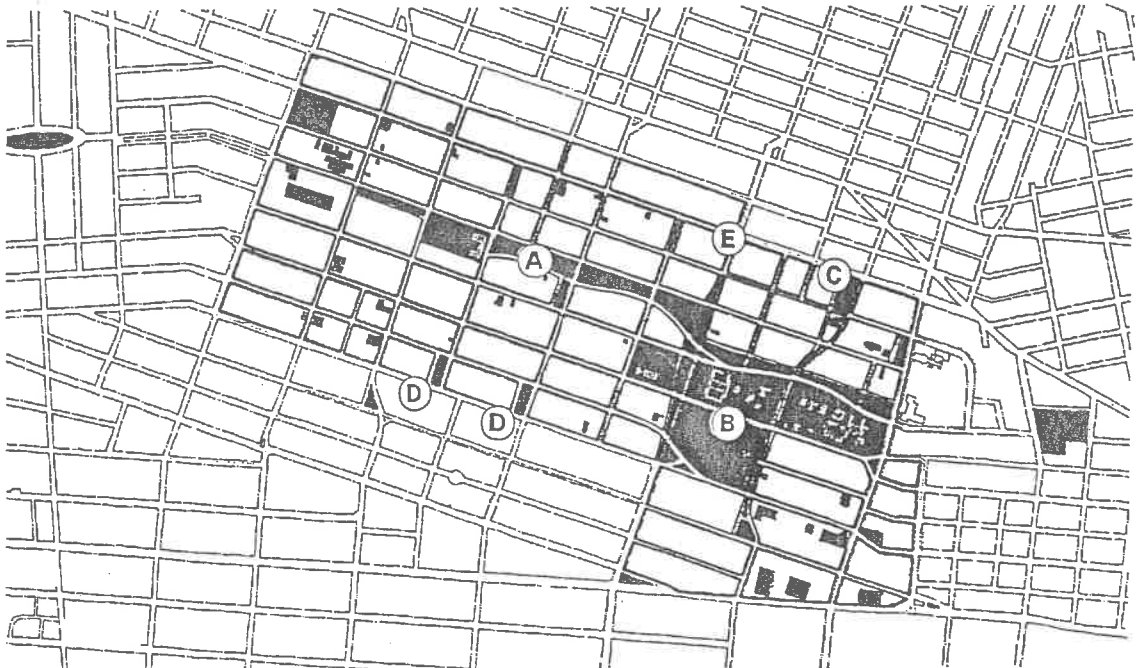
The planning team recognizes that the construction of a complete new linear park system entirely at public expense is probably not economically feasible in the foreseeable future. The planning team's response to these economic feasibility concerns is to combine expanded institutional campuses with new publicly owned park space, so that development and maintenance responsibilities for the park system are shared among the public and other land owners whose property is involved in the system. In order for this approach to succeed, the City's Parks Department and these other land owners must be involved in the implementation of the system, so that the appearance and

functions of the various parts of the system form a coordinated whole, and so that adequate provisions for payment of the costs of development and maintenance are made by the various stakeholders.

The creation of desirable addresses along these new linear parks will attract new investment, stabilize existing neighborhoods, and create positive impressions on those who travel in and out of the community. The proposed system will also help alleviate some of the parking and relationship issues between institutional and residential uses.

Small-scale neighborhood parks are proposed for blocks that are too long to foster a sense of community. These parks can become the focus for rebuild-

- A New linear park between Finny Park
- B Institutional Campus
- C Spring Avenue Parkway
- D Small neighborhood 'squares'
- E Vandeventer Parkway



ing blocks in ways that create safe places and desirable addresses.

In addition to traditional parks, the Master Plan proposes the expansion of an existing and highly successful community garden located on publicly owned land between Bell and Windsor, Spring and Grand. The extension is postured as a 'front yard' for the existing residences and new residential development along the north side of Windsor, and will visually screen this new development from the VA Hospital. The proposed reconfiguration of Bell will also permit the development of additional perimeter parking for the Hospi-

tal in a way which blends with and complements adjacent new residential development.

The community garden extension and the new residential development contemplated will require the removal of existing warehouse structures in the shallow block between Bell and Windsor. In addition, those who tend the existing community garden expressed concern about the size of the expansion. It is recommended that this expansion take place gradually, as new resident gardeners move into the neighborhood. In the interim, land reserved for future community garden expansion can be minimally landscaped.



The Community Gardens

The plan calls for a series of strategic open space initiatives including the expansion and enhancement of the community gardens along Windsor between Vandeventer and Grand.

Pedestrian and Vehicular Transportation

Reclaiming Streets for Neighborhood Uses while Enhancing the Effectiveness of the District's Transportation System

Another key issue in the North Central neighborhoods is the loss of a sense of place, and the associated loss of a sense of neighborhood safety. Residents and visitors often feel endangered. Home-owners are caught in an environment that has been transformed over time from a fine-grained physical and social pattern of residential streets and associated businesses into a torn fabric with many disconnected parts and few neighborhood centers and retail services. Cars tend to speed along overly wide streets lined with more vacant lots than buildings.

In an effort to make parts of the neighborhoods more secure, some neighborhood streets are artificially closed off to through vehicular traffic with large unattractive concrete pots. Rather than achieving their intended purpose, the barriers visually emphasize the isolation of these small pockets of relative security, exacerbating the area's image as troubled. Functionally, these street closures inhibit the passage of police and fire vehicles as well as the passive surveillance provided by neighborhood-related through traffic while still permitting pedestrians with harmful intent full access to the blocks.

In addition to their concerns about the character and safety of the district's residential streets, some neighborhood residents are also very concerned that



Street Improvements

The plan calls for a series of improvements to existing streets including additional landscaping and residential scale lighting, traffic calming, and adding new cross streets in designated areas to create more livable blocks.

some streets in the district, particularly Vandeventer, must retain their character as major north-south thoroughfares, for easy access to and from the district to other parts of the city. Vandeventer complements Grand Avenue, the district's other major north-south thoroughfare, in this respect, providing an alternate north-south entrance to and exit from the district for patrons of the Grand Center arts venue as well as residents of the North Central neighborhoods. At the same time, Vandeventer can be considered an eyesore along many parts of its route through the district, and sites along these stretches are very unappealing as sites for badly needed reinvestment.

Another transportation issue having a significant impact on this master plan results from the desire of the Cardinal Ritter College Preparatory School to locate within the Grand Center sub-area. The location preferred by Cardinal Ritter necessitates the elimination of a one-block stretch of Delmar Boulevard. This proposal has created something of a transportation-related crisis, as neighborhood stakeholders and the city's elected officials and planning and transportation staff struggle with addressing the transportation-related ramifications of this move. The planning team was asked to work with Cardinal Ritter to suggest strategies to deal with the traffic and transportation difficulties associated with the one-block Delmar vacation.

The final major arterial transporta-

tion issue which arose during the planning process is the conflict between Grand Avenue's constant function as a major vehicular arterial and the sporadic difficulties this function presents to the large volumes of pedestrians who attend Grand Center performing arts events. To a lesser extent, these pedestrian-vehicular conflicts also affect the Veterans Administration Hospital on Grand. The planners were asked to make recommendations on improvements which could be made to Grand Avenue to mitigate these conflicts.

In addition to the issues described above, the blocks between Sarah and Vandeventer in the Vandeventer neighborhood portion of the planning district are very long—about twice as long as typical St. Louis blocks. This block length is not conducive to a sense of community, and does not work very well for residential development. In addition, some north-south streets terminate abruptly or jog at inappropriate places.

Lighting was another street-related issue which arose in stakeholder discussions. The problem with the existing 'cobra-head' high-pressure sodium fixtures is that they are often located at a height above tree branches. The light does a fine job of illuminating the trees, but little light reaches the sidewalk.

In traditional city fashion, in most North Central blocks alleys running parallel to the public streets provide serviceways for structures fronting on the streets. These alleys enable trash pickup,

deliveries, utility runs and other forms of service to be performed away from the street's public face and serve these purposes well. The condition of the city's alleys has improved greatly by the dumpsters and automated trash collection system which was instituted in the 1970s. However, some residents cited the condition of some alleys as problems which need to be addressed.

The Master Plan proposes the following changes in the district's pedestrian and vehicular rights-of-way to address the problems discussed above in a way that encourages reinvestment in the neighborhood while stabilizing and improving the housing market.

Residential Streets

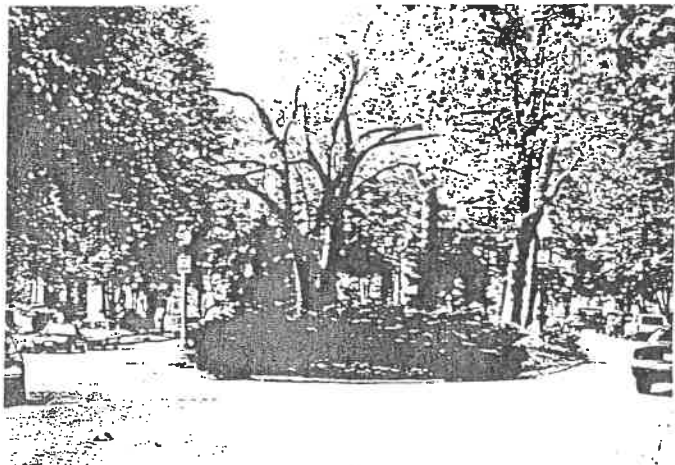
District-Wide Improvements: This Master Plan calls for public investment to transform the district's residential streets into appropriately-scaled, desirable and livable addresses while restoring their earlier distinction as neighborhood transportation avenues with calm, well-behaved vehicular traffic. The plan includes a range of techniques which can be used to achieve the desired results after street blockages are removed. These techniques include the following:

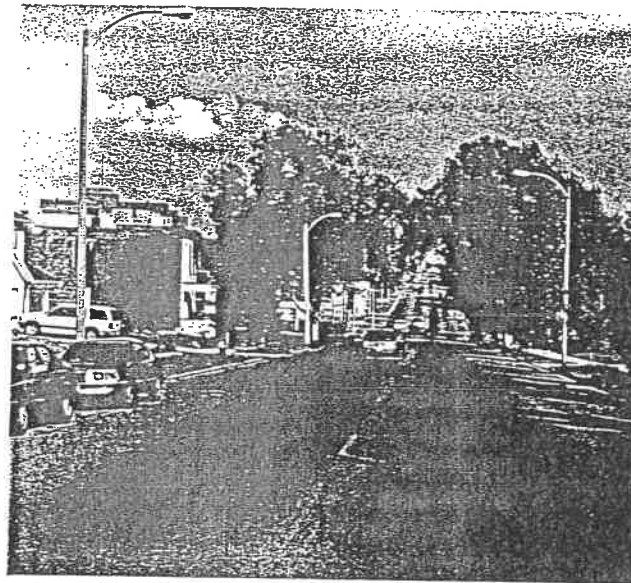
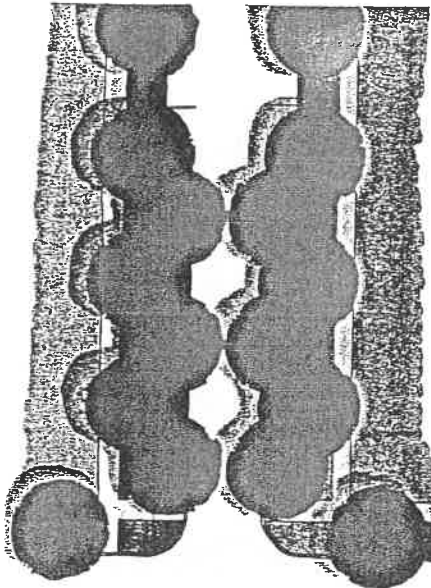
- addition of landscaped medians or islands;
- traffic circles;

- narrowing cartways in street intersections;
- converting some of the existing streets to boulevards or parkways.

Drawings showing generic applications of these techniques are included in the plan.

Some of these street improvements must occur in conjunction with the real estate development initiatives discussed in the report. The remainder of the improvements can occur block by block if and when the residents of the block decide if and what kind of improvements they want, and as funding is available for the improvements.

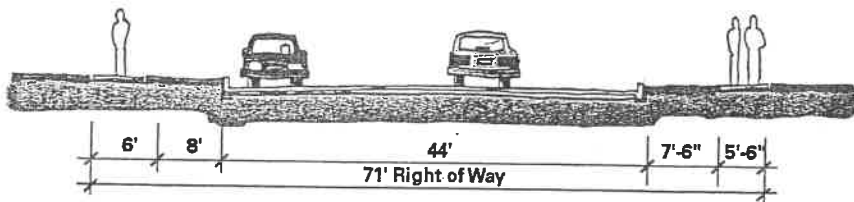




Improving Neighborhood Streets

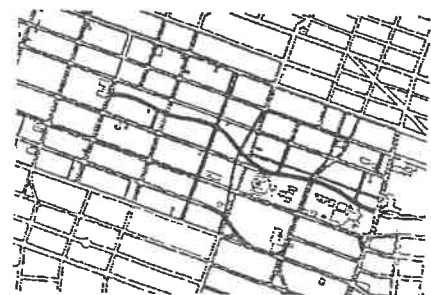
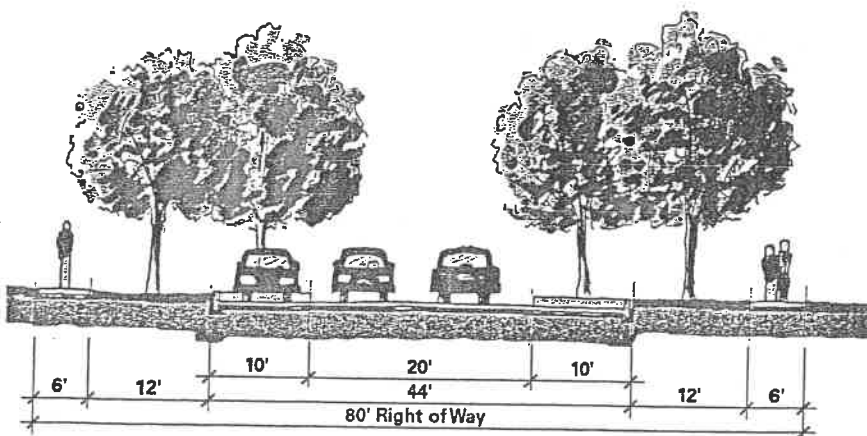
61

Many of the neighborhood streets are too wide to create a sense of a safe, desirable residential address. One proposal is to add landscaped tree lawns at the intersections to narrow down the appearance of the street and to slow traffic down. This should be done in conjunction with planting additional street trees and installing residential scale lighting in the public right-of-ways.



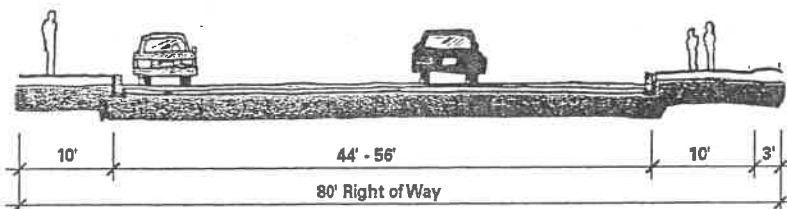
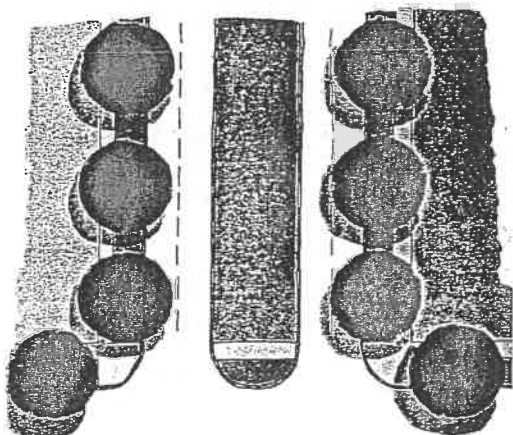
Existing and Proposed

Existing streets can be narrowed at the intersections to slow traffic down and create a more residential scale. Landscaping can be added along the entire length.

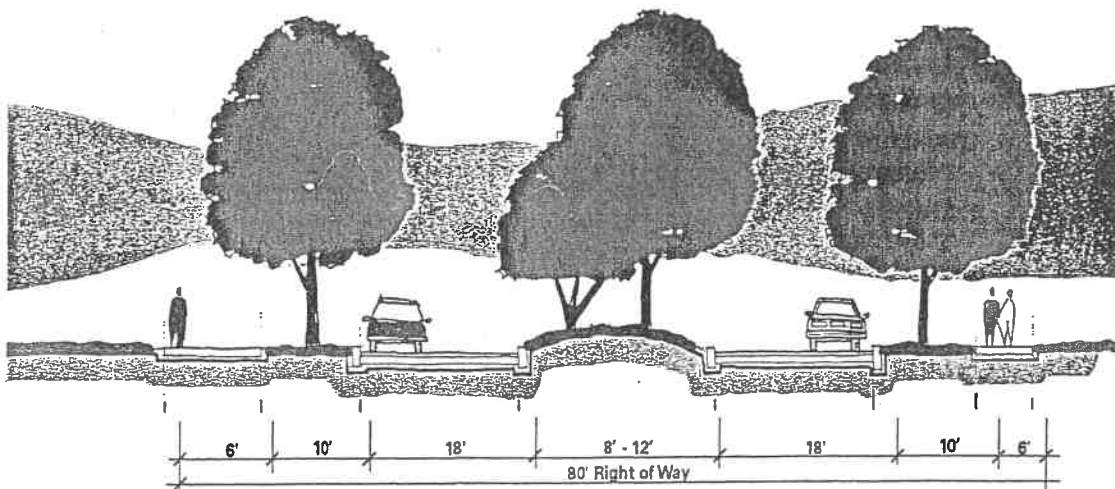


Median Streets

Another option for some blocks in North Central is to add a landscaped median within the existing cartway. Many of the streets are forty four to fifty feet wide and can accommodate an eight to twelve foot wide median while still providing a travel lane on each side with on-street parking. New neighborhood street segments running between blocks could be more like the existing private place streets with twenty to twenty four foot wide lawn.

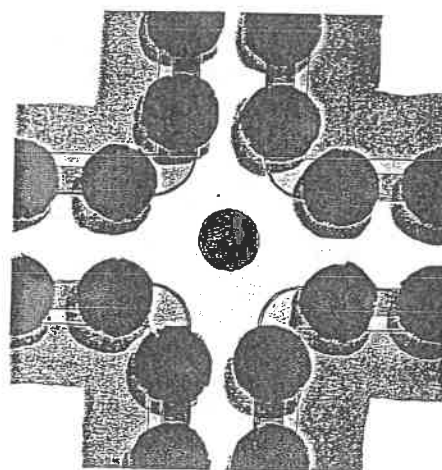
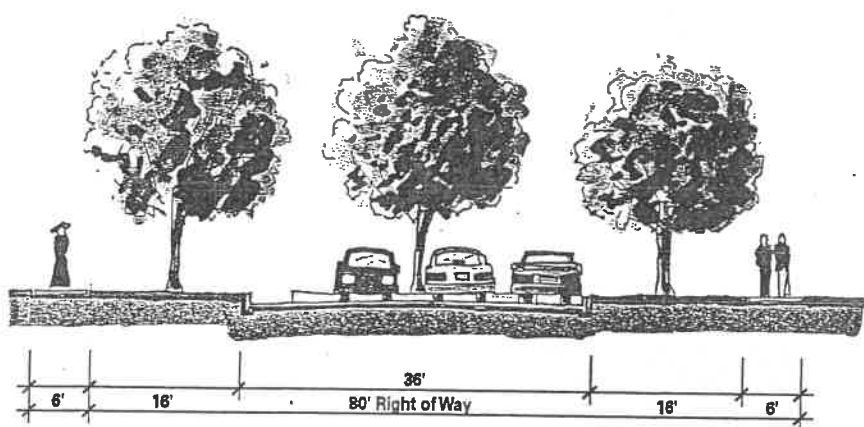
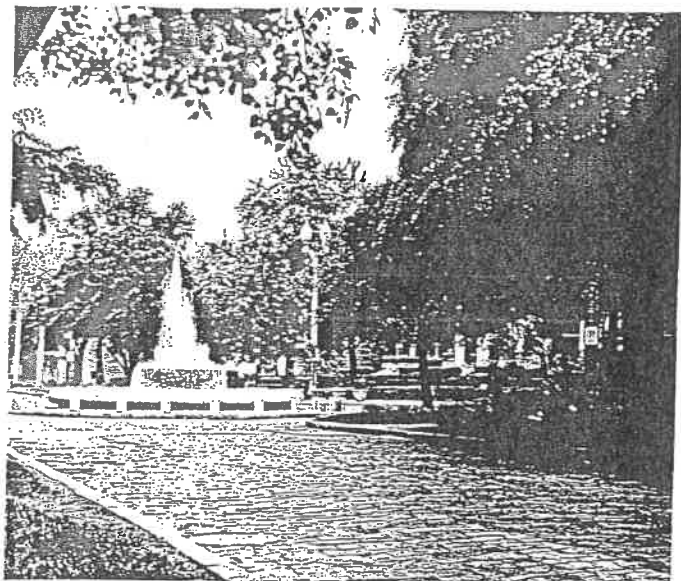


Existing Street Section



Private Places

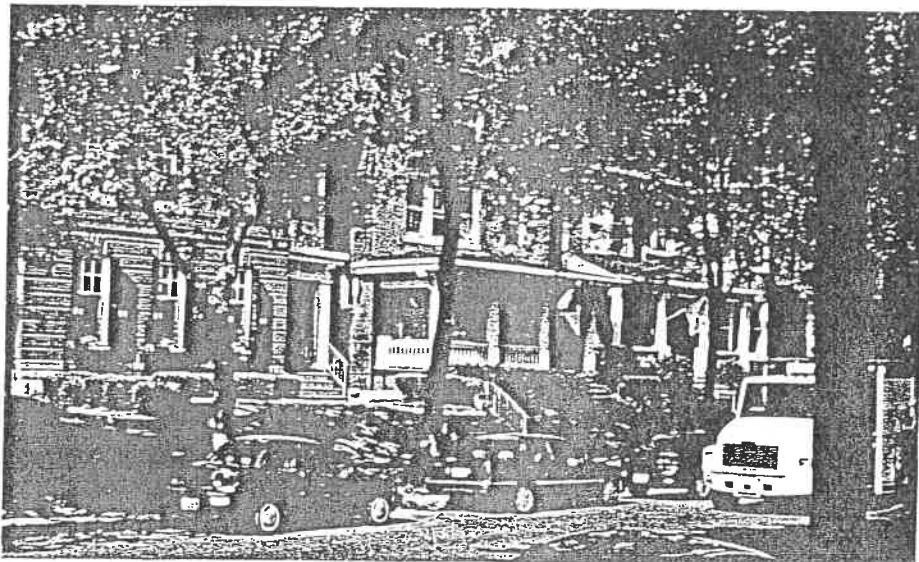
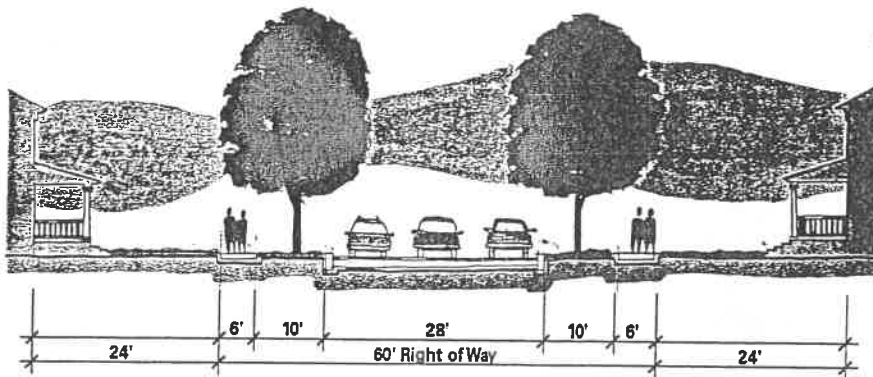
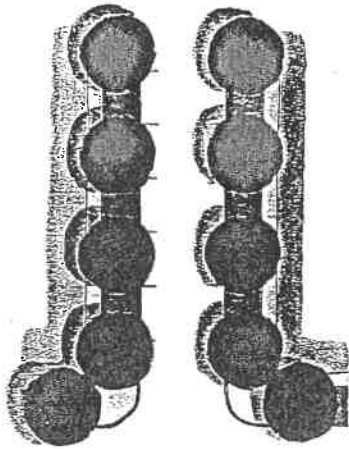
Some of the new north and south streets can be developed with a landscaped median to create another 'Place' based on St. Louis traditions like Fountain Place. This not only creates a great address, but slows down traffic and enhances security.



Traffic Circles and Roundabouts:

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The roundabout is another means to calm traffic by forcing it around an obstacle. An example of the use this device exists on Maryland Avenue, between Euclid and Kingshighway. The center of the roundabout can also provide a location for special landscaping features. Roundabouts can be added to existing intersections where right-of-ways and traffic flows permit. These modifications can occur on a block-by-block basis, as new infill development occurs and as existing residents decide whether and what type of improvements they want on their blocks.



Narrowing the Cartway

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One method of improving the residential character of a street is to build out the curb line on both sides to make the street more narrow, thereby slowing down traffic and increasing the planting areas between the sidewalk and the curb. The streets would have parallel parking on both sides.

New Street Segments: As indicated above, the planning team believes that some blocks in the planning area (those between Sarah and Vandeventer) are too long to be good residential blocks, and that some north-south streets terminate and jog in irrational and inappropriate ways.

This Master Plan proposes that new street segments be added in the middle of some of the overly long blocks, to size the blocks more appropriately and make the blocks more appropriate as residential addresses. In addition, the plan proposes the addition of new street segments where existing streets terminate or jog inappropriately, to rationalize the street layout and give the residences and institutions located on these streets a more appropriate sense of place. A key location for a new street segment is at the location of Stevens Middle School, where Whittier terminates at Finney. The plan proposes that Whittier extend in a straight line from Stevens Middle School to Page, and that the segments of Whittier which are not now located along this straight line be vacated for vehicular traffic. When engineering plans for this relocation of Whittier are developed, the abandonment of the existing segments of Whittier can also create and attractive site for new development along North Sarah.

Arterial Street Modifications

Vandeventer: With respect to Vandeventer, the challenge faced by the planning team was to maintain Vandeventer's effectiveness as a north-south thoroughfare while at the same time transforming this primary 'gateway' street into an attractive entrance to the neighborhoods, an attractive route through the district, an attractive location for new and existing institutions and businesses, and a visual amenity for those who spend time in the neighborhoods.

The Vandeventer cartway is currently 55 feet wide, and accommodates two (2) 9-foot traffic lanes and one (1) 9-foot parking lane in each direction. The public right-of-way also includes a 10-foot sidewalk/tree lawn area on each side of the street, for a total public right-of-way width of 75 feet. By way of comparison, traffic lanes on Lindell Boulevard, a major east-west thoroughfare, are also 9 feet wide.

The planning team originally proposed that Vandeventer be narrowed from a six-lane traditional street to a four-lane parkway, with two (2) 11-foot traffic lanes in each direction during 'rush hour' and one traffic lane and one parking lane at other times. This resulted in a total cartway width of 22 to 44 feet in each direction.

Many neighborhood residents adamantly opposed this restructuring. As a result, this final plan still shows Vandeventer as a parkway, but widens the parkway to six lanes—two traffic and one parking in each direction at all times—and returns the total cartway width to 55 feet. Changes from the existing configuration include the introduction of a median of varying width to break up the cartway width and make it easier for pedestrians to cross Vandeventer and add visual amenity, and the introduction of tree lawns on each side of the street to separate pedestrian traffic from vehicular traffic. Since the cartway width has been increased from that originally proposed by the planners, either the size of the medians or the size of the tree lawns will be decreased. Decisions related to the size of the medians and tree lawns can be made when an engineering design for the Vandeventer initiative is commissioned.

The Vandeventer segment of this final Master Plan uses the same cartway width as Wydown Boulevard, near Washington University at the western city limits. Wydown Boulevard has a 40-foot median extending along its length, which separates eastbound from westbound traffic. Wydown planners have chosen to divide their cartway into two 13-foot traffic lanes, two 8½-foot parking lanes, and two 5½-foot bicycle paths as described in the illustration on page 87. Thus, the cartway now proposed can accommodate either of these

striping arrangements, and changing the configuration from one to the other can be accomplished inexpensively by restriping.

Delmar: The Vandeventer-Spring Redevelopment Corporation, a spin-off of Grand Center Inc., is preparing to make public a redevelopment plan for the area bounded by Vandeventer, Spring, Lindell and Enright in the very near future. Included in this plan will be a proposal to vacate Delmar Boulevard between Spring and Vandeventer. Addressing the issues raised by this proposal involves concurrent attention to other Delmar issues as well as other streets in the North Central planning area.

First, the planning team observed that, between Taylor and Grand Avenues, the character of Delmar is now somewhat amorphous. West of Taylor, Delmar is clearly a commercial street; east of Taylor, residential, commercial and institutional uses now line Delmar with little discernable land use pattern or rationale. The planners proposed, and stakeholders agreed, that, in the future, residential development in the mid-blocks of Delmar, with retail and institutional uses occurring only at its intersections with north-south streets. Retail activity proposed for placement at such intersections is discussed in more detail below.

With Delmar's anticipated change over time to a predominantly residential

address, issues related to vacating the Cardinal Ritter block become somewhat more manageable, although still not easy to address.

There is general concurrence that a planned transition is needed from Delmar to another east-west thoroughfare, rather than an abrupt termination which leaves traffic to decide on its own whether to jog north or south. To continue in an east-west direction, traffic can either move south to Washington, or north to Enright or Grandel. This Master Plan recommends that traffic be directed to Washington rather than Enright or Grandel, for the following reasons.

First, Grandel is only one block long, and for that reason alone is eliminated as an option.

Second, Delmar now offers drivers a way to travel from downtown to the western city limits without getting on an interstate highway. There is interest in preserving this option. Both Washington and Enright Avenues now extend from Spring Avenue to downtown (although Enright is renamed as Franklin east of Grand Avenue.)

However, land uses on Enright include the VA hospital and Vashon High School, which is scheduled for replacement in the next five years with a new Career Education Academy. Both of these uses make Enright a natural pedestrian route—for patients and employees of the hospital, and for students from the neighborhood who now attend Vashon and will in the future

attend the Academy. Additional vehicular traffic along Enright would disturb its attractiveness to pedestrians, and exacerbate pedestrian/vehicular conflicts. Uses along Washington, on the other hand, do not now attract pedestrian traffic (except on a limited basis during performing arts events), and Washington can therefore more easily accommodate additional traffic with a much lesser degree of added pedestrian/vehicular struggle.

The closure of the Delmar block in question also raises issues with respect to event-related ingress and egress to Grand Center for performing arts events. At the present time, the St. Louis Symphony believes that many patrons use Delmar and Grandel to access and exit from Grand Center. The Symphony is concerned that vacating the block of Delmar in question will cause confusion for Symphony and other Grand Center arts venue patrons, and has asked the planners to address their concerns.

As this plan goes to press, a redevelopment corporation has submitted a 353 Redevelopment Plan to the City for the development of the Cardinal Ritter facility. The 353 plan under consideration proposes that Delmar traffic be routed to Enright along the Cardinal Ritter border. Further traffic study should examine the impacts on the adjacent institutions, in particular the VA Hospital, before a final shunt design is configured.

This final Master Plan proposes that, concurrently with the vacation of Delmar between Spring and Vandeventer, a traffic shunt be constructed to direct through traffic to either Washington Avenue or to Enright Avenue. A site plan for one version of the proposed shunt is included in the Master Plan. Due to Cardinal Ritter's need to locate a football field with a north-south orientation on the Vandeventer end of their site, the shunt must begin on the west side of Vandeventer rather than taking place entirely on the Cardinal Ritter site as originally proposed. A vacant lot at the southwest corner of Vandeventer and Delmar which is now in private ownership will need to be acquired in order to accommodate the shunt shown in this Master Plan. This vacant lot is not now a desirable site for housing development because it is owned by an oil company family, which presumably once operated a gas station on the site.

Concurrently with construction of the shunt, other changes and improvements should be made to the North Central vehicular transportation system to ensure that Grand Center patrons can readily access the various venues, without causing unnecessary traffic jams in the process. Critical locations for signalization improvements are the intersections of Washington and Grand Avenues, and Enright and Grand Avenues. At Grand and Washington, left turns are now prohibited from east-bound Washington. This prohibition

needs to be abolished, and a left turn signal and lane added, so that traffic can proceed north from this intersection along Grand.

The plan recommends that an additional 'shunt' be developed at Grand and Enright/Franklin, so that traffic along Enright can proceed east along either Delmar or Enright/Franklin, and so that traffic along Delmar and Enright/Franklin can proceed west along Enright.

An appropriate signalization plan needs to be developed for Grand and Enright, once land uses at the four corners of the intersection are finalized. At present, two of the corners are occupied by Powell Symphony Hall and the VA Hospital, while the remaining two corners are occupied by surface parking lots. The section below discusses proposed land uses for the parking lot corners.

In addition, a signage system needs to be designed and implemented which appropriately directs traffic to particular venues. This will be particularly important in mitigating the effects of the Cardinal Ritter Delmar segment elimination on Grand Center venue traffic. The right signage system can also help to alleviate conflicts between traffic related to the various venues. Grand Center already has a unique signage system which identifies venue parking. The new directional signage system can complement the parking signage and add additional arts flavor to the district.

Grand Avenue: At times of heavy pedestrian and vehicular event traffic in Grand Center, police officers now direct both pedestrian and vehicular traffic. Although some signalization improvements can and should be made, no signalization system, either alone or in combination with street improvements, will eliminate the need for these police officers at these times, since it is impossible to physically reconcile Grand Avenue's use as a truly major vehicular arterial with the need for massive volumes of pedestrians to cross Grand during short periods of time. Consideration can also be given in the future to locating sufficient amounts of parking on a particular side of Grand to serve all of the parking needs of the venues located on that side, but the parking economics do not seem at this time to support such an approach. Thus, what works now—human intervention via police officer use—will probably need to remain in place for the foreseeable future.

Planning is now under way for the reconstruction of the Grand Avenue viaduct over the rail yards to the south of Saint Louis University. This project is located outside of the North Central district, but will certainly have an effect on the district. While the planning team was not privy to the plans for the viaduct, it is the team's understanding that the reconstruction is intended to preserve Grand Avenue as a major north-south arterial, to make the Grand

Avenue MetroLink station and the northward pedestrian route from the station as user-friendly as possible, and to improve the interchanges between Grand Avenue and Interstate 40/64. Addressing these goals in the viaduct's reconstruction should improve access to the North Central district for mass transit users, drivers and pedestrians.

Spring Avenue: Much discussion took place in the public meetings and interviews about Spring Avenue. Grand Center Inc. staff see Spring Avenue as a 'front door' for art galleries and the new Cardinal Ritter school; Grand Rock residents expressed concern about Spring being cut off as a through street as well as concern about the future of Scruggs Church and its need for additional parking, and specific residences on Redd Foxx Lane. The planning team noted that Scruggs Church is a beautiful and unique structure which deserves a setting which highlights its beauty and importance to the neighborhood, and that this setting can also function as an entrance to the neighborhood and a way to meet the Church's needs.

This final Master Plan proposes that Spring should remain a through street, but should be viewed as a neighborhood street rather than as a major north-south thoroughfare. This treatment of Spring is consistent with the existing and proposed land uses along the street, and with the fact that Spring ceases to be a through street south of the North Central district. Land uses

proposed for Spring are discussed below, as are specific public improvements proposed for Spring, which are discussed in the *Development Initiatives* section.

Alleys: As indicated above, although the appearance of the district's alleys has improved greatly since the automated trash collection system was installed, particular problems exist in some alleys, and these specific problems (caved in sections, etc.) need to be addressed as revitalization on individual blocks within the neighborhoods progresses. This Master Plan does not, however, recommend that major alley reconstruction efforts be undertaken throughout the district except to address specific problems, because alley reconstruction is significantly more expensive than street reconstruction. This extraordinary expense is due in part to the fact that the alley underlayment must support the weight of trash trucks, and in part to the fact that the kerf or curvature of an alley surface is critical because alleys do not have storm drains and gutters.

One alley-type situation which does, however, need to be addressed is the Hodiamont busway, where a dedicated mass transit right-of-way is flanked by alleys on either side, and these vehicular rights-of-ways together form an ill-maintained and off-putting expanse of serviceway. Recommendations for addressing this right-of-way are discussed in the *Initiatives* and *Transportation Considerations* sections of this Master Plan.

Other alley-type situations which need to be addressed include the lack of cross-alleys at the intersections of some major north-south streets—alleys dump directly into major thoroughfares like Vandeventer and Spring, creating unappealing vistas down the alleys and awkward traffic situations at these major entrances to the North Central neighborhoods. It is expected that these situations will be gradually addressed as new development occurs along these major thoroughfares and serviceways are added behind the structures, parallel to the north-south streets.

Pedestrian and Bicycle Traffic:

Many residents of the North Central district's Grand Rock and Vandeventer neighborhoods expressed their desire for pedestrian routes through the neighborhood that are safer and more attractive than those which now exist, as well as a desire for recreational jogging and walking paths and bike paths. Grand Center Inc. staff also expressed a desire for better pedestrian routes through the district.

The parkway-related street improvements described above will also enhance pedestrian safety along and across the major arterials in the ways discussed above. The residential street improvements described above will have a similar effect.

Of equal or greater importance are the added pedestrian and bicycle routes through the new open spaces proposed in this Master Plan. These paths offer

recreation potential and in addition provide a wider variety of choices and 'scenery' for people who walk as a mode of transportation. As more residents begin to feel safe when they walk through the district, the need for surface parking may decrease.

Bus Traffic

At present, the district includes one dedicated busway (the 'Hodiamont Track'). Buses also travel along several of the district's streets—Grand, Vandeventer, [Spring], Sarah and Taylor in north-south directions, and Lindell, Delmar, Washington and Page in east-west directions.

Several residents expressed a desire for improved location and quality of bus stops. While this Master Plan does not propose specific locations for bus stops, discussions did take place during the planning process with Bi-State officials, who expressed strong interest in participating in the implementation of the plan. The proposed parkways offer opportunities for safer and more attractive waits for busses, and the addition of street segments at Whittier and in the 'long blocks' make adjusted bus routes and bus stops possible and provide easier north-south pedestrian access to the east-west routes.

The planning team recommends that both neighborhood residents and Bi-State be included in the design process as engineering for specific street and open space improvements is under-

taken, so that bus stop locations can be examined and integrated into the final design for these improvements.

Lighting

Lighting is a problem on most streets in the area, with 'cobra head' sodium fixtures casting light into the treetops rather than onto the sidewalks where the light belongs. This problem was identified first by neighborhood residents and confirmed by the professional planning team.

This final Master Plan proposes that lighting be rescaled on the district's streets, so that luminaries are located below the tree branches and provide better lighting at sidewalk level. As with the street improvements, some of these lighting improvements should occur in conjunction with the real estate development initiatives discussed below. The remainder of the lighting improvements can occur block by block in conjunction with other street improvements if and when the residents of the block decide if and what kind of improvements they want, and as funding is available for the improvements.

The plan includes street sections which show proposed lighting placement.

Note

The Transportation Considerations document attached as an Appendix to this Master Plan includes additional technical discussion on the proposed public right-of-way improvements described above.

IV Land Use Strategies

THE PREVIOUS SECTION discusses this Master Plan's proposal for public right-of-way land uses. This section discusses proposed uses for privately, institutionally and publicly owned land located along the public rights-of-way.

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Background

As with most master planning initiatives involving older urban areas, the existing reality of land uses and conditions is a major influence on the shaping of realistic plans for the future. Physical elements now present within the North Central area which are considered to be immutable and have a major impact on the shaping of the plan are as follows:

Educational Institutions: Stevens Middle School, Cole Elementary School, Vashon High School/Career Education Academy, Ranken Technical College, and the proposed Cardinal Ritter College Preparatory School. Schools were often cited by district residents as neighborhood assets, but residents also recognized the need for physical improvements to school facilities.

Historic Religious Institutions: These churches include but are not limited to St. Alphonsus Rock Church, St. Luke's Church, Scruggs Church, [church at Sarah and Washington], Third Baptist Church and [add other churches on Page]. The district's historic churches were repeatedly cited as assets by neighborhood residents.

Performing Arts Venue: Fox Theatre, Powell Symphony Hall, Grandel Theatre, Sheldon Memorial. These venues form the backbone of the Grand Center performing arts district.

Institutional Uses: Veterans Administration Hospital and the Juvenile Courts. While these facilities were not the topic of a great deal of discussion among the district's stakeholders, these large institutions are a permanent part of the district's physical infrastructure. The Veterans Administration Hospital has the potential to become a very positive factor in the district's physical and social fabric, based on preliminary discussions which have taken place with Hospital executives.

Other Historically and Locally Significant Non-Residential Structures:

These structures include a variety of historic buildings along and immediately east and west of Grand Avenue, the Kappa House on Vandeventer, the KETC headquarters, the Pulitzer Foundation for the Arts (now under construction) and the Forum for Contemporary Art (now in design). While many of the Grand Avenue buildings have been rehabilitated and are now fully utilized and still others are in serious pre-development, a number of buildings remain which are seriously underutilized and for which no specific plans exist.

Residential Structures: Existing residential elements in the planning district which are considered inalterable are the following: newly constructed single-family and multifamily residences like the houses on Delmar west of Vandeventer, Fairfax Court, and the newer senior residence on Cook Street; other houses which are owner-occupied and in good condition; some houses of particular importance to the historic fabric of the district's neighborhoods which may be vacant and/or in poor condition.

The remaining property within the district consists either of vacant lots, vacant or underutilized property in poor condition, both historic and non-historic, and uses which are not consistent with a rational plan for the district's future.

This Master Plan is intended to weave the inalterable and desirable existing uses with new uses on the remaining property to prescribe a framework for future investment which addresses the vision and needs of the district's stakeholders.

Proposed Land Use Strategies:

As indicated above in the 'open space' discussion, reclaiming some of the vacant and underutilized property in the planning district to provide appropriate settings for key area institutions and additional open space is a major theme of this Master Plan.

Uses and proposals for this existing and new public right-of-way land are discussed in the right-of-way sections above.

This section deals with proposed uses for non-right-of way land.

Institutional Campus Development and Expansion: This Master Plan proposes expansion of some of the major existing institutional campuses in the district to provide visual amenity and public/private open space. The planning team recommends that the settings for the following key institutions be enhanced in the following ways, as shown on the accompanying drawings:

- St. Alphonsus Rock and St. Luke's Churches, through addition of a plaza directly across from St. Alphonsus on Grand Avenue, and on the same block as St. Luke's.

- Stevens Middle School, by expanding the school's campus and integrating the campus into the proposed Finney-Bell linear park.
- Cole Elementary School, by expanding the school's campus and integrating it into the Vandeventer Parkway strategy. The plan also locates a new public library on the school's campus.
- The Veterans Administration Hospital, by removing the existing warehouses to the north of the Hospital, reconfiguring Bell and gradually expanding the community garden to the east.

Land acquisition for the proposed campus expansions and accessibility of institutional campus open space to the general public need to be negotiated programmatically among the area's stakeholders. These issues are not addressed in this Master Plan document.

Several major new institutional developments are either proposed by this Master Plan, or proposed by others and shown in this Master Plan.

Of these, the Cardinal Ritter College Preparatory School, which is proposed for a two-block site bounded by Vandeventer, Spring, Washington and Enright, is furthest along. As indicated in the background section above, the proposal for this development did not originate with this Master Plan but was given to the planning team by Grand

Center Inc. as a pre-existing and largely inalterable blueprint. The planning team's primary involvement with the Cardinal Ritter project was to address the traffic implications thereof.

Locations for other new public and private institutional developments are also shown in the plan, primarily along Vandeventer which the planning team views as the district's central spine and where these new institutions will be accessible to all residents of the district. The planning team recommends that land uses on the stretch of Vandeventer between Bell and Washington be primarily institutional, to reinforce the existing institutional uses already or soon to be there (Kappa House, Cole School, the Juvenile Courts, Cardinal Ritter) and to form a nucleus of near-term activity to set the stage for the other development initiatives proposed. These other new institutional uses which the Master Plan locates on Vandeventer are the following:

- a new community center. \$500,000 for the construction of a community center has been appropriated in the 1999-2000 Federal budget, and the oldest African-American sorority in the nation, Alpha Kappa Alpha, is interested in developing a community center facility in the area.
- a new public library.
- a new (privately owned non-profit) day care/early childhood education facility.

Housing: This Master Plan includes housing as a major land use, since attracting new residents to the North Central area and providing better housing more appropriately tailored to the needs of existing residents is a high priority for existing residents and other area stakeholders. The following housing subcategories describe the types and locations of housing proposed; these types are graphically depicted in the Strategic Real Estate Initiatives drawings discussed below.

While some residents expressed specific preferences with respect to materials and techniques to be used in new housing construction, this Master Plan addresses planning issues, not construction issues. Construction issues need to be addressed among specific real estate developers, interested residents, and others involved in financing, permitting and constructing the development.

1 Rehabilitation of Existing Housing Stock: Many residents and other stakeholders, as well as the planning team, are eager to see the district's existing historic housing stock preserved and rehabilitated. Most of the area's historic homes are so large that it is difficult for a professional developer or general contractor to rehabilitate them as single-family homes on a speculative basis without enormous amounts of public subsidy. An economically viable plan for getting these properties into the hands of owners who will rehabilitate them

needs to be developed, to preserve this important cultural and visual resource for the North Central area. This is an implementation issue which this plan is not intended to address. The plan does, however, indicate those homes which the planning team believes should be preserved. The planning team suggests that intense effort be made to market these homes to individual owner-occupants with the skills and/or financial wherewithal to rehabilitate them in a high-quality manner. Owner-occupants can often undertake such projects at lower costs than professional developers, because it is not necessary for the owner-occupant to include a developer's profit in the cost. The planning team also suggests that consideration be given to providing financial assistance to lower-income owner-occupants, to enable them to address deferred maintenance needs and keep pace with the district's improvement.

2 New Construction: The plan proposes several types of new housing construction, addressing a variety of functional issues. Visual issues and issues of compatibility with the traditional design fabric of the North Central neighborhoods are addressed in the *Design Standards* section below. The types of new housing construction, and the locations where the planning team believes such types of development are appropriate, are the following. The plan does not specifically locate each and every instance where new homes could

be constructed. This discussion, and the accompanying drawings, are intended as a basis for evaluating specific proposals made by specific developers in the future.

Owner-Occupied Housing

Single-Family Detached-Single Level and Multi-Level: Neighborhood residents expressed an overwhelming preference for owner-occupied, detached single family development of two primary types: traditional multi-level for younger families, and single-level for seniors who wish to continue to own homes in the neighborhood but can no longer easily negotiate stairs.

The Master Plan recommends that new residential development along existing east-west residential blocks be *multi-level single-family detached*, to complement the existing homes already located on these streets. Residents also expressed a strong preference for new housing which fits the neighborhoods' design tradition, which is one of multi-story homes.

The Plan includes a prototype for a *senior cottage*, to meet the needs expressed by seniors and the support for meeting these needs expressed by other residents. This prototype is designed with a steeply pitched roof, to give these new buildings as much visual mass as possible while addressing the accessibility needs of the senior population. At the same time, this design is not readily consistent with streetscapes of two- and three-story houses.

The Plan therefore also recommends that these single-level cottages be located in groups which form distinct communities of their own, and suggests locations for these types of development.

Multi-Level Duplex: As indicated above, some of the houses in the North Central neighborhoods are so large that they are not easy to replicate in today's construction environment at costs which can be accommodated by the market prices for housing in the neighborhood. A prototype for a multi-level duplex is therefore included in this Master Plan, to provide developers and purchasers with an option for a large-scale, multi-level structure which can be marketed at an affordable price. This type of development can be marketed as fee-simple townhouses, so that the purchaser buys the land as well as his or her half of the duplex. This fee-simple model has been used successfully in the Kingsbury Square area of St. Louis. A similar model, built in the 1940s and '50s, exists in Clayton. These duplexes are divided horizontally rather than vertically, but still achieve the scale and visual appeal of single-family houses through the placement of entrances and detailing.

The duplex concept was raised for resident discussion in the Housing Committee. Some interest and support was expressed for the concept, but some skepticism was also noted. More discussion should take place after residents look at the prototype and specific designs.

Townhouses: Residents were not enamored with the concept of townhouses in the preplanning discussions. Most of the skepticism seemed to emanate from individual experiences living in townhouses—sound control issues, yard maintenance issues, etc. It is possible that some of this skepticism can be overcome with discussion focused on specific designs, but townhouses are not a highly recommended form of housing in this Master Plan due to resident reaction.

Rental Housing

Single-Family Detached: As indicated above, single-family detached is the preferred form of owner-occupant housing. This form can also be used in a lease-purchase arrangement to make the homes affordable to low and moderate-income purchasers with federal and state low-income tax credits, but the home must remain rental for a minimum of fifteen (15) years. Residents and other stakeholders in the Grand Rock neighborhood prefer this type of rental development over traditional flat-style apartments. This approach can also be used with duplexes.

Rental Townhouses: As indicated above, townhouses in general are not a form of development preferred by neighborhood residents. However, opportunities to look at and discuss specific plans may mitigate this skepticism.

Stand-Alone Rental 'Flats': Residents have had very negative experiences with absentee-owned rental

housing in multi-unit buildings. They are therefore understandably wary of the construction of new rental flats. Again, opportunities to look at and discuss specific plans, together with an ownership arrangement which involves neighborhood residents and other stakeholders, may mitigate this skepticism.

Mixed Use Rental Flats: In the pre-planning discussions, residents expressed a strong desire for neighborhood retail like that which is found in the neighboring Central West End along Euclid Avenue. This development form involves ground floor commercial space with residences or office space above. Traditionally, the upper floor space was residential; in the Central West End and other neighborhood retail districts, this space over time has been converted to non-residential uses which do not require ground-floor exposure—professional offices and similar uses. Neighborhood residents also expressed a desire for professional offices to locate within the district.

In the short term, development of mixed use buildings with ground floor retail and residential rental above is probably the most feasible mechanism for producing neighborhood retail space in the district, since subsidies in the form of tax credits and low-interest loans and grants are available for residential development, and since there is no demonstrable market for office space. If mixed use residential-retail buildings are developed in an area zoned for mixed use, the upper floors

can be converted over time to professional office space as demand for such space develops.

The Master Plan therefore recommends that mixed use residential-retail buildings be developed in selected parts of the district designated for retail development, as shown on the accompanying drawings, to begin to establish neighborhood retail districts similar to those in other parts of the city. Specific retail uses for these locations are discussed below.

3 Adaptive Reuse: A third type of housing development most applicable in the Grand Center subarea is the rehabilitation of buildings which were once office or other types of non-residential space into residential rental units and condominiums. Most building in the district suitable for adaptive reuse are located along the Grand Avenue corridor. Stakeholders in the Grand Center area have expressed a strong desire for the residential adaptive reuse of underutilized structures in this corridor.

Buildings which the planning team believes are suitable for residential reuse include the Continental Building, the Humboldt Building, and the Beaux Arts Building.

The Master Plan indicates those properties which should be targeted for residential reuse. This type of housing attracts a different market than more traditional single-family and low-rise rental housing, and should for that reason complement rather than compete with other housing developments in the North Central district.

Retail and Commercial Development:

This Master Plan proposes several forms of retail and commercial development:

- theme retail, where retail businesses are centered around a particular and unique marketing theme, and customers from outside the district are attracted to the district because of the theme and its uniqueness;
- service retail, which provides the types of services necessary for successful residential and business environments;
- other businesses, which while not directly related to life in the neighborhood coexist peacefully with and provide jobs for neighborhood residents.

Ways in which the Master Plan includes these types of retail and commercial development are described below.

Theme Retail: The section of Sarah Street which runs through the North Central Planning District is most notable for its history in the commercial development of African-American music. In its heyday, this section of Sarah housed the few places in the region where records with African-American music could be purchased.

While the increased popularity of music by African-American artists and new technology has eliminated the need and market for a whole retail district to sell African-American music, some residents believe (and the planners agree)

that a retail district centered around both music and other African-American products is a viable market concept. The Master Plan therefore proposes that the stretch of Sarah Street between Washington and Page be designated for mixed use residential and retail with African-American themes. Service retail can also be interspersed among the themed establishments, much like dry cleaner and other service retail is now interspersed among the art galleries, antique shops, etc. in the Central West End. The Master Plan proposes that a signature development initiative for this district, visually centered around an historic church at the corner of Washington and Sarah. This signature initiative is described in further detail under *Development Initiatives* below.

Service Retail and General Adult

Entertainment: As indicated above, the African-American retail district can also house neighborhood service retail uses. The plan also proposes other locations for service retail.

Residents expressed a strong demand for several types of service retail: restaurants, bars and coffee houses with entertainment, pizza parlors with eat-in, carry-out and delivery availability, movie theaters, cleaners, a K-Mart, a pharmacy and a bowling alley, among others. Most of these uses can be accommodated in the areas designated for retail use in the accompanying drawings, but the actual location of these facilities in the district will depend

on the ability to attract developers, proprietors and operators for them.

The potential for attracting 'big box' retail to the district is limited due to the sheer amount of land required. Either a K-Mart or a Home Depot would require a minimum contiguous site of approximately 4 to 6 acres. Further, the planning team believes that the disruption caused by the introduction of such large-scale stand-alone developments would wreak havoc with what is essentially a residentially-scaled fabric. These big box types of development should be accommodated by a regional strategy rather than by what is essentially a neighborhood plan.

However, the potential for attracting other types of neighborhood-level service retail called for by district residents and other stakeholders is enhanced by both this stakeholder interest and by the location of other uses within and adjacent to the district.

The Grand Center performing arts venue attract hundreds of thousands of patrons to concerts and stage events at the Fox, the Sheldon, Powell Hall and the Grandel Theatre each year. Yet there are few restaurants or other places to spend time within the district, beating the traffic or waiting for others to leave, before or after events.

The VA Hospital employs hundreds, yet these workers rarely leave the hospital's campus because the surrounding environment is so inhospitable.

Saint Louis University is a small city of over 10,000 people, but few students or faculty venture north of Lindell because there is now no place to eat or shop. University officials are interested in forging improved relationships with their neighbors to the north.

Combining these non-resident markets with the resident population in marketing the North Central district to retailers of various types has potential as an attractive strategy for attracting the types of retail services residents want and need.

This Master Plan suggests that these retail uses be located along the southern stretch of Spring Avenue, along Page Boulevard, and along Grand Avenue, in addition to being interspersed with African-American themed retail along Sarah. Retail uses in these areas must complement the retail which already exists along Lindell Boulevard adjacent to the North Central district, because it will in all probability be impossible to duplicate the same retail services within the district. It may, however, be possible to attract retailers which compete directly with those on Lindell—Papa John's vs. Pizza Hut, etc.

Many residents have also expressed a desire for movie theaters within the district. While movie theater sites could be accommodated within the South Spring, Sarah, Page or Lindell retail areas, it may or may not be possible to attract a theater operator since a multi-screen movie theater has recently

opened at Kingshighway and Lindell in the Chase complex. Grand Center probably offers the greatest potential for attracting a movie theater to the North Central district, since a theater in this location could complement the performing arts venue and attract the Saint Louis University market. Page and Sarah Avenues should also be explored as movie theater locations, although, as discussed elsewhere in this plan, few large-scale sites exist on Page.

Other Businesses: Some manufacturing businesses already exist within the district and provide jobs for neighborhood residents. These businesses include the Raskas Dairy and Allied Tool and Die, among others. Residents for the most part believe that these businesses should be allowed to remain, and the locations of these existing manufacturing businesses are shown on the accompanying drawings. However, the district presents little opportunity for the addition of additional manufacturing uses, which in modern times require very large sites. Further, manufacturing has become less and less a mainstay of the local economy, and it is expected that this trend will continue as the nation and the region focus increasingly on the high-tech and tourism industries for economic development. As a consequence, the Master Plan includes no provisions for any new large manufacturing facilities, although some types of 'boutique' manufacturing can be accommodated along Page.

Another business use which does not serve neighborhood residents directly but can serve other facilities within and adjacent to the district is the hotel. While residents are unanimous in their desire to eliminate any so-called 'hot sheet' motels within the area, some residents believe that a Holiday Inn or Best Western could provide a place to stay for out-of-town visitors to and participants in Grand Center events, as well as visitors to Saint Louis University. At the same time, the uses sometimes included within a hotel (piano bar, restaurant, etc.) can provide entertainment for neighborhood residents.

Parking

As discussed above, parking is an issue for many of the institutions within the North Central District. Parking is also an issue for the district's residents. Residential and institutional-business parking approaches recommended in this Master Plan are discussed below.

Non-Residential Parking: Most of the district's demand for non-residential parking is located within the Grand Center subarea. At the present time, most of the parking for the Grand Center performing arts venue is provided in surface lots. While Grand Center Inc. and the venue are both interested in the development of structured parking to place parking opportunities closer to the venue and free up land area for other activity-generating development, this direction is generally infeasible given

present-day parking economics in the district.

A few short- and mid-term opportunities for shared development of structured parking do, however, present themselves, in situations where a reasonably high level of daytime parking demand recedes in the evenings, when demand from venue patrons grows. These opportunities to pair venue parking with business and institutional parking in the development of parking structures are included in the accompanying drawings and discussed below.

VA Hospital-Powell Symphony Hall:

These institutions are ideal 'parking partners' because they are located in close proximity to one another and have complementary parking demands. In a meeting which occurred during this planning process, both VA executives and Symphony executives expressed a desire to work with each other to develop a parking garage on the southwest corner of Enright and Grand. This is an immediate opportunity which should be acted upon as quickly as possible, assuming that a viable financing plan can be developed.

Cardinal Ritter-Grandel Theatre/Sheldon Memorial/KETC/Pulitzer/Fox:

Cardinal Ritter College/Preparatory School does not yet exist and demand at these three performing arts venues is not yet sufficient to justify the construction of structured parking. However, a future expansion of Cardinal Ritter is included in its site plan, and it is

expected that construction will continue to take place in the area of Grand Center adjacent to these venues. As this development progresses, the time will come when additional parking is needed by both Cardinal Ritter and the venues. Custodians of the Grand Center sub-area should watch for the right time to begin planning and construction discussions for the structured facilities which would serve these clients. Suggested locations for these structured parking facilities are indicated in the Master Plan.

Some additional parking can be made available for the district's businesses and institutions by allowing angled parking on streets which are wide enough. Three places where this is recommended are on Enright north of the new Cardinal Ritter campus, on Delmar east of Grand during Symphony performances, and on Spring and Redd Foxx as a part of the proposed Scruggs Church campus. Where additional parking is needed only during performances and religious services, angled parking can be allowed only during such times, with parallel parking at other times. Conflicts with parking meter spacing, if any, will need to be explored.

Residential parking: This Master Plan recommends that residential parking be accommodated through both on-street and off-street parking.

Off-street parking, with designated spaces for each housing unit, is particularly important in mixed use situations, so that residents always have places to park even when retail activity is at its peak. Today, off-street parking is also very important in marketing homes to owner-occupants—new residents will want the same convenience as is available in other parts of the region, with parking very close to their homes. These new residents will also want to be sure that their vehicles are secure, and this is best accomplished with garages in the case of owner-occupied property. While garages are also desirable in rental developments, rental economics rarely permit this type of amenity. Consideration can be given to secured lots with remote-operated gates if additional security becomes a marketing issue.

On-street parking is recommended for visitors and homes with multiple vehicles. Continuous but calm and slow-moving traffic on the residential streets will enhance pedestrian and resident security.

The following section describes specific real estate development initiatives which can become the keys to the revitalization of the entire North Central district. It is intended that these key initiatives will grow outward to other parts of the neighborhoods, which will be rebuilt in smaller increments once market re-establishment has taken root.

5 Key Reinvestment Initiatives

I Key Reinvestment Initiatives



THE INITIAL REDEVELOPMENT initiatives should be designed and built as linchpins of a comprehensive strategy to rebuild the district. This 'key strategic initiative' approach allows revitalization to proceed incrementally in multiple locations throughout the district. It is important that each key initiative trigger both the public and private investment called for in the plan so that, over time, the area-wide master plan is implemented and connected.

This section describes key initiatives for beginning the implementation of this master plan. While it is intended that all of these key initiatives proceed with relative concurrence, there is no specific phasing or priority outlined since each individual initiative will move along at its own pace due to funding and land availability and other factors. What is important is that the timing of each initiative must be keyed to public improvements commitments within the planning area, in order to create momentum, critical mass and credibility with respect to public investment. There are many important initiatives, such as rebuilding and improving residential streets and parks that should occur alongside the key initiatives. These are detailed in Section IV, *Parks and Other Open Spaces* and *Pedestrian and Vehicular Transportation*.

Key initiatives outlined in this section include the following: Vandeventer Parkway; Spring Avenue; Windsor Place; Enright Park; Finney Park; Delmar Place and Sarah Place. Other initiatives which are complementary include Grand Avenue; Page Avenue and Covenant Plaza.



Development Initiatives Summary

Initiative One – Vandeventer Parkway (Page 86)

Single Family Detached (3 & 4 BR)	57
Townhouses (2 & 3 BR)	36
Apartments (54 @ 1 BR / 123 @ 2 BR)	177
Total:	270

Initiative Two – Windsor Place (Page 90)

Single Family Detached (3 & 4 BR)	29
Townhouses (2 & 3 BR)	24
Total:	53

Initiative Three – Finney Park (Page 93)

Single Family Detached (3 & 4 BR)	97
Townhouses (2 & 3 BR)	52
Total:	149

Initiative Four – North Spring at Cook (Page 98)

Single Family Detached (3 & 4 BR)	54
Townhouses (2 & 3 BR)	46
Total:	100

Initiative Five – South Spring at Olive (Page 100)

Apartments (1 & 2 BR)	114
Ground Floor Retail	65,000 SF

Initiative Six – Sarah Place (Page 102)

Townhouses (2 & 3 BR)	7
Apartments (1 & 2 BR)	78
Total:	85
Ground Floor Retail	37,500 SF

Initiative Seven – Delmar Place (Page 108)

Apartments (1 & 2 BR)	22
Townhouses (2 & 3 BR)	21
Renovated Apartments (1 & 2 BR)	26
Total:	69

Vandeventer Parkway

Vandeventer serves many purposes in the North Central neighborhoods. It serves as a main entry to the neighborhoods. It connects the North Central neighborhoods to the northern and southern parts of the city in general, and specifically to the Saint Louis University campus and retail developments on Lindell Boulevard. It is a prominent institutional address. Although vehicular traffic on Vandeventer is not considered overly heavy, this street carries the second highest volume of north-south traffic in the planning district—only Grand Avenue carries more.

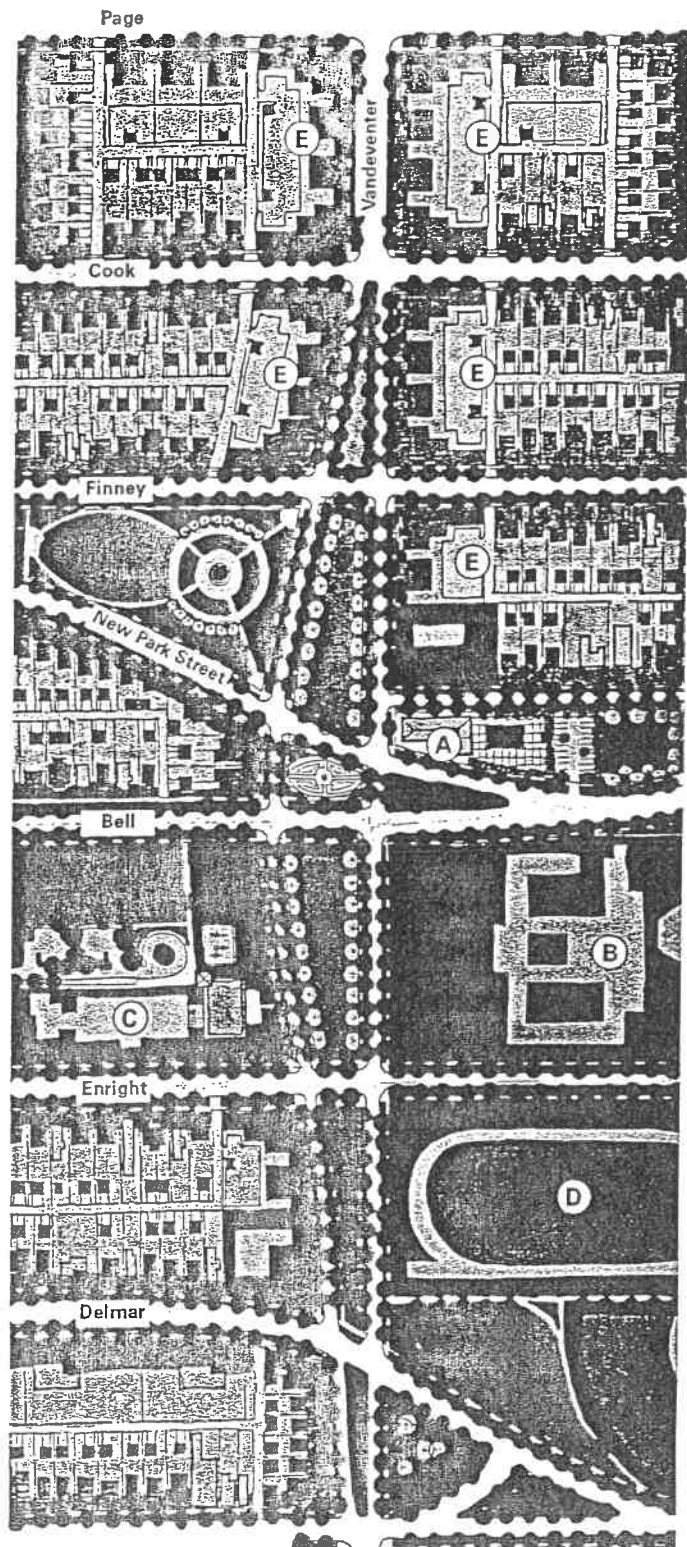
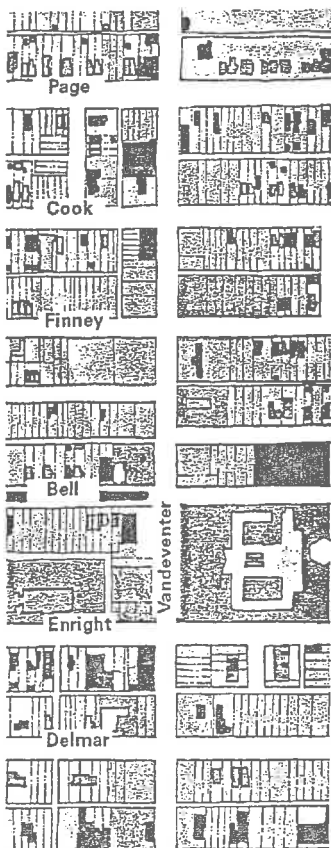
Existing

Vandeventer is a wide four lane thoroughfare that slices through the heart of the North Central neighborhoods. The currently configuration acts as a dividing line and discourages interaction among the neighborhoods.

Proposed

The three South bound lanes are rebuilt along a new alignment to create a landscaped parkway that is both a residential and institutional address.

- A New Day Care Center
- B City Courts
- C New Library
- D Proposed Cardinal Ritter School College Prep Grounds
- E New Residential





Existing Vandeventer

At present, Vandeventer divides the neighborhoods with a wide and forbidding expanse of concrete. In order for the North Central neighborhoods to share community facilities located on opposite sides of Vandeventer, and create a welcoming neighborhood entrance for residents and visitors as well as set an appropriate tone for the revitalization of the neighborhoods on either side, Vandeventer's character must be improved.



Proposed Vandeventer

Before

Vacant buildings and lots as well as fenced parking lots along Vandeventer set the image of the North Central neighborhoods

After

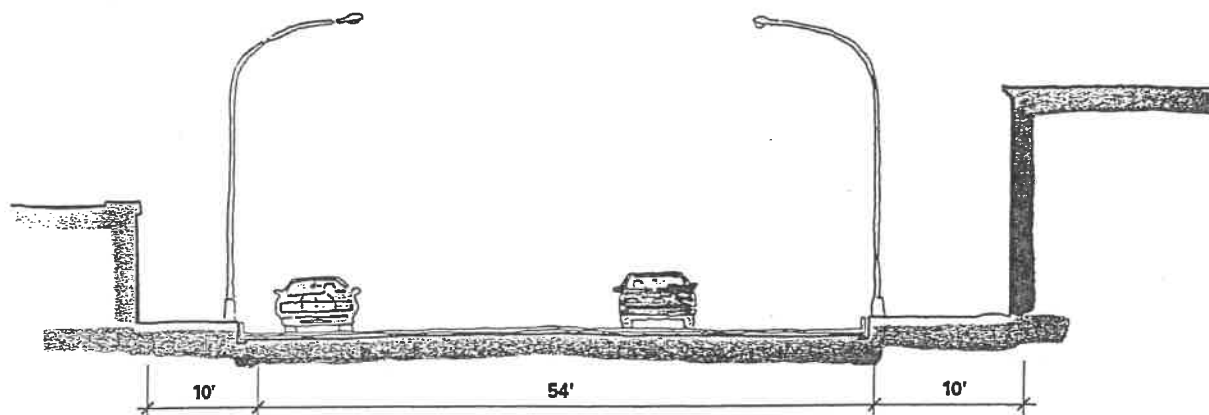
New residential development fronts a rebuilt Vandeventer Parkway in the north between Bell and Page. Buildings would be designed as small apartment buildings that fit the character of the historic architecture.

In addition to improving the character of the public right-of-way, uses along Vandeventer should be scaled to work comfortably with the expected volumes of traffic and surrounding land uses.

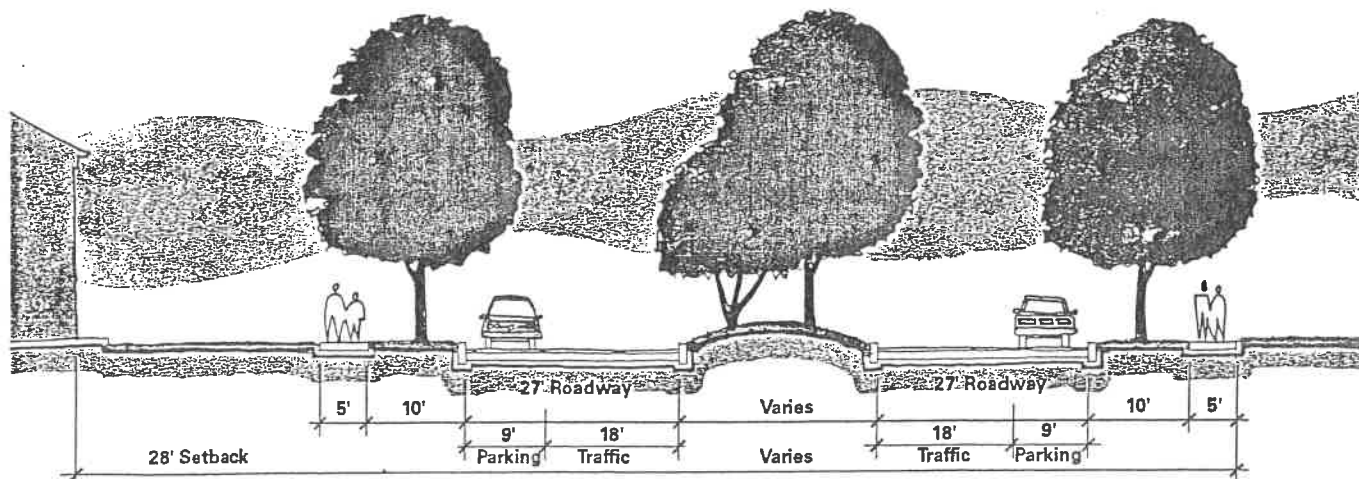
A number of properties which reflect poorly on the North Central neighborhoods now front Vandeventer. These properties include one or two small commercial uses, a fenced parking

lot for social service busses, and the Juvenile Court facility. The overall impression along most parts of Vandeventer as it runs through the North Central neighborhoods is one of decay and dilapidation.

On the positive side, the street now serves as an address for some developments (Kappa House, McCormack Place Senior Housing) which are both functional and visual assets to the



Existing Vandeventer Alignment



Proposed Vandeventer Alignment

neighborhoods. In the Grand Rock and Vandeventer neighborhoods, Grand Rock CEDC and Citizens for a Better Community are fostering the development of a day care center, a community center and a library along Vandeventer. In the Grand Center subarea, Grand Center Inc. has proposed that the new Cardinal Ritter College Preparatory School be located along Vandeventer and that new housing be developed on Olive east of Vandeventer.

For these initiatives to be successful and form a cohesive critical mass that spurs other redevelopment, the various initiatives need to be tied together in a way that forms a positive focus for the surrounding neighborhoods.

This Vandeventer reinvestment initiative calls for the reconfiguration of Vandeventer as a divided parkway. The parkway is designed with two traffic lanes, a parking lane, a tree lawn and a sidewalk on each side of a landscaped median which varies in size. The addition of the landscaped median and tree lawns will significantly improve the image and character of the street while making it easier for pedestrians to cross the street to access institutions on the other side.

The existing Vandeventer right-of-way is 75 feet at the southern end of the district and 80 feet at the northern end. As shown in the accompanying drawings, the 80-foot right-of-way will accommodate the proposed configuration, with a minimal 5-foot median; the

75-foot width will accommodate the proposed configuration without the median. Thus, the initiative calls for the acquisition of additional right-of-way to the west and realignment of the south-bound lanes to accommodate the new median. Uses proposed along Vandeventer include both residential and institutional—the new Cardinal Ritter school, the new community center, the new day care center and the new library—where these institutions will be readily accessible to residents of all of the North Central neighborhoods.

New housing should be built fronting Vandeventer north of Bell Avenue. These buildings are shown as small 4 to 12 unit apartment buildings that are two to three stories in height. These would be designed to fit in with the historic fabric of the neighborhood and should look like big, St. Louis houses. It may be more appropriate as an address for rental housing since Vandeventer is a major street. This could provide a good transition to the single-family neighborhoods flanking both side of Vandeventer.

It is recommended that land and right-of-way acquisition for the parkway proceed as quickly as possible. As previously indicated, it is intended that this take place without disruption to existing residential owner-occupants. The parkway can be constructed in stages, concurrently with the construction of the housing and institutions which front it.

Windsor Place

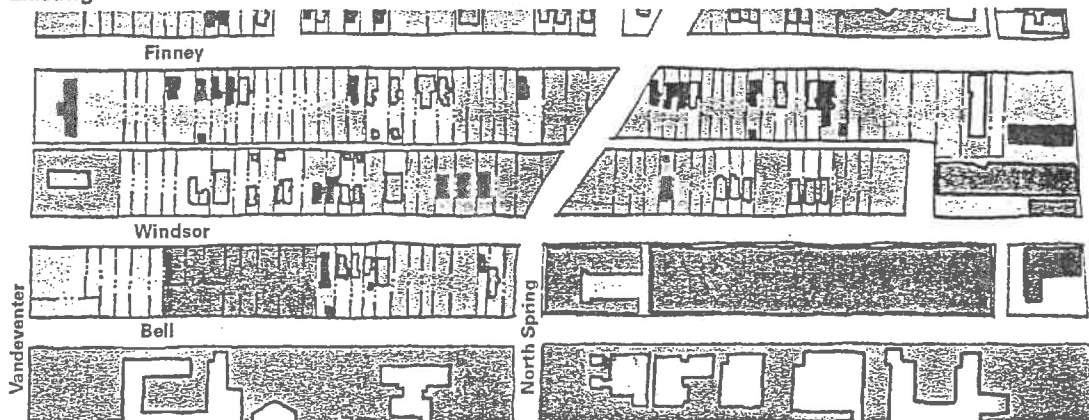
Although the street names change and the location shifts to the south, the half-block condition described in the Finney Place initiative continues into the Grand Rock neighborhood between Vandeventer and Grand.

The southern edge of the Grand Rock subarea fronts old, undistinguished warehouse structures located on this half-block between Grand and Spring. This means that Windsor essentially functions as an alley in this

area for the warehouse properties located on the south side of the streets, since the half-block has no alley and loading for the warehouse structures takes place on Windsor. Homes located on the north side of Windsor front this alley space rather than a true residential street.

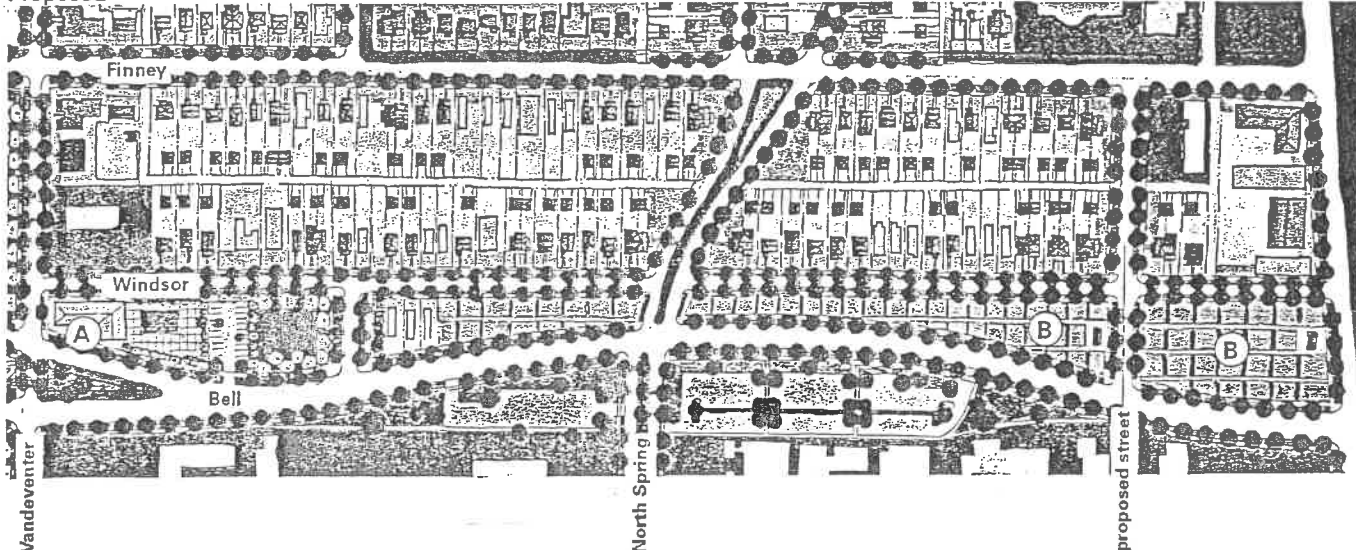
The half-block configuration between Vandeventer and Spring now boasts a community garden, a long-time and major neighborhood asset. The

Existing



- A New Day Care Center
- B Community Gardens

Proposed



remainder of this half-block includes only one house in good condition.

This Master Plan proposes a realignment of Bell Avenue between Vandeventer and Grand to address the above conditions. This realignment will create additional open space for the institutions to the south and provide a significantly more appealing 'front door' for new residential development on the north side of Windsor and for the institutions to the south, as well as provide additional off-street parking for the institutions and on-street parking for new residents on Windsor. Providing more designated off-street parking for the institutions will make it less likely that institutional parking will spill over onto residential streets.

The realignment and new open space would replace mostly vacant residential property and the inappropriate, underutilized warehouses along Bell. Without significant improvements to the south side of Windsor, the marketability of the vacant property along the north side of Windsor is seriously

impaired. The reconfiguration will support and this initiative proposes 29 single-family detached homes and 24 townhouses.

This initiative will also link Grand Avenue to the linear park along Finney to provide a continuous network of open space and will open up an appealing pedestrian east-west path for North Central residents, who expressed a desire for safer and more attractive pedestrian routes.

Finally, this initiative will also create opportunities for expansion of the community gardens. While the planners had originally proposed that almost the entire length of realigned Windsor be designated from the outset as community garden space, neighborhood residents who tend the garden feel that this expansion is best accomplished over time, as new gardeners are recruited from the existing neighborhood population and newcomers to the neighborhood.



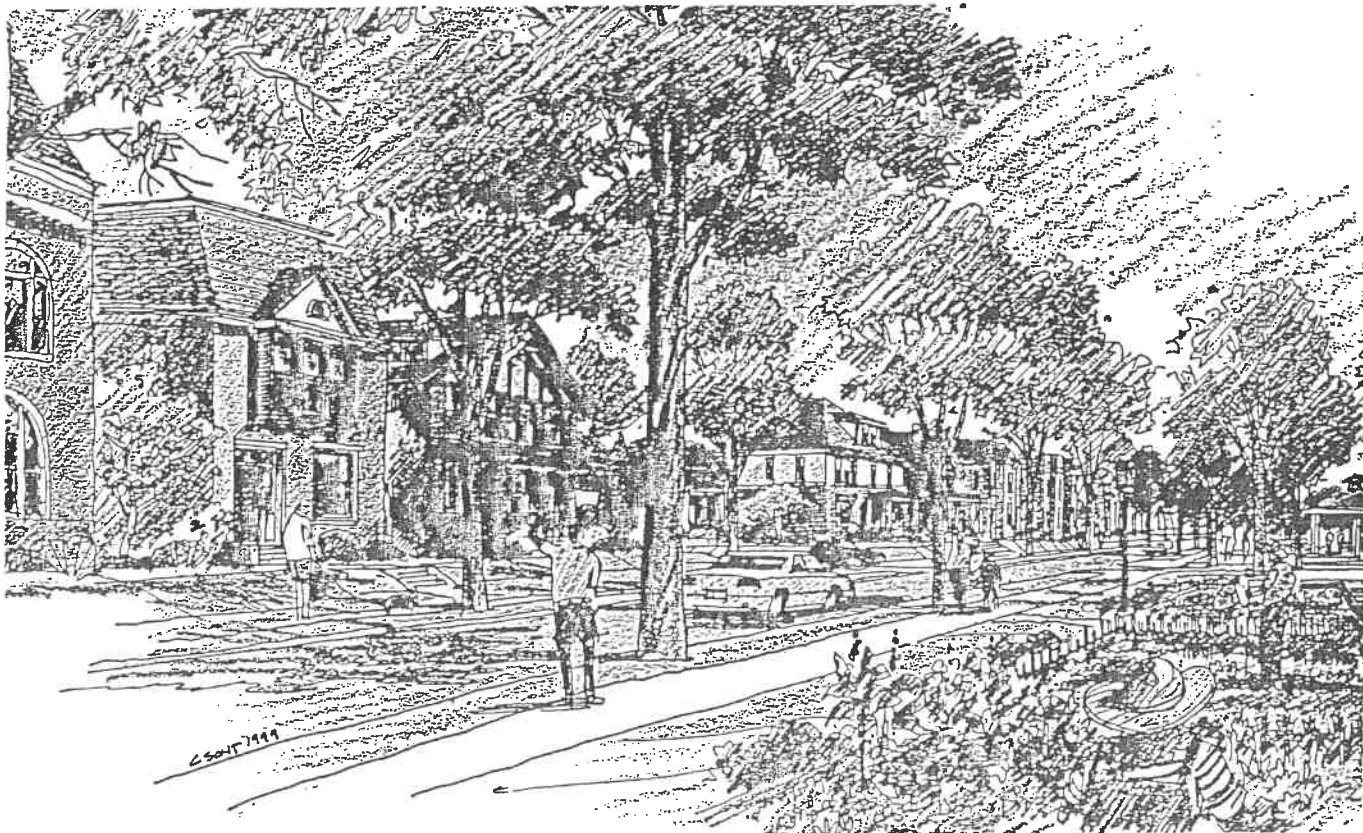
Existing Windsor Place

Before

Houses on Windsor Place look across to service yards and banks of old warehouses.

After

Properties between Windsor Place and Bell will be developed as a linear park with gradually expanded community gardens as an address for new infill housing.



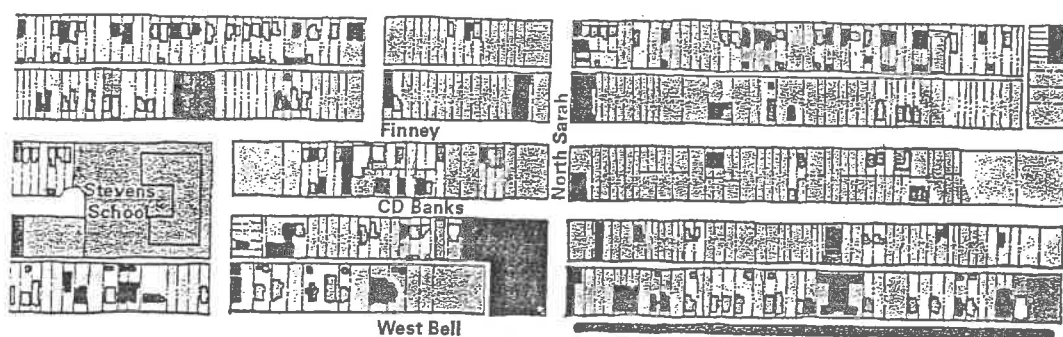
Proposed Windsor Place

Finney Park

Between Finney and C. D. Banks Avenues, from Stevens Middle School to Vandeventer, a 'half block' condition exists where the block is only slightly more than half as deep as other blocks, and no alley exists within the block. If houses are placed on both sides of the block, the lots are too shallow to be marketable, and services like trash pickup are problematic. If houses are placed on only one side of the block,

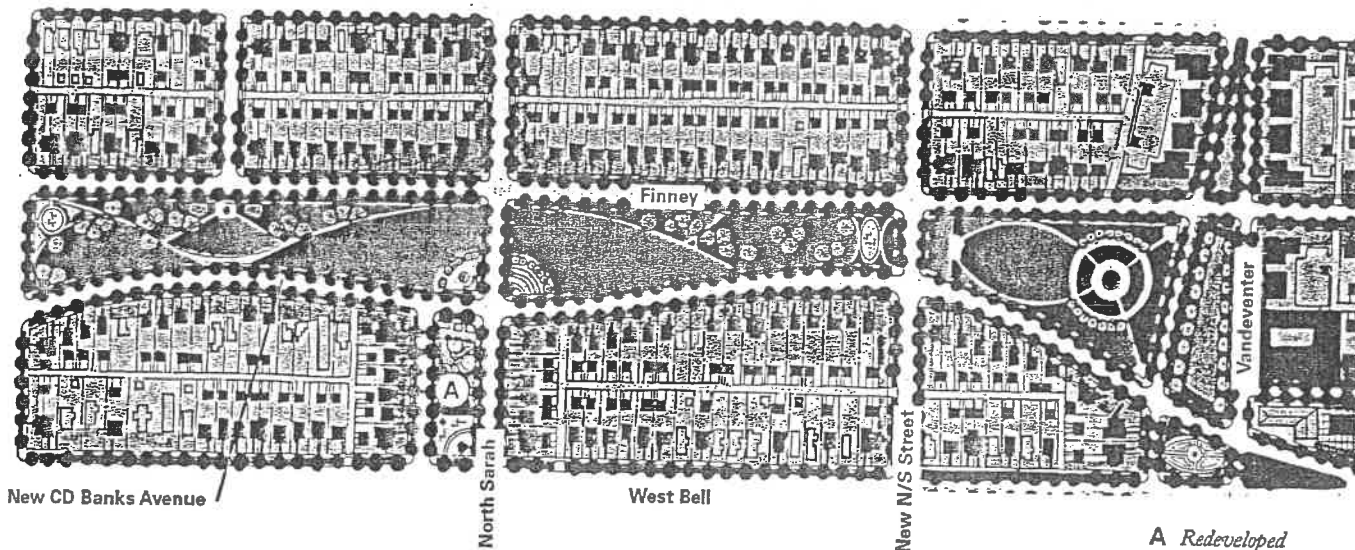
houses on one of the adjacent streets must face the back yards of the houses on the half block. The awkwardness of this condition is demonstrated by the extent of disinvestment which has occurred both within the half-block segments and on the facing streets.

This is a prime example of a situation where a neighborhood problem is also a neighborhood opportunity. Vacant land and buildings as both prob-



Before
The half-block between Finney and CD Banks is largely vacant.

After
CD Banks is rebuilt as a park drive creating a new neighborhood park.



A *Redeveloped Turner Park*

lems and opportunities were mentioned often by neighborhood residents and other stakeholders during the planning process.

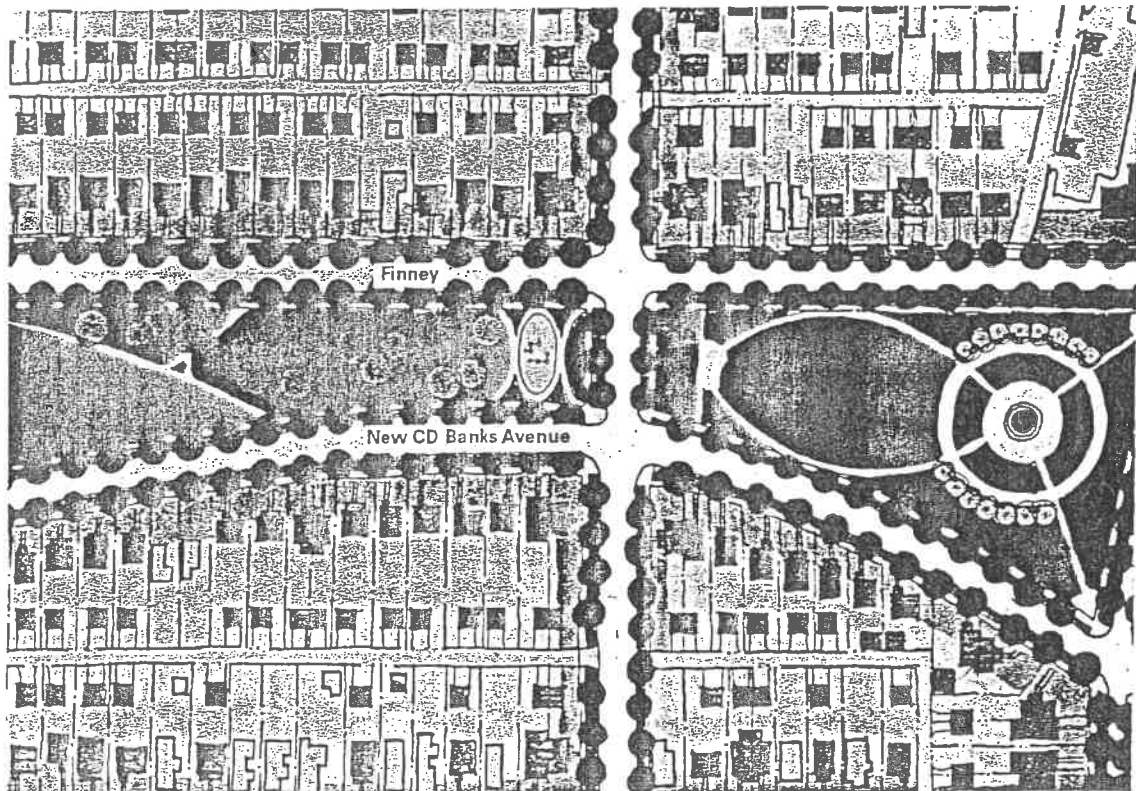
Because the half-block is for all practical purposes incapable of supporting new residential development, it is a prime opportunity for the development of new neighborhood open space, which can serve as a focus for new residential development on adjacent blocks. This new linear park will provide additional open space for Stevens Middle School at the western end of the park and link the school to Vandeventer and the institutional campuses to the east.

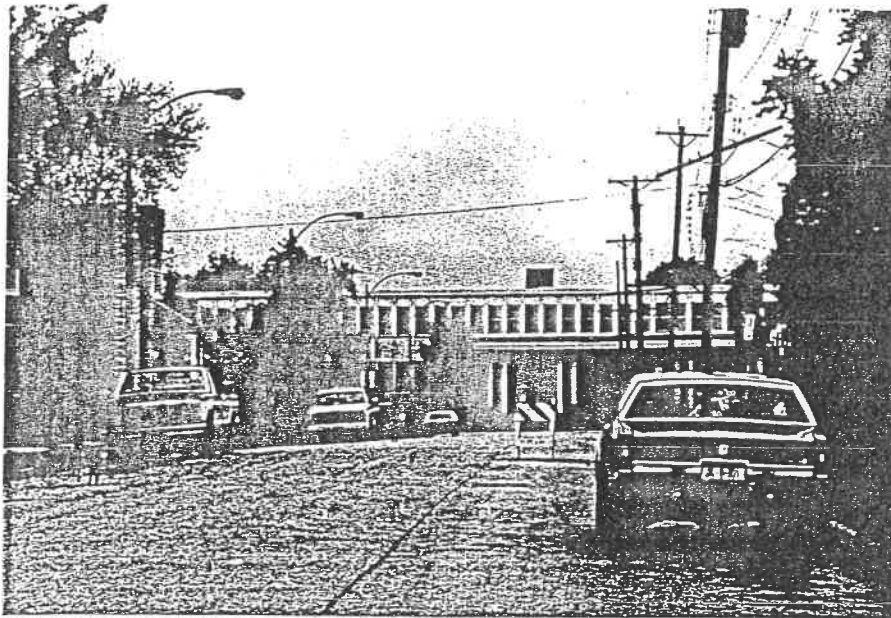
This Master Plan also calls for the realignment of C. D. Banks Street to create a park drive that can be a highly desirable address for new residential development. This initiative blends rehabilitation of historic houses with new single-family detached infill development along three blocks of addresses created on Finney and realigned C. D. Banks fronting the new linear park. The park drives will accommodate and this initiative proposes 97 detached single-family houses and 52 townhouses, as indicated on the accompanying illustration.

The Park Address

A continuous park address provides great opportunities for creating a critical mass of new housing through the heart of the Central West End

Neighborhood. The park links Stevens Middle School to Vandeventer and creates a new recreational amenity for residents and the school.





Existing Conditions: Looking west along C. D. Banks toward Stevens School

Current Image
CD Banks creates a half-block condition that is largely un-marketable for residential development. The image is one of deterioration and vacant property.

Finney Park
The Revitalization Plan proposes the realignment and reconstruction of CD Banks into a park drive. Now vacant property would become a new residential address on a park



Proposed

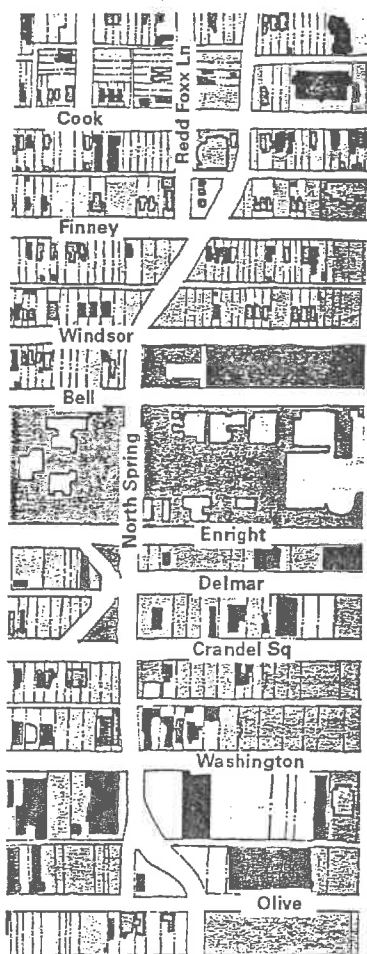
Spring Avenue

Spring Avenue is an important north-south connector within the North Central planning area. Spring links the entire planning area to Saint Louis University on the south, and, together with Grand Avenue, links the Grand Rock neighborhood to Grand Center institutions, which will soon include the new Cardinal Ritter College Preparatory School. While Spring was at one time a major north-south connector running through most of the City, the closure of the Spring Avenue bridge terminated Spring at the rail yards south of the planning

area in the early 1980s. Since that time, the city, at the request of Saint Louis University, has vacated Spring between Forest Park Boulevard and Lindell and made the resulting land area part of the Saint Louis University campus. As a result, Spring has lost a lot of its traffic as a north-south connector street.

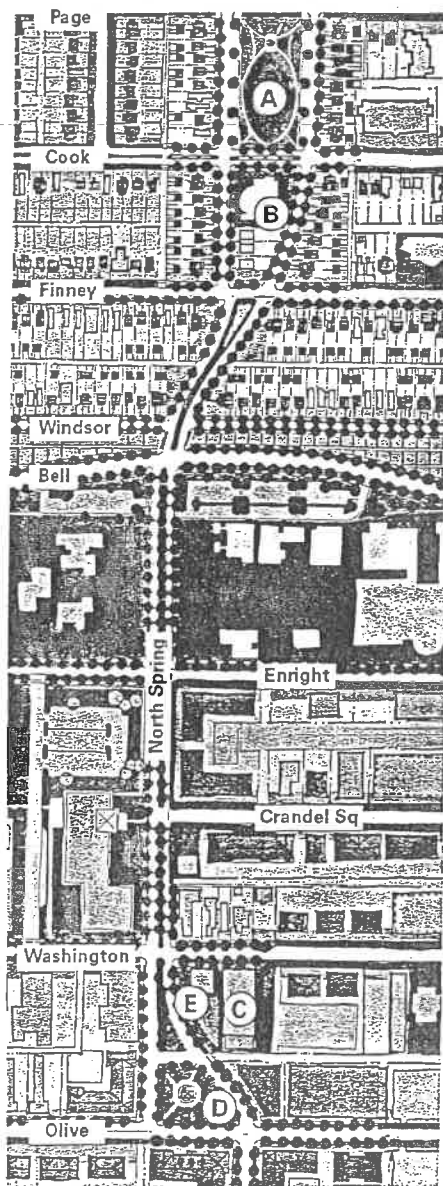
**North
Spring at Cook**
The area around Scruggs Memorial Church is largely vacant property, overgrown and un-maintained. The Plan calls for the development of a Church Green with on-street parking to create a gateway on Page. Redd Foxx Lane becomes part of Spring Street as a one way pair.

A New Church Green
B Scruggs Memorial Church



**South
Spring at Olive**
A new Square is proposed for the Spring and Olive intersection adjacent to the new Pulitzer Foundation for the Arts. This would become an address for a mixed-use commercial and residential center to anchor this corner of the Grand Center District.

C Pulitzer Foundation for the Arts
D New Square at Olive
E Forum for Contemporary Art



In addition, steps were taken before the abandonment of the Spring Avenue Bridge to widen Spring as a north-south connector extending through the city. The abandonment of this plan has resulted in Spring's current configuration as a wide expanse of concrete with relatively little vehicular traffic.

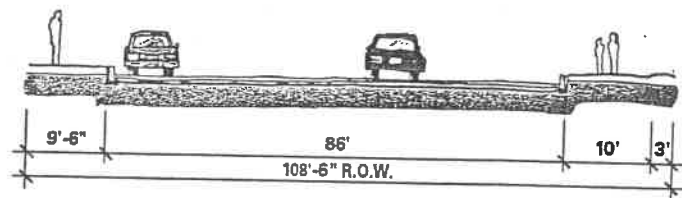
At present, Spring has a number of alignment shifts as it passes through the neighborhood, creating awkward intersections, areas of undevelopable and poorly maintained land and confusing traffic patterns. On the positive side, the historic Scruggs Memorial Church is located on Spring and is a major neighborhood asset. Right now, the setting

for the Church is such that its beauty is difficult to observe, and the Church parishioners have expressed a desire for improved parking and an improved institutional setting.

The plan calls for improving Spring by inserting medians at the northern and southern ends of the planning area, to create better vistas and settings for the institutions located along Spring. The improvements proposed have been split into two different initiatives, the South Spring Initiative in the Grand Center area and the North Spring Initiative in Grand Rock. These initiatives are described below.

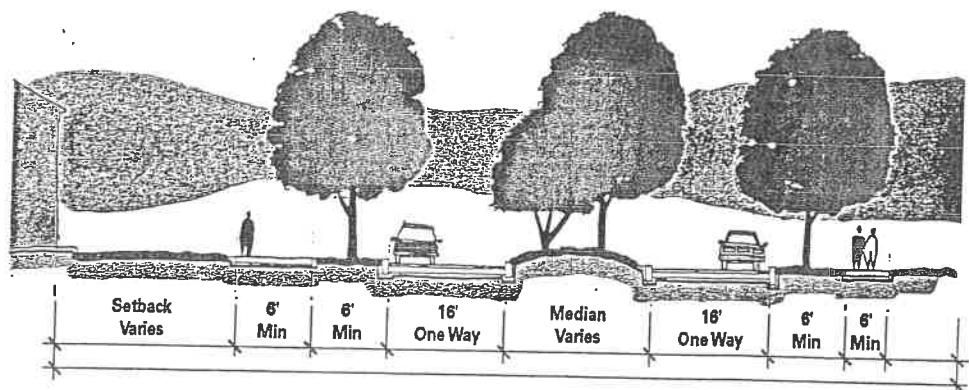
Typical Cross-Section at Spring Avenue

Currently Spring Avenue is a wide, four lane section with very little traffic. Sidewalks are discontinuous and in disrepair.



Proposed Modification of Spring Avenue

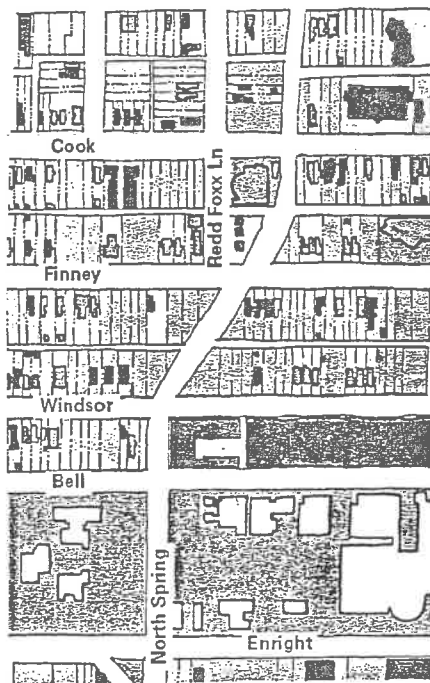
The proposed modifications include the creation of a medianized cross-section and consistent tree-lawns and sidewalks along the entire length of Spring. Church



Spring Avenue North

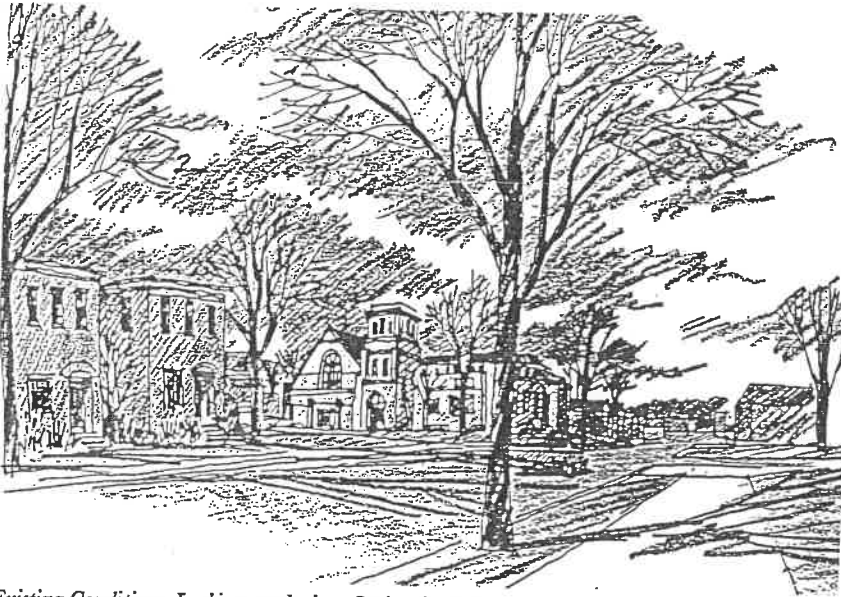
The area around Scruggs Memorial Church is largely vacant property, overgrown and poorly maintained. The northern section of the Spring Avenue initiative combines the northern section between Finney and Page with Redd Foxx Lane to create a new green fronting Scruggs Memorial Church. The new green creates a neighborhood gateway at Page Avenue and provides a dignified setting for the historic church while also providing much-needed

parking. The green also sets up a series of desirable addresses for new residential development by reconfiguring Spring and Redd Foxx as complementary one-way streets between Page and Finney. This initiative proposes 54 single-family detached houses and 46 townhouses, as shown on the accompanying site plan. The green also provides for diagonal parking along its perimeter to address the church's parking needs.



North Spring at Cook
The area around Scruggs Memorial Church is largely vacant property, overgrown and un-maintained. The Plan calls for the development of a Church Green with on-street parking to create a gateway on Page. Redd Foxx Lane becomes part of Spring Street as a one way pair.

A New Church Green
B Scruggs Memorial Church



Existing Conditions: Looking south along Spring from Page

Proposed



The Plan calls for the creation of a new church green at the Page intersection where currently the property is predominately vacant lots and buildings. This new green creates a northern gateway into the neighborhood and sets up a series of new addresses for residential development.

Spring Avenue South

A number of new development initiatives are currently under way in the North Central district along the southern portion of Spring. These include the new Pulitzer Foundation for the Arts, now under construction, as well as the Forum for Contemporary Art and the Cardinal Ritter school, now in various stages of pre-development. In addition, the Vandeventer-Spring Redevelopment Corporation, a spin-off of Grand Center Inc., is proposing new residential development along Olive immediately west of Spring and is preparing to make public a redevelopment plan for the area bounded by Vandeventer, Spring, Lindell and Enright in the very near future. This southern part of Spring Avenue is also very close to the Saint Louis University Campus.

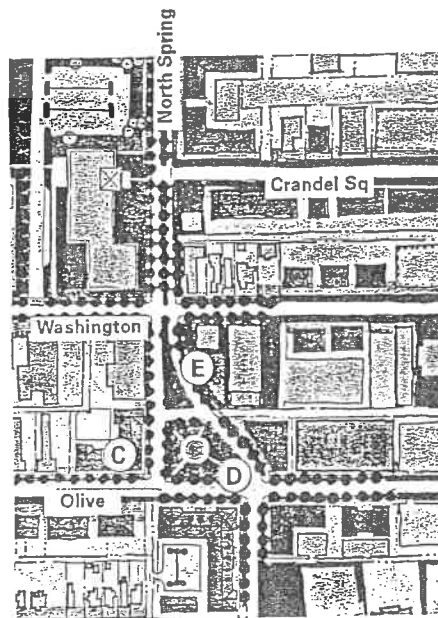
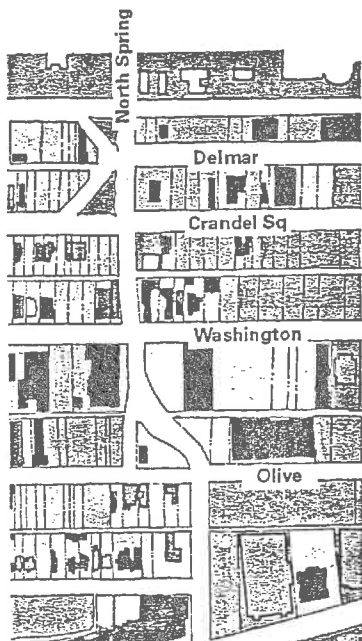
At present, the alignment of Spring shifts between Olive and Washington, creating an awkward concrete median, as a result of the abandoned efforts turn Spring into an arterial distributor.

The convergence of the existing Saint Louis University population and the new populations which will be generated by the development now in progress presents an opportunity for successful retail development. Spring's alignment shift presents an opportunity for the development of a significant neighborhood green space.

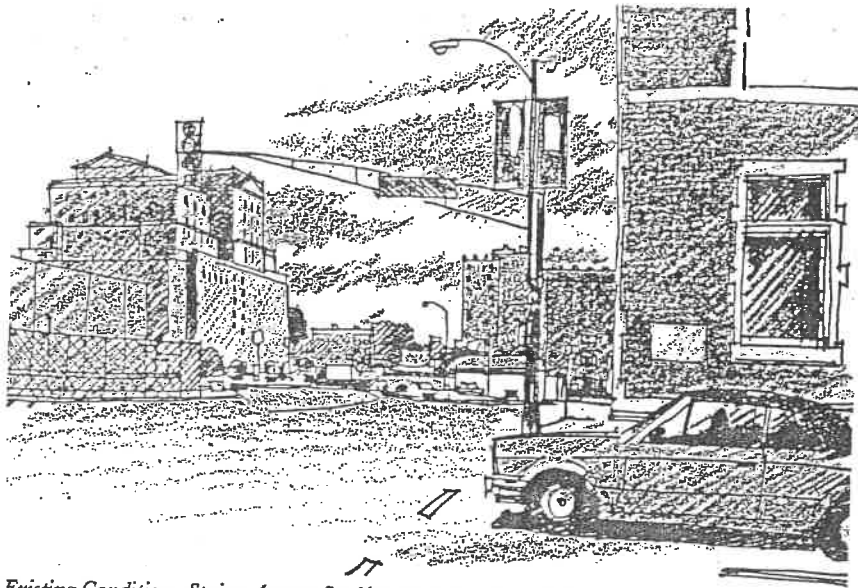
This Master Plan proposes the creation of a new urban square where Spring intersects with Olive Street. The square will provide an appropriate setting for the new galleries at Spring and Washington and a new address for a

South Spring at Olive

A new Square is proposed for the Spring and Olive intersection adjacent to the new Pulitzer Museum. This would become an address for a mixed-use commercial and residential center to anchor this corner of the Grand Center District.

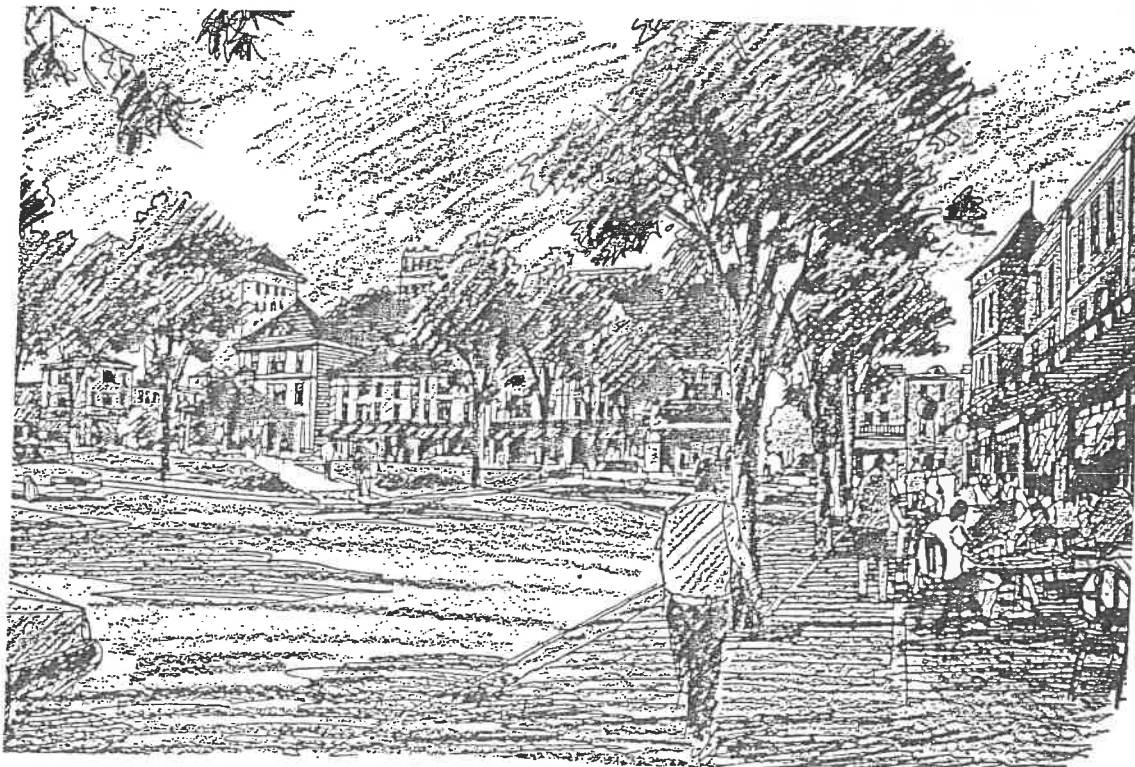


- C Pulitzer Pulitzer Foundation for the Arts
- D New Square at Olive
- E Forum for Contemporary Art



Existing Conditions: Spring Avenue Looking south from Lindell Boulevard

Proposed



Existing
Currently, South Spring creates a confusing intersection and left over land at Olive. The new Pulitzer Museum is located at this largely unclaimed, undeveloped space.

Proposed
The plan calls for the development of a new, urban square lined with mixed-use buildings three to four stories in height with retail uses on the ground floor and housing or offices above.

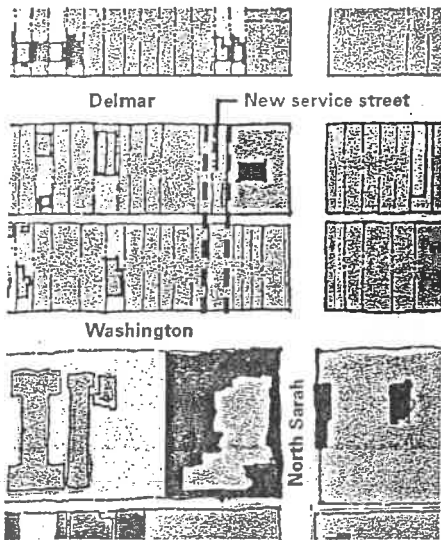
mixed-use commercial and residential center. The proposed development will create a nucleus in the heart of Grand Center and provide a continuous link to the University while providing retail services for both North Central residents and the University population.

This development of this new urban square and the medians will also serve to calm traffic along Spring, resulting in the potential for safer interaction between Cardinal Ritter students and the various venues in Grand Center with educational possibilities, including the Pulitzer facility, the Forum and the performing arts venue.

This initiative includes 114 residential apartments and 65,000 sq. ft. of ground floor retail.

Existing Block

Vacant property surrounds the North Sarah Street corridor which links directly to the Lindell commercial district

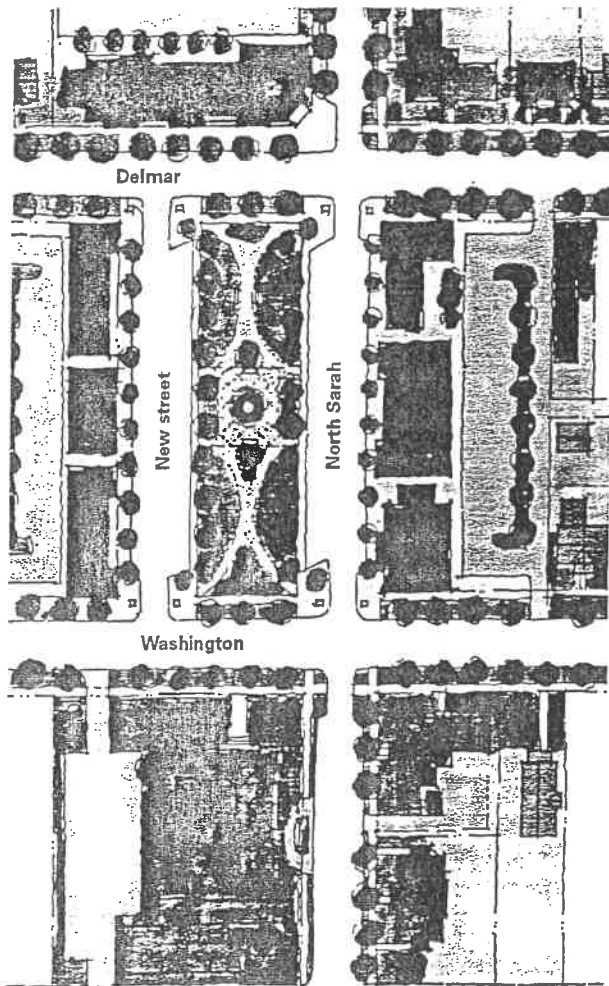


Sarah Place

The section of Sarah Street which runs through the North Central Planning District is most notable for its history in the commercial development of African-American music. In its heyday, this section of Sarah housed the few places in the region where records with African-American music could be purchased. Sarah is another street which connects the planning area to the surrounding city districts, particularly the commercial shopping area along Lindell.

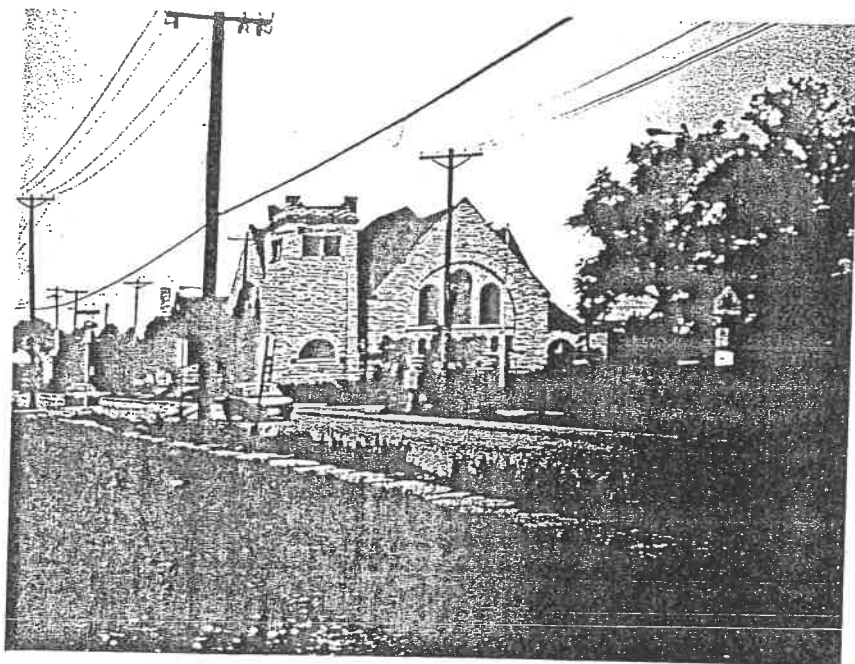
The Master Plan proposes that the stretch of Sarah Street between Washington and Page be designated for mixed use residential and retail. The historic nature of the district could be reinforced with specifically targeted entertainment and retailing uses. Service retail can also be interspersed among the themed establishments, much like dry cleaner and other service retail is now interspersed among the art galleries, antique shops, etc. in the Central West End.

The Master Plan proposes that a signature initiative for this district be developed around an historic church at the corner of Washington and Sarah. This initiative calls for the creation of a



Sarah Place

Vacant property is converted into a new square surrounded by a mix of neighborhood retail and residential uses.



North Sarah Street

Currently the area around North Sarah and Washington is vacant and deteriorated. The initiatives to restore housing in the western part of the planning area will create a context for developing new neighborhood commercial.

Sarah Place is an initiative that calls for new retail and residential development around a Square. This is linked directly to the Lindell shopping district, and can expand northward along Sarah.

103



mixed-use neighborhood center at Sarah and Washington, built around a new parklet. The historic Shiloh Temple anchors the southern end of the square and provides a visual focus and identity for the development.

In this proposal, Sarah Street is modified with additional landscaping to create angled parking in front of the ground floor retail establishments and a new service street is added to complete the square. Parking is added behind the new structures to serve the second- and third-floor residential uses. These parking areas also function as service streets for both the residential and commercial uses.

The new development will complement recent investments in the Westminster area and provide convenient

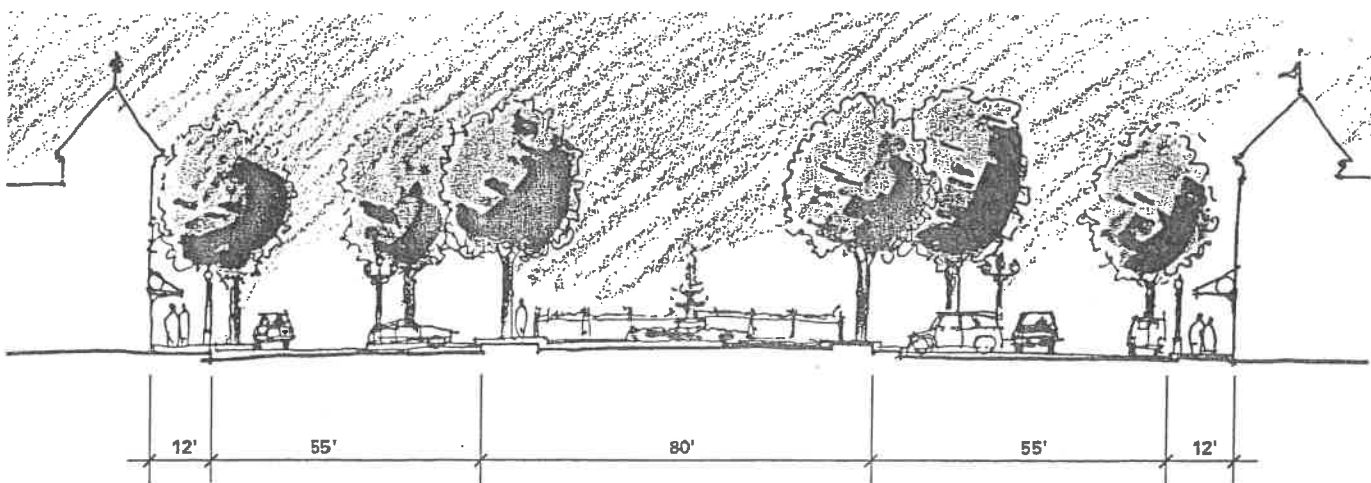
services for residents of the Vandeventer neighborhood. The development will also provide additional shared parking opportunities for the Church on Sundays, when Church activity is at its peak and retail activity ebbs.

This initiative will begin the development of retail on Sarah, which can link the retail which now exists on Lindell with future retail on Page. Depending on the success and growth potential of this initial retail initiative, the remainder of Sarah can be built out with either more mixed use or with residential.

A companion development, focused on the Transformation Christian Church, can be undertaken at the northern end of Sarah at a later date.

Sarah Place

A new service street would be constructed parallel to Sarah between Washington and Delmar. Diagonal parking would serve both the new development and the existing church.

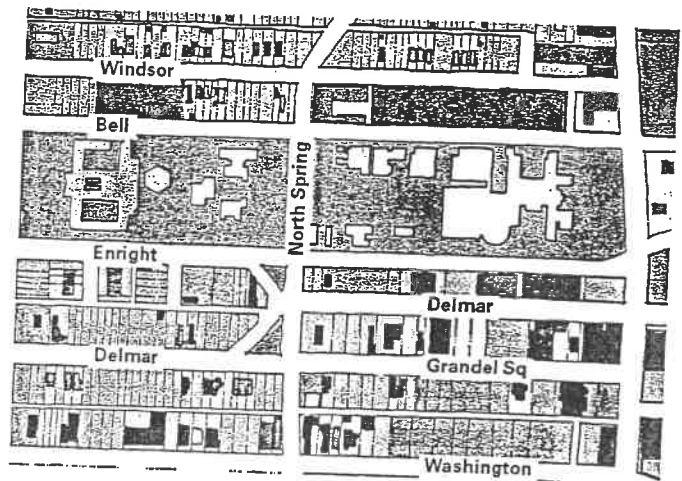


Enright Park

In addition to Bell Avenue and Windsor Place which are discussed above, Enright, Delmar and Washington also provide east-west linkages within the neighborhood. As discussed in the section above dealing with the Vandeventer Parkway, both Delmar and Washington also provide linkages to other parts of the city.

At present, the institutions fronting Enright between Grand and Vandeventer have ragged, industrial-looking edges, with chain link fencing and services yards often presenting the institution's public face. Immediately south of the institutions, dilapidated commercial and warehouse buildings, vacant houses

and vacant lots line Enright facing the institutions. The southern block between Grand and Spring is also an awkward half block like those discussed above. In this instance, a companion half-block exists to the south. These

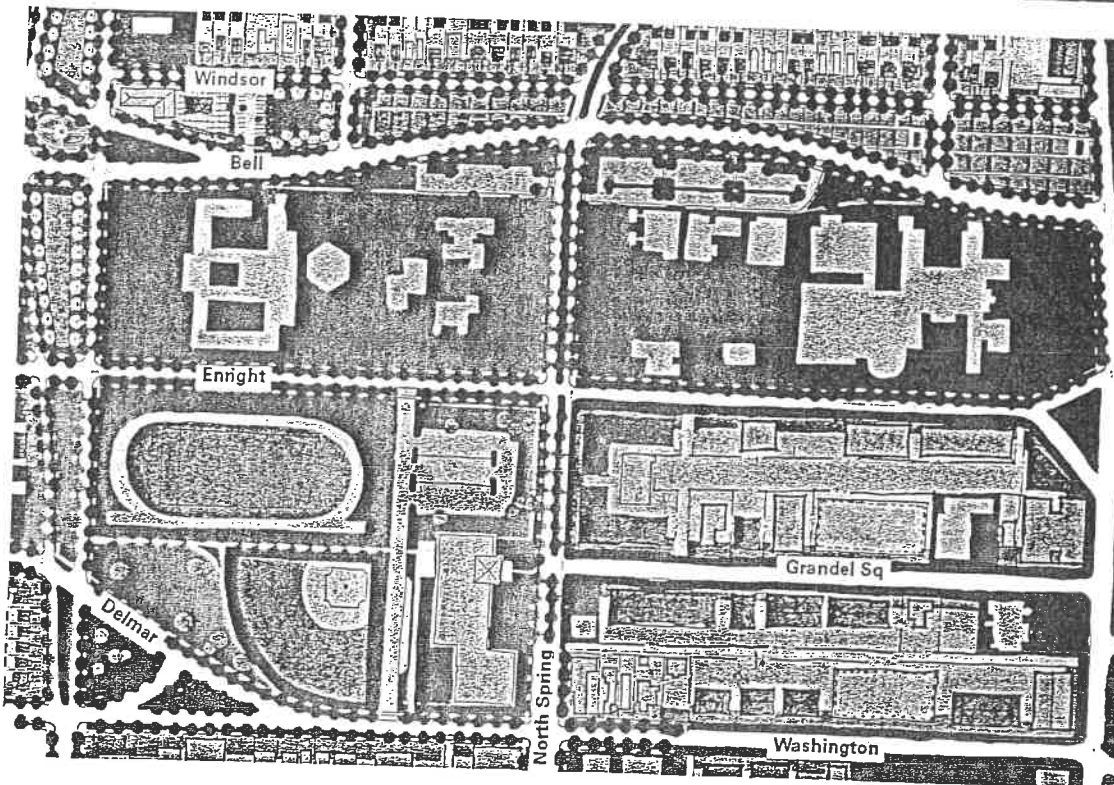


Existing Institutions (Above)

Currently the Institutions within the Planning Area have unsightly edges and awkward relationships to the surrounding neighborhood.

Proposed Campus (Below)

The Plan proposes a modification of some street alignments and addition of property to the institutions to create a park-like setting.



half-blocks flank either side of what is now Delmar Boulevard.

The Master Plan shows improvements to Enright and to the institutional borders in order to address these conditions. It is expected that some of these improvements to Enright will be carried out as part of the Cardinal Ritter College Preparatory School development.

As discussed in the *Parking* section above, an opportunity exists for the development of a parking structure at the southwest corner of Enright and Grand, to serve as shared parking for the Symphony and the Veterans Hospital. Development of this parking structure would eliminate some of the inappropriate warehouse uses along Enright. This garage is shown in the Master Plan, and its feasibility should continue to be explored.

Also related to this 'parking structure' block, the Master Plan shows the combining of the two half-blocks into one. This would permit servicing of the facilities lining the new block in the traditional manner, from the rear of the structures, rather than from a street as is now the case, and provide better opportunities for future retail and business development.

Symphony staff have also suggested that angled parking be developed on Delmar east of Grand, to provide additional parking opportunities for Symphony patrons on the Symphony's side of Grand.

Neighborhood Streets

Participants in the planning process voiced concerns about traffic and safety. Cut-through traffic within the neighborhoods is seen as an ongoing problem. Many streets have been barricaded to prevent cars from moving through, thus creating a maze of deadened streets throughout the planning area. While barricading streets may resolve some issues, this policy ultimately creates neighborhood street patterns which do not work. Loss of neighborhood connections is a pattern that leads to isolation and additional security concerns. Some of the traffic problems are due to the width of the cartways and right-of-way. Many of the existing cartways are as wide as the Vandeventer cartway--too wide for single-family neighborhood streets.

This Master Plan calls for modifying existing streets to help mitigate the speeding traffic and establish the sense of a residential address.

The Plan recommends removing the concrete pot barricades and reopening the district's streets to through traffic, to make the neighborhoods more secure by recreating more opportunities for aberrant behavior to be observed and stopped. Once these barricades have been removed, the safety issues of speeding traffic can be addressed and the character and quality of the neighborhoods' images can be greatly enhanced by the application of traffic-calming techniques.

Many techniques can be used to improve the character and the function of the existing streets. This section suggests several devices that can be successfully applied to existing streets within the planning area. These techniques are described below and illustrated in the accompanying drawings.

Narrower Intersections: The primary traffic-calming technique recommended by this plan is narrowing the street width at the intersections by adding landscaped areas. Complementary landscaping and lighting should then be added along the entire block.

Landscaped Medians: Where new north-south streets are developed, the street configuration can be planned with a landscaped median in the tradition of the St. Louis private place. Medians can also be added where the existing right-of-way is wide enough. An example of such a median on a residential street already exists on Cook.

Traffic Circles and Roundabouts: The roundabout is another means to calm traffic by forcing it around an obstacle. An example of the use this device exists on Maryland Avenue, between Euclid and Kingshighway. The center of the roundabout can also provide a location for special landscaping features.

These modifications can occur on a block-by-block basis, as new infill development occurs and as existing residents decide whether and what type of improvements they want on their blocks.

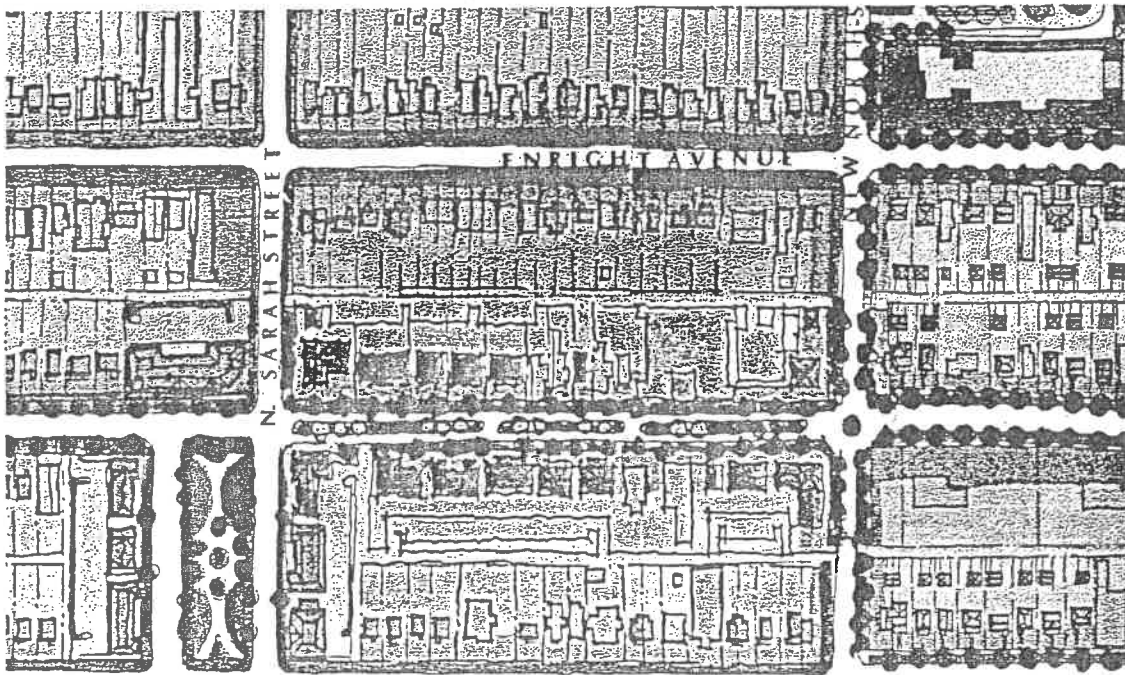
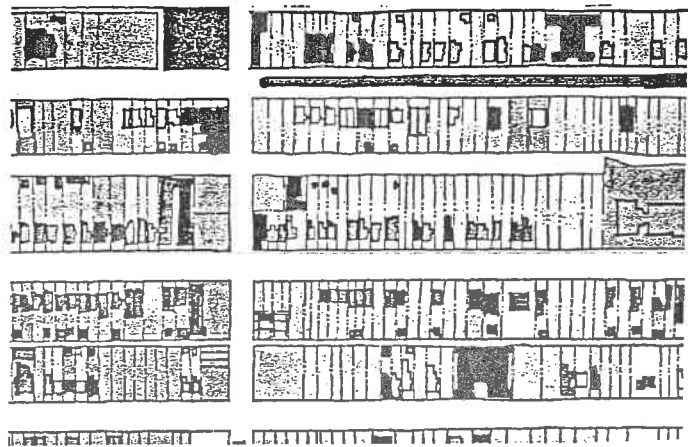
Hodiamont Bus Right-of-Way

As discussed in the *Transportation Considerations* section, this right-of-way is a problem for the Vandeventer neighborhood because it is poorly maintained and cuts a barren swath through the neighborhood. The Bi-State Development Agency receives funding each year for preserving the right-of-way is exclusively for mass transit use. This is no small consideration for the financially-strapped mass transit agency.

Bi-State officials are, however, more than willing to work with North Central stakeholders in resolving this neighborhood problem. Discussions begun during this planning process should continue with Bi-State officials, with the goal of making this right-of-way a neighborhood amenity rather than a neighborhood problem. Federal funding may be available for this purpose, and this implementation avenue should also be fully explored.

Delmar Place

Delmar Street has long been seen as a key street within the North Central District. The Plan recommends that a series of new residential addresses become the focus for ongoing improvements. The first initiative could occur as a block development between the new north-south street west of Vandeventer and Sarah in which new, multi-family rental units or townhouses for sale would line both sides of the street. This initiative would include the redevelopment of a block long section of Delmar into a street that has a landscaped median and a new roundabout marking the eastern edge.

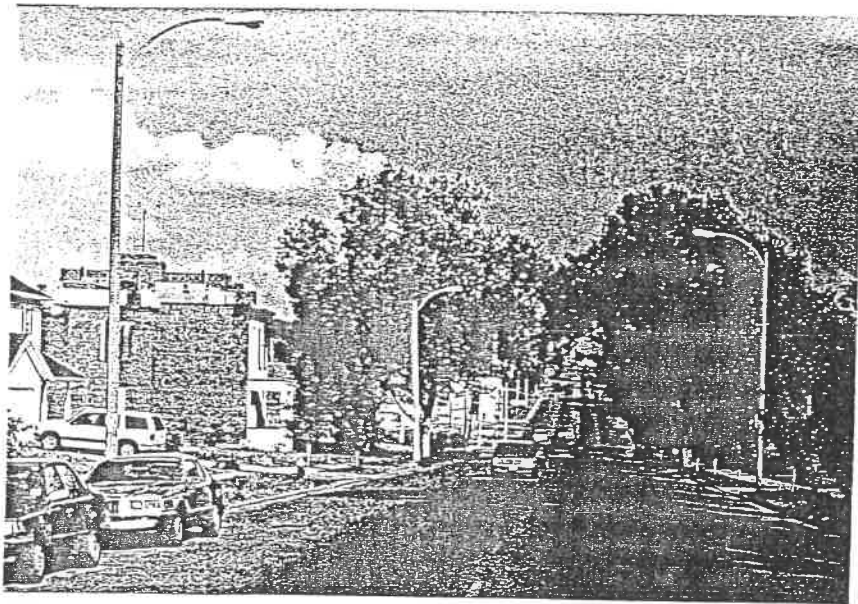


Existing Institutions (Above)

Delmar is currently a mix of vacant properties and a mix of rental, some new single family home ownership and pockets of vacant, commercial buildings.

Proposed Initiative (Below)

A new north-south street would be constructed west of Vandeventer to create a manageable block size. Delmar would have a landscaped median with new housing and renovated buildings facing each other across the street.



Current Condition

Delmar is too wide to function as a good residential address. The street is now a mix of largely vacant residential and commercial properties.

Proposed Initiative

Delmar becomes a new residential address with small apartment buildings and townhouses facing each other across a new landscaped median.



Covenant Plaza

St. Alphonsus Rock Church is one of the North Central district's primary landmarks—as a physical structure, and as a focus for neighborhood life. Like many other neighborhood institutions, the Church lacks a setting which reflects its dignity and provides a focus for the institution as a center for community life.

St. Alphonsus parishioners and the Grand Rock CEDC have expressed a desire for a plaza opposite the Church on Grand Avenue to highlight the Church's importance and improve the environment around it. This Master Plan includes this plaza as an important near-term initiative.

Grand Avenue Housing Development through Adaptive Reuse

As indicated above, the type of housing development most applicable in the Grand Center subarea is the rehabilitation of buildings which were once office or other types of non-residential space into residential rental units and condominiums. Most building in the district suitable for adaptive reuse are located along the Grand Avenue corridor. Stakeholders in the Grand Center area have expressed a strong and urgent desire for immediate attention to the underutilized structures in this corridor. These stakeholders have also suggested that many of these structures are suitable for adaptive reuse as residential property.

Unlike much of the residential revitalization initiatives which are needed in other parts of the planning district, the adaptive reuse of these individual buildings can proceed as stand-alone projects, since they are of a scale which can generate their own critical mass and their redevelopment requires minimal public improvement considerations (except in the way of parking, which can often be addressed within the building or on a shared basis with other facilities). Therefore, while these adaptive reuses are in fact key initiatives which should be immediately pursued by Grand Center Inc. as agent for the City Center Redevelopment Corporation, they are not included in the following list because these reuse initiatives can proceed on their own. These adaptive reuse projects need a high priority ranking in Grand Center Inc.'s menu of activities, since the appearance of several of these structures casts a pall on the majesty of Grand Avenue as a primary route through the district and the city.

This type of housing attracts a different market than more traditional single-family and low-rise rental housing, and should for that reason complement rather than compete with other housing developments in the North Central district.

Buildings which the planning team believes are vacant or underutilized and suitable for residential reuse are indicated on the accompanying drawings and include the Continental Building,

the Humboldt Building, the Woolworth Building, and the Beaux Arts Building. A local developer is in the process of rehabilitating the Marina Building at the corner of Grand and Lindell as residential apartments. The University Club Building, a former office building at Grand and Washington, was a residential adaptive reuse completed in the early 1980s and is now in a reasonably successful operating position. Plans are under way to create residential apartments in the Continental Building on Olive Street, and construction on this development is scheduled to begin in April 2000.

Other vacant and underutilized properties along Grand Avenue are not suitable for adaptive housing reuse but also detract from Grand Center's appeal. These structures include the Medina Temple, the Jack-in-the-Box, the Wendy's and the Sun Theatre. Grand Center Inc. should take immediate steps to market these properties for uses which are compatible visually and functionally with the atmosphere Grand Center is in the process of creating.

Page Avenue

The future of Page Avenue has not been resolved in this Master Plan. Energy in the plan and in the initiatives proposed for near-term implementation has been focused on expanding from areas of current strength, located for the most part in the southern part of the planning dis-

trict. The future of Page and the south face of the Enright block will evolve as the critical mass achieved by these initiatives and those initiatives taking place in the historic Ville neighborhood to the north expand northward and southward to Page. Current conditions which will shape this evolution are the following.

At present, most neighborhood residents see Page as a commercial street; some neighborhood residents and developers see Page as a residential location. Institutions which contribute to the quality of life in the district, in particular the Transformation Christian Church, continue to expand along Page. The built fabric along Page remains largely intact in many blocks, with few sites suitable for large-scale commercial development. While some undesirable uses, including motels and vacant buildings, dot the Page Avenue landscape, most of the uses along Page are now either residential or institutional.

As a general direction for the future, the planning team suggests that undesirable uses be eliminated, particularly at the corner of Page and Grand, to set the stage for redevelopment of this major intersection as a positive entry to the district and streetscape improvements be made to Page. The remainder of Page can continue to be gradually developed with residential, institutional, corner and other business uses.

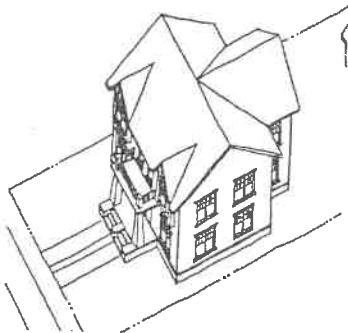
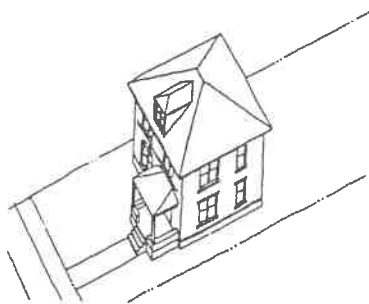
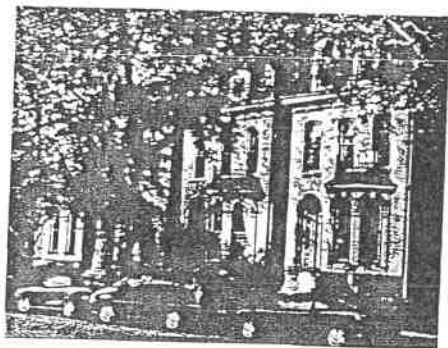
6 Design Guidelines for Infill Development

I Design Guidelines

THE NORTH CENTRAL AREA has a proud tradition of stately homes in enviable settings. Although preceded by such houses for the wealthy as Lucas Place and Benton Place, the private street concept attained the pinnacle in Vandeventer Place. Although Vandeventer Place itself was demolished long ago, remnants of its grandeur can be seen throughout the district. 113

This section outlines a series of design guidelines for new infill development within the North Central Planning Area. As private initiatives begin to take shape, it is important to have a set of standards to guide the form and character of the many different efforts. Participants in the planning process have stated clearly their desire to see new development that builds on the traditional and historic quality of the inherited building fabric. The distinctiveness of the neighborhoods must not be lost when new development occurs. It is therefore important to renovate as many structures as is economically feasible and otherwise prudent, and build new buildings that fit into the established patterns.

This fit includes the way houses sit on their lots, the size of lots, the massing and architectural character of the new houses and the materials and colors used. St. Louis has a very distinctive architectural character and the North Central neighborhoods have a variety of unique urban block patterns.



The first part of this section deals with the overall strategy for a revitalizing a typical block with new infill construction and rehabilitation. Then the standard lot sizes and building placement for various housing types are described. Third, architectural guidelines for preserving the neighborhood's architectural character with new infill development are discussed, with examples of typical unit designs provided as illustrations of the guidelines.

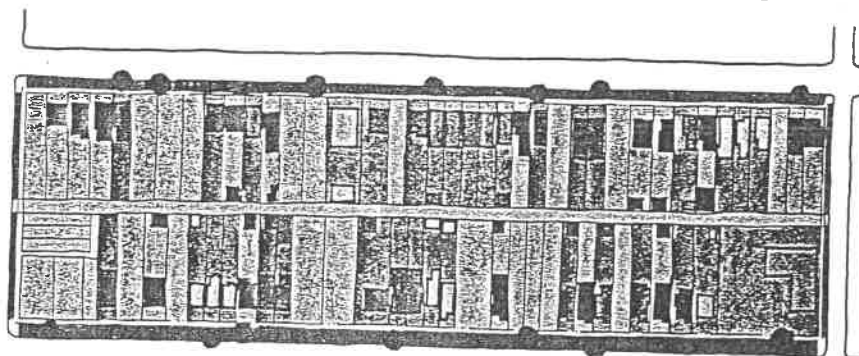
II Prototype Block Revitalization Strategy

- Acquire all vacant lots and buildings.
- Acquire problem absentee-owned properties.
- Renovate or demolish vacant buildings and absentee-owned buildings unsuitable for rehabilitation and build infill housing on vacant lots.
- Renovate suitable absentee landlord properties as either owner-occupied detached townhouse or condominium units, or as extremely well-managed rental apartments.
- Help homeowners living in property with deferred maintenance needs to find financial assistance to return their residences to a sustainable condition.
- Install traditional residential scale street lighting.
- Plant street trees and grass in tree lawns adjacent to curb.
- Calm traffic with landscape islands or curb bump-outs at intersections.
- Add new cross-streets where blocks are too long.

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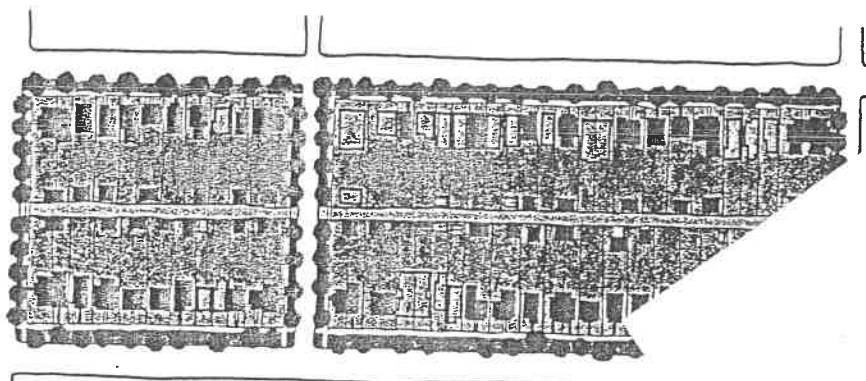
Legend

-  *Vacant buildings*
-  *Buildings in poor condition*
-  *Rental buildings*
-  *Existing buildings in good condition*



Legend

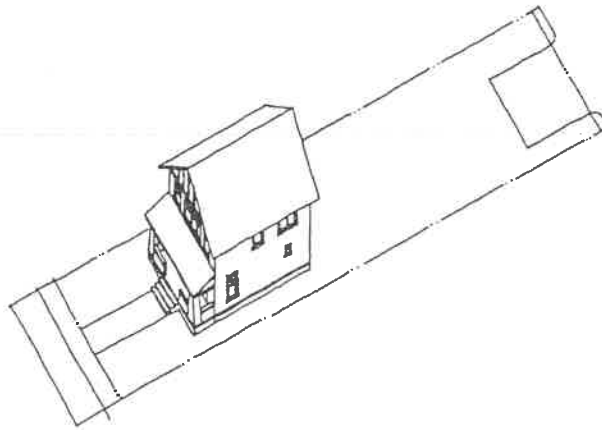
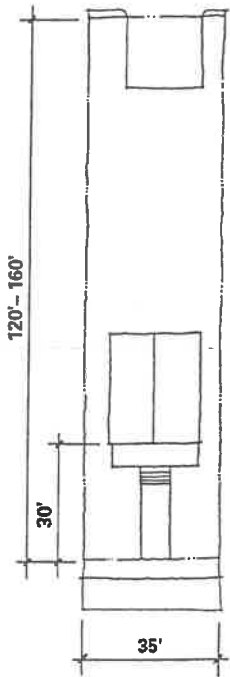
-  *New buildings*
-  *Existing buildings in good condition*
-  *Renovated buildings*



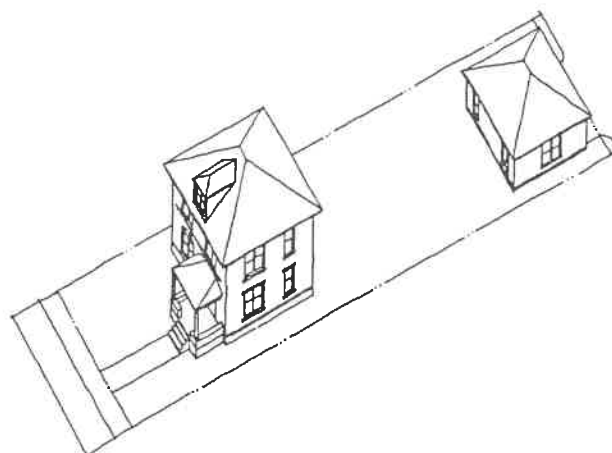
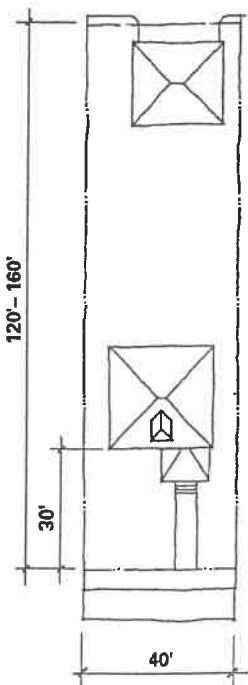
III Lot Prototypes: Owner-Occupied Housing

LOTING PROTOTYPES FOR new construction are based on both the historic lotting patterns found in the North Central neighborhoods and the proportional sizes for the anticipated building types. These reflect current market standards for urban infill housing in many urban centers and differs from suburban patterns because of the opportunity to service units from alleys and the inherited form of the more contiguous neighborhood patterns.

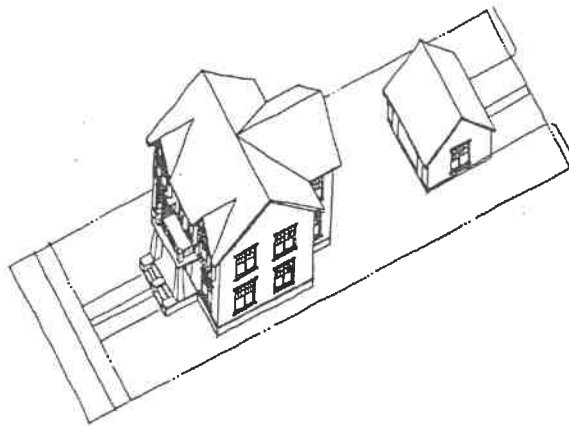
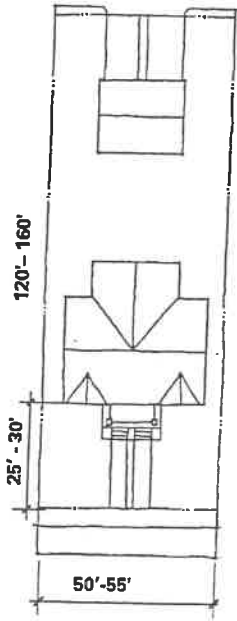
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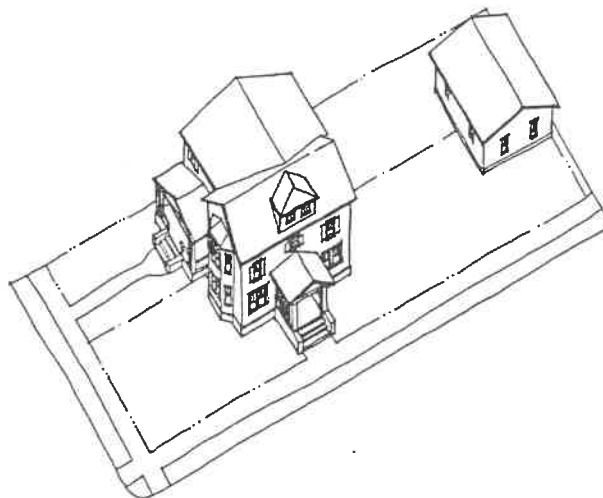
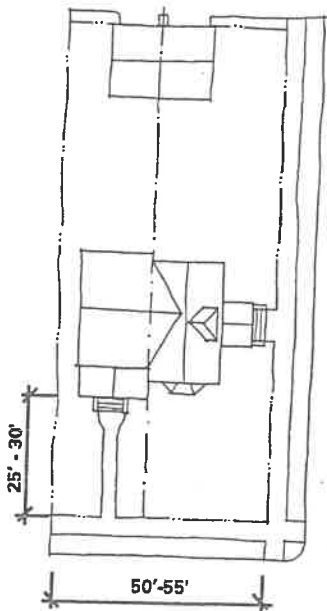
**A Single-Family
Detached**
*24 to 26 foot wide,
two-story single family
detached house on a
35 foot lot*



**B Single-family
Detached**
*28 to 30 foot wide,
two-story single family
detached house on a
40 foot lot*

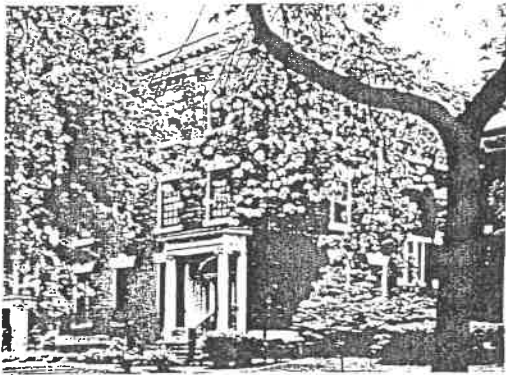


C Mid-Block Duplex
36-44 foot wide
buildings on
50-55 foot wide lots



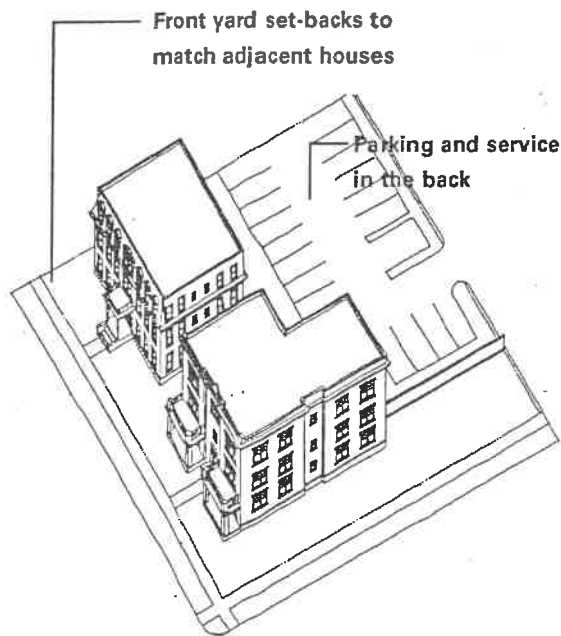
D Corner Duplex
36-44 foot wide
buildings on 60-70 foot
wide corner lots. One
unit has a front yard on
the side street.

IV Lot Prototypes: Apartments and Mixed-Use Buildings

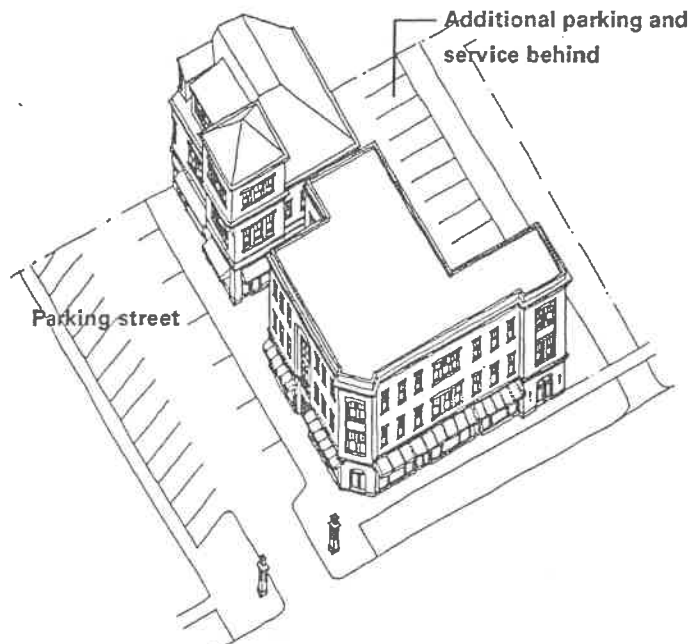


SMALL APARTMENT BUILDINGS with and without ground-level retail are appropriate for certain addresses within the planning area particularly along the north-south streets which have historically accommodated the neighborhood's rental housing. While owner-occupied development is proposed for most of the North Central neighborhoods' land area, rental development is needed to accommodate those residents who are not able or choose not to own their homes. Mixed use development which includes rental housing also adds enormous viability to retail development efforts. Boulevard frontage along Vandeventer and Spring, and place-making locations such as the proposed Sarah Place of South Spring Square are examples of apparent locations for rental and mixed use development. Typically these buildings should be two to three stories high and fit within the standard 140-foot lot depth. Parking can be accommodated in a parking street in front for mixed-use buildings as well as a parking lot

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Apartment Prototype



Mixed-Use Prototype

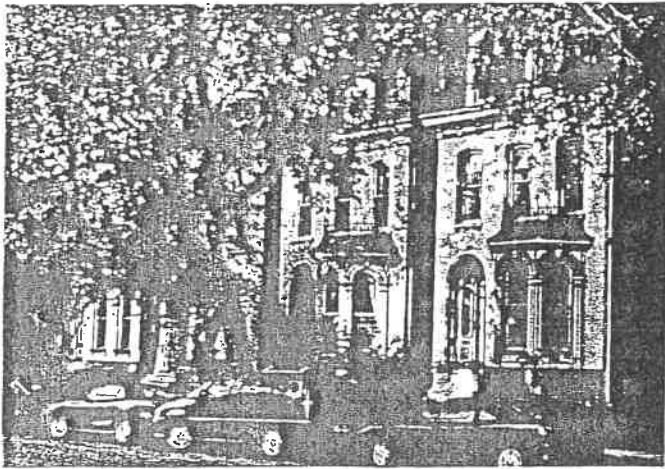
behind. Buildings should form a continuous perimeter on the blocks with off-street parking and service areas in the rear, hidden from the public realm.

In mixed use situations, the massing and facade treatment should emphasize a first floor retail base with storefront bays.

v Architectural Guidelines

PARTICIPANTS IN THE planning process want the integrity of the historic neighborhood to be preserved as new housing is constructed. There was concern expressed that some of the new construction occurring in and around the district was not complimentary to the inherited stock of early twentieth century houses. While many of the existing houses are much larger than what might be built today, the patterns of architectural style, massing and materials can become the guiding principles for the design of new infill housing. This plan proposes that the new housing be designed in one of three principal styles found in and around the neighborhood. These principal existing styles include—Classical, Arts & Crafts and Second Empire.

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The massing of architectural elements in the recreation of each style, and the uses of materials will be key to the fit within the existing neighborhood.

While much of St. Louis is built in the distinctive red brick, many neighborhoods developed in an Arts & Crafts style which uses siding and frame materials to compliment basic brick structure. When materials are mixed in new construction within the North Central Neighborhoods, it is important that any mix be carried out in a way which is faithful to the neighborhoods' stylistic traditions. While residents would understandably prefer that any new buildings be constructed entirely of brick, feasibility issues may necessitate the



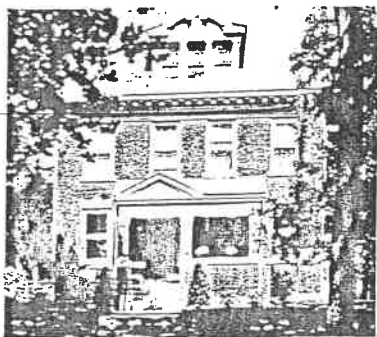
use of other materials on some parts of the structure. In this case, front facades for mid-block houses can be brick while other facades change to a less expensive material. Corner houses should always have consistent use of materials on each street-facing elevation. Each of the styles discussed below can be found within the planning area and constitute the fabric of neighborhood streets. The following pages summarize the key elements for each style.

It is very important in planning new residential construction to consider issues related to accessibility for people with mobility impairments. While the "senior cottages" described in this section will be the most accessible of the building types recommended for new construction, accessibility issues are also important in designing within the other more traditional styles discussed. Uni-

versal design, which makes a home's features accessible to senior citizens and children as well as people of all ages with disabilities, should be seriously considered for all new homes. While ideally all front entrances should be at grade, where a new home's front entrance is set above grade to achieve consistency with the older homes on the block, consideration should be given to placing a side or rear entrance at grade where it can be easier for everyone to enter the home. Concern for accessibility needs should be thoughtfully balanced with concern for creating a streetscape where all of the building types fit comfortably together.

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Beaux Arts Classical

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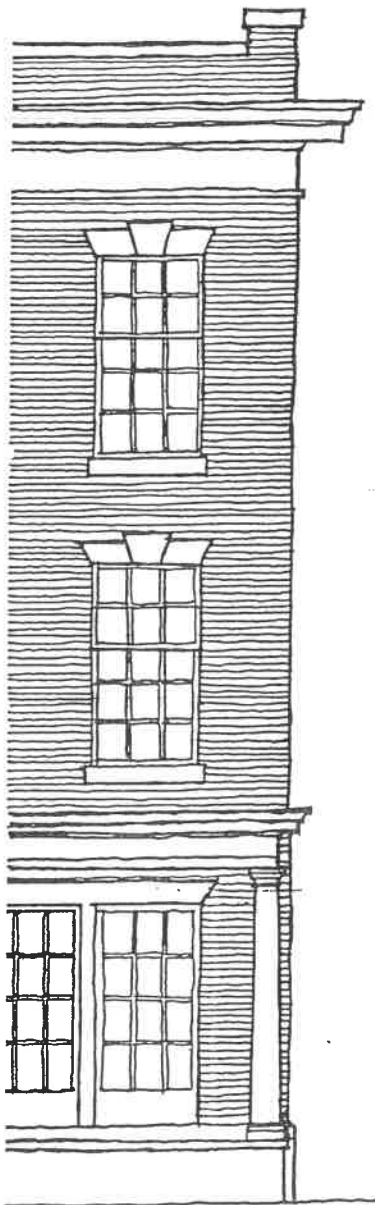
This style has its roots in the tradition of Classical building as reintroduced in this country at the Chicago World Exposition in 1893. The style had great influence on the popular domestic architectural taste of the time. St. Louis' finest urban neighborhoods exhibit houses and apartment buildings designed in the Classical style. Classical massing typically involves simple rectangular volumes, topped by a hipped, gable or flat roof, with broad cornices and eaves accented by classical mouldings or dentils.

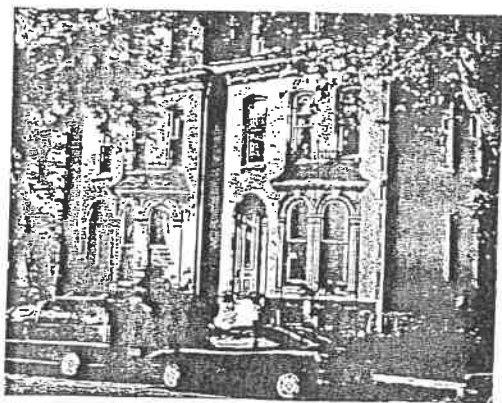
Classical porches typically have either single or paired, round or square, classical columns and classical details with or without railings and turned balusters. Porch roofs are hipped, shed (commonly with a pediment above the door), or flat.

Standard windows are 3-feet wide double-hung with a 6 over 6 or 6 over 9 divided light pattern. First floor windows are 6 feet 2 inches tall; second floor windows are 5 feet 6 inches tall. Front doors are typically 6 or 8 panel with side-lights and transom.

Essential Elements include:

- A** Simple, well proportioned volumes with consistent roof pitches.
- B** Well detailed Classical eaves and cornices.
- C** Wide window trim with a decorative crown or lintel with keystone.
- D** Entry porches with roofs supported by Classical columns.
- E** An orderly relationship among windows, doors, porches and roof forms.
- F** Foundations differentiated from the rest of the structure which raise the ground floor to several steps above grade.





Second Empire Victorian

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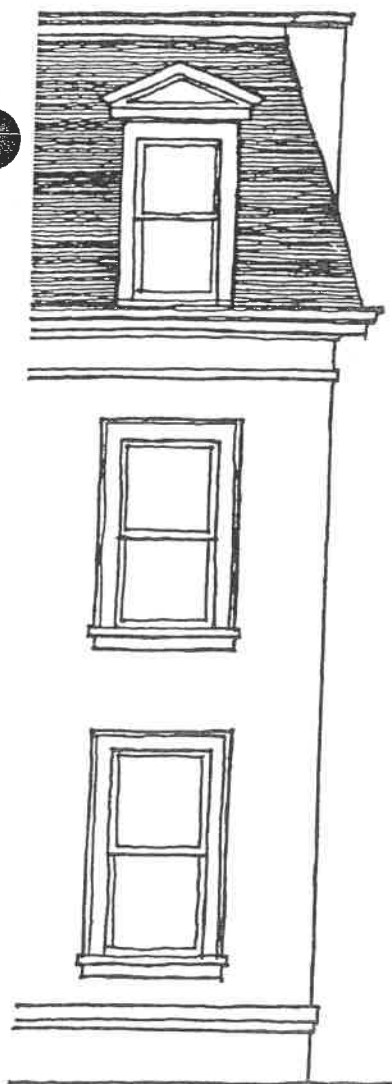
The Second Empire style was dominant between 1860 and 1900 when St. Louis' early urban neighborhoods were built. At the time, this style was considered very modern, for it was based on the latest French building fashions. This style is still found in the North Central neighborhoods, particularly in Grand Rock and Grand Center, and can be used on a limited basis to add spice to the neighborhoods' fabric, particularly where a larger townhouse or apartment house scale is needed.

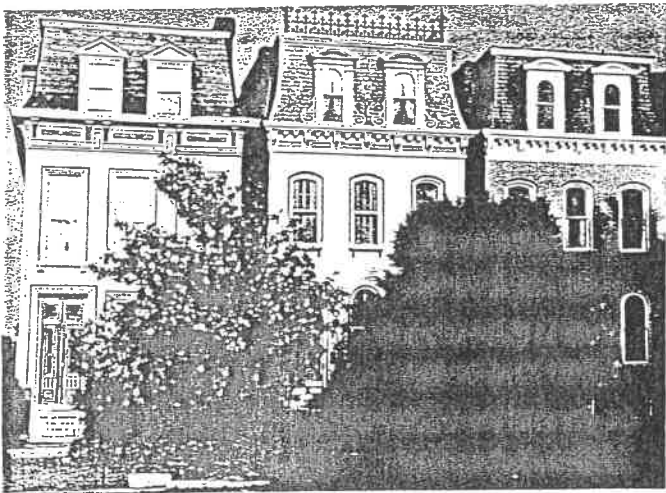
Second Empire massing is a simple rectangular three-story volume, with the third story having a steeply sloped slate-tiled mansard roof and dormers on the street facades. A deep cornice of approximately 18 inches between the second and third floor levels supports the mansard; the cornice usually includes brackets.

Second Empire construction was always brick masonry, often faced with limestone on the primary elevations and always on the foundation. Today, stucco with appropriate scoring patterns can be used to duplicate the limestone look.

Front porches were not common on Second Empire structures; rather, the front entry was recessed three or more feet to provide shelter from the elements. Rear porches, on the other hand, were common; side porches, known then as *porte cochère*, were less common, but often graced the more majestic examples of this style. Columns for these side and rear porches were often constructed of single cuts of wood, gracefully turned. Roofs for these porches are either flat or shed; when flat, they often provide outdoor access for the structure's upper floors and are finished with a decorative wood or metal balustrade.

Standard windows are 2 feet-8 inches wide double-hung, usually with a 1 over 1 configuration on the primary elevations and 2 over 2 elsewhere. First floor windows are typically 6 feet-2 inches tall, with second floor windows slightly shorter in the 5-foot-6-inch range. Window trim is typically a 2-inch x 2-inch profiled molding recessed 1 to 2 inches into the wall opening, although some buildings built in transition between Federal and Second Empire styles sport wide 6-inch



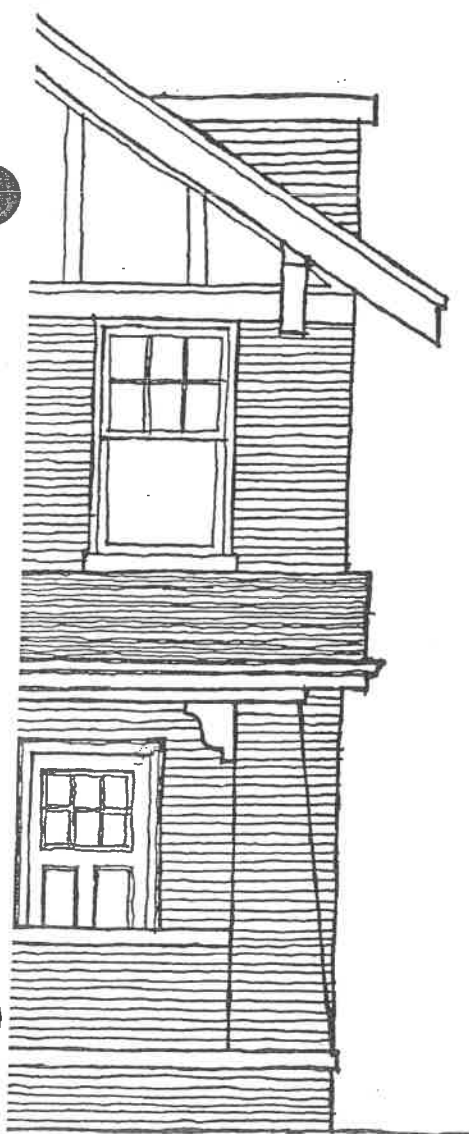
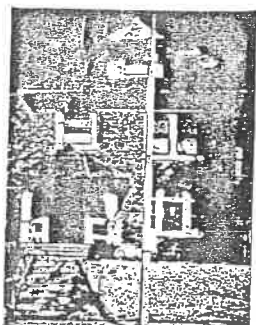


profiled mouldings. Bay windows occasionally grace the front and side elevations. In these cases, the structural wood elements supporting the window assemblies are trimmed out with wider and more ornate wood details.

Many of the architectural elements of the Second Empire style are now once again available 'off the shelf,' as manufacturers of architectural details respond to the demand for economical replications of traditional details. The Fypon Company (™) is one such manufacturer. Adding these off-the-shelf elements to a basic structure with appropriate Second Empire proportions is one way to cost-effectively rebuild parts of a neighborhood in a way which complements its architectural heritage.

Essential Elements include:

- A Simple, well-proportioned three-story volumes, with the ground floor raised several steps from grade level.
- B Steeply pitched mansard roofs with dormers and deep cornices at the street facade. The pitch of the mansard roof is particularly important in achieving a true Second Empire look.
- C Stucco 'limestone look' foundations on the front elevation, appropriately finished and scored.
- D An orderly relationship among windows, doors, porches and roof forms.
- E Recessed doorways without porches on the front elevation.
- F Facades of brick masonry or stucco finished and scored to resemble the traditional limestone.
- G Tall, well-proportioned windows with appropriately profiled recessed trim.
- H Wood trim and stucco painted in colors which accent the structure's design.



St. Louis Arts & Crafts

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St. Louis has a significant inventory of Arts & Crafts houses, built between 1905 and 1930, and designed in the Craftsman, Four Square and Prairie styles. Single-story, one-and-one-half, and two-story detached structures, as well as townhouses and apartment buildings can be found. Arts and Crafts massing is typically simple rectangular volumes with front-facing gable roofs and wide overhanging eaves, or, in the case of townhouses and apartment buildings, flat roofs with false front gables and/or bracketed cornices.

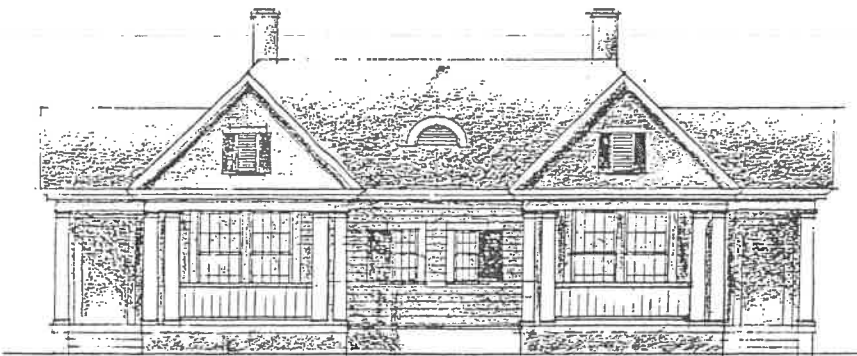
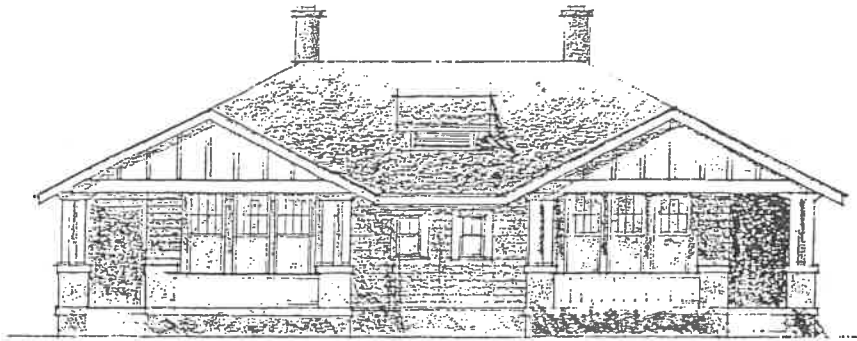
One- and two-bay porches are common, with the porch columns being a distinctive element of the style. They often have sloping sides and extend from the ground to above the porch floor without a break, and are of varied materials, such as brick, stucco and wood, often in combination. Porch roof forms are typically front gable, shed or flat.

Standard windows are double-hung with a 4, 6 or 8 over 1 divided light pattern. First floor windows are 6 feet 2 inches tall; second floor windows are 5 feet 6 inches tall. Front doors often have fanciful geometric divided light patterns.

This style provides the basis for the 'senior cottage' design which follows.

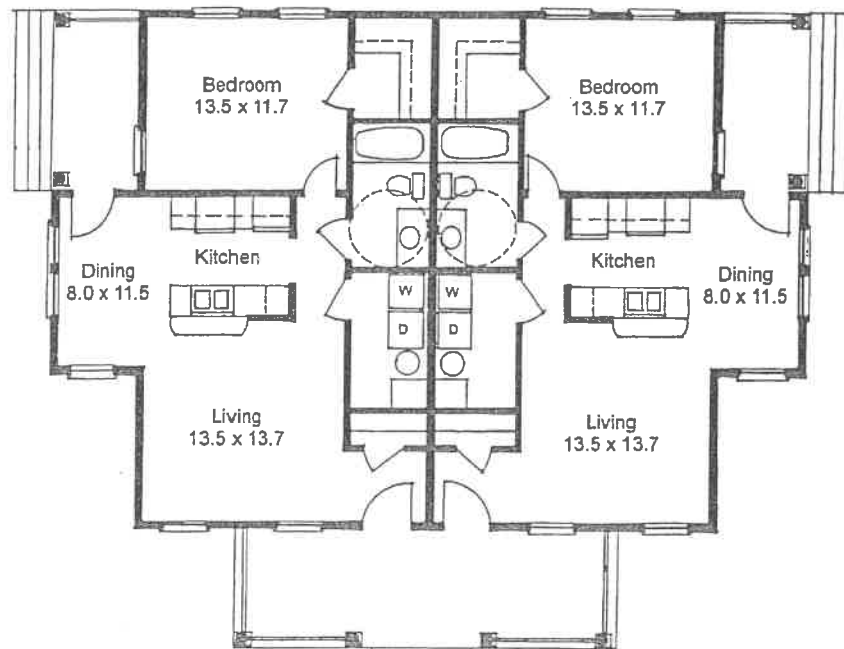
Essential Elements include:

- A Simple, well proportioned volumes with gabled roof.
- B Deep overhanging eaves at sides and front, often with ornamental brackets.
- C Grouped windows in pairs or in threes with upper sash divided light patterns.
- D Deep porches with brick piers, often tapered, or wood columns on brick piers.
- E Ornamental half-timbering at gables.
- F Masonry or fieldstone foundations visually distinguished from the upper structure by material or detailing. The first floor level is usually several feet above grade.



Senior Cottages

These duplex buildings can be designed in a variety of styles. the top elevation is a Colonial Revival style and the one just below is designed in the Arts and Crafts style. The typical floor plan at left shows the 750 square foot, one bedroom, accessible unit plan.



Senior Cottage Units

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During the community meetings there was significant interest in providing scattered site housing for seniors. While the one story unit type does not fit into the fabric of the larger two story precedents found on the primary east-west streets in the neighborhood, these housing types would work as courts or private place developments much like Fountain Place to the west of Taylor. these duplex units require a 90 - 100 foot wide lot and are serviced by an alley. The accessible entrances are entered off the porch adjacent to the alley, the front is slightly raised on the street side.

Appendix

I Transportation Considerations

1 Travel Context

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In order to accurately represent the range of transportation solutions available to the North Central community, it is important to understand the travel context within the North Central area as well as within the surrounding environment, and the issues presented by this context. The distribution of trip productions and attractions in the area surrounding the district and an examination of district traffic counts confirms, that the district indeed carries a significant total volume of through traffic. As pointed out by staff of the St. Louis Symphony, traffic counts rise to far more significant levels during the relatively short time periods when patrons arrive at and depart from events at Grand Center's performing arts venue.

General traffic flow through the Midtown area is explained below:

A The planning district is bounded on the north and west primarily by residential areas, known in traffic terms as trip productions within and on the borders of the district at the east and south, lie commercial, industrial, and institutional uses, known in the traffic industry as trip attractions. These attractions include Grand Center and St. Louis University as well as downtown to the east.

B Through-traffic flows through the district in a generally east-west direction between the trip productions and trip attractions. Traffic is heaviest in the western end of the district. Towards the eastern end, traffic tends to 'peel off' to the attractions located to the south, as shown.

C Because there still exist many complete, direct routes through the district, traffic does not normally overwhelm any single thoroughfare. In other words, traffic spreads itself out through the network in an efficient manner. There are times, however, when multiple Grand Center venue empty concurrently, that traffic becomes heavier than is normally the case. The aberrant peak traffic levels must be accommodated in the new development plan to preserve patronization of the venue.

Sample daily volumes for east-west through routes, from east to west, are as follows:

- 1 Page at Taylor:
11,000 vehicles per day.
- 2 Page at Sarah:
9,000 vehicles per day.
- 3 Page at Spring:
9,000 vehicles per day.
- 4 Delmar at Taylor:
13,000 vehicles per day.
- 5 Delmar at Sarah:
9,000 vehicles per day.
- 6 Delmar at Spring:
3,400 vehicles per day.

The most major of the north-south thoroughfares, naturally, is Grand Avenue, which carries a range of 18,000 to 25,000 vehicles per day as it travels through the district. The next highest-volume north-south thoroughfare is Vandeventer, which carries approximately 10,000 vehicles per day through the district. The remainder of the north-south roadways each carry less than 10,000 vehicles per day.

The typical carrying capacity of a two-lane roadway is approximately 12,000 to 16,000 vehicles per day, while the carrying capacity of a four-lane roadway ranges from approximately 24,000 to 32,000 vehicles per day.

The only roadways that truly function as multi-lane regional corridors through the district are Page, Vandeventer, and Grand. Spring Avenue, which also has a multi-lane cross-section, dead-ends at Saint Louis Univer-

sity, limiting its function as a regional thoroughfare. Hence, Spring carries very little traffic (2400 to 3500 vehicles per day). Delmar likewise has a multi-lane cross section, but traffic counts indicate that this cross-section is not fully utilized most parts of the day. As indicated above, Delmar's function as an event entry and exit route must be carefully considered as traffic-related modifications in the North district are planned and carried out.

2 Roads

In response to the above conditions and citizen concerns, an appropriate overall roadway strategy is illustrated in Section III of the report. The three major general components are the following:

A Right-Size Neighborhood Streets:

In response to the unusually-wide street widths typical of the North Central district, motorists tend to travel at high speeds through neighborhoods. Consequently, the streets are unsafe—or at least unpleasant—for pedestrians and bicyclists. The best way to rectify this situation is to 'right-size' the streets, i.e., re-design them for the speeds desired (generally 25 to 35 mph for residential areas). This can be accomplished through the rebuilding of streets to a 36-foot section (two 11-foot travel lanes and two 7-foot parking lanes), or by constructing 'bulb-outs' at strategic locations to narrow the effective travel surface to 24 feet. These treatments, the latter of which is the less expensive, are illustrated in Figures 3 and 4.

B New North-South Local Streets

In order to reduce the size of the district's unusually-long blocks to make them more pedestrian-accommodating, it is important that new north-south local streets be introduced in strategic locations. These streets should be designed to the most minimal of standards – 28 feet, including parking lanes on both sides. These new streets should not serve as direct through-routes.

Their purpose, rather, should be to create a manageable block structure and to support local circulation. The 28-foot section represents the ultimate in 'calmed' streets—with a 'yield' condition that requires one car to pull over to let an opposing car through—thereby ensuring that no new through-traffic is attracted to the area.

C Support Park Concept with Street Design (Parkways)

In order to improve the overall image of the district and the quality of vehicular and pedestrian travel, it is important that roadways through the proposed 'park area' be designed in accordance with appropriate aesthetic principles. In other words, 'parkway'-type cross-sections should be utilized, with improved landscaping, sidewalks, and medians all as important features.

Several location-specific recommendations are listed below to support the general strategy described above:

A Attention should be paid to pedestrian conditions—particularly street crossings—along Grand Avenue. Grand

represents the highest-volume thoroughfare in the district, but its volume (approximately 24,000 vehicles per day) is still in the range where vehicles, including many trucks, travel relatively freely at high speeds. Efforts should be made to reduce the speed of traffic (at least to the posted limit) along Grand Avenue through the Midtown area, and to buffer pedestrians from moving traffic. The most promising method of achieving these ends is to install traffic calming measures, to the extent possible, along the roadway. The nature of the corridor and the locations of the structures which line it, may limit such treatment to: adding clearly-defined crosswalks at the intersections; uncovering or installing short sections of brick paving along critical stretches; and, where possible, solidifying the 'buffer' between sidewalks and traffic lanes.

B Because Spring Avenue now dead-ends at Saint Louis University, its traffic volumes are much lower than those which can be carried by its multi-lane section. Hence, it is reasonable that Spring be reduced to a two-lane parkway, serving as a main signature street of the Midtown district.

Vandeventer Avenue, on the other hand, serves as a significant through-route and should continue to exist as a six-lane section, with the portion of the roadway through the park district redesigned as a six-lane parkway.

C In order to accommodate the shift in traffic resulting from the proposed

Delmar Boulevard closure through the Cardinal Ritter College Preparatory School site, it is very important that a new segment of roadway be constructed to the west of the site to shift traffic from Delmar to either Enright Avenue or Washington Boulevard. This would ensure that a continuous through-route is maintained and that 'friction,' i.e., turning movements, are minimized. Moreover, it would establish an important precedent—that the city will not simply close streets at the request of any entity, no matter how large or small, but will rather require that any lost piece of network is replaced in some other form. It is also important that adequate internal circulation be provided within the new school site, to minimize negative traffic impacts on surrounding collector roadways.

The piece-by-piece removal of network, through the vacating of street rights-of-way and the closure (by forming a cul-de-sac) of streets at certain points, will ultimately cause very significant traffic problems if more streets continue to be vacated or blocked. Non-event traffic flow is very good now because the network of routes is very complete, so traffic spreads out through the district in a manner that does not burden any one or two major thoroughfares. However, as through-routes are removed, traffic becomes more and more focused on fewer and fewer

streets. Eventually, the remaining through-streets will become overburdened, and regional and local traffic alike will suffer from the types of traffic congestion which now plague suburbia.

The driving force behind most residential street closures is concern about speed and safety. As mentioned, the high speeds exhibited on the district's streets—particularly those running east-west—primarily result from their wide, unconstrained cross-sections. The narrowing, or right-sizing, of these streets can help control these speeds. In the event that full-scale narrowing is not possible, due to expense or concerns with utilities, there are a number of other 'traffic calming' measures, or physical modifications to the street, that can help achieve lower average speeds without the need for full-scale street reconstruction. Several suitable measures for the Midtown district are illustrated in Section III of this report.

Because they serve as means of limiting traffic speeds to those which are acceptable to neighborhood residents, traffic calming and right-sizing serve as alternatives to street closings, achieving the same desired ends (slower traffic) but without restricting local circulation and creating the deadened streetscapes which can attract rather than deter crime.

Utility location should be further addressed when specific design plans are proposed. In cases where roadway align-

ments remain essentially the same, with the addition of traffic calming measures or a narrowed cartway, utility locations will not likely create any difficulties.

However, when alignments are altered or shifted to accommodate a meandering parkway design, then specific utility locations must be very carefully explored and addressed. In planning the proposed parkways, attempts have been made to preserve the existing utility rights-of-way and easements so that relocation of utilities will not be required, but locations should be double-checked as part of engineering design.

3 Transit

In terms of ridership, the North Central district is host to several of the most successful transit routes in the entire metropolitan area. Over the course of the study, several transit issues have emerged, as described below.

A Hodiamont Right-of-Way

According to Bi-State personnel, it is very important that the Hodiamont right-of-way continue to serve as a bus route, for several reasons. First, the 'busway' serves as a source of revenue that is distributed by the Federal government for fixed-guideway facilities. This subsidy amounts to approximately \$26,000 to \$30,000 per mile per year, equaling a total of approximately \$200,000 for the entire seven miles of the right-of-way. Even though the traffic on parallel streets is not signifi-

cant, there is concern that St. Louis would no longer qualify for the annual subsidy if buses are removed from the Hodiamont right-of-way.

Additionally, the Hodiamont route is located halfway between the Finney and Delmar bus routes (94 & 97). Any shift of the Hodiamont route would disrupt the equal route spacing through the district.

The main concerns about the Hodiamont right-of-way, from a redevelopment point-of-view, are that it travels along the backs of properties and is not very well maintained. Its abutment to the backs of properties reflects the historical configuration of the right-of-way (i.e., since it first began carrying streetcars), a by-product of a conversion from another use.

The fact that the right-of-way is not kept in good condition is an issue that Bi-State is certainly willing to address. In addition to locating dumpsters more appropriately and improving the cartway, the potential exists, given adequate funding, to add landscaping, new bus stops, and sidewalks to establish the corridor as a community centerpiece rather than an alley. The addition of a recreational path is not likely an option due to lack of overall space within the right-of-way unless it is also possible to remove the busses.

Federal funding sources should be available for such enhancements, but a local public or private initiative would likely speed up the time frame and ensure that local issues are adequately addressed.

B Re-Routing at**Cardinal Ritter School**

Bi-State route 97 travels along Delmar to Spring Avenue, where it turns south for one block and then continues eastward on Washington Avenue. As mentioned earlier, the section of Delmar between Vandeventer and Spring is proposed to be closed by the new Cardinal Ritter College Preparatory School.

If a new roadway segment joins Delmar and Washington to the west of the school site, as preferred, than Route 97 would not suffer from a decrease in service quality. In fact, the route would require two less right-angle turns (at Spring), and hence run more efficiently. If the new segment connects with Enright Avenue instead of Washington Boulevard, then Route 97 would need to turn south at Vandeventer Avenue then east on Washington, which would have a slight negative impact on Route 97 service due to the higher traffic volumes on Vandeventer than now experienced when the bus makes the Delmar-to-Washington switch on Spring.

**C Shuttle Service Between
Metrolink and Theaters**

Because of parking difficulties on peak evenings and unfamiliarity with the local roadway system, it seems that a shuttle service between the Grand Avenue Metrolink station and the Grand area theaters would be a nice fit. However, after speaking with Bi-State and examining the Grand station, it is

evident why such a service is not presently in place.

First, the Grand station in its current condition is not a comfortable place to wait for buses and shuttles. The primary reason for this is the below-grade configuration of the station, which impairs both perceived safety and aesthetics. Additionally, the design of the station itself does not constitute a pleasant public space.

Second, a shuttle service to theaters would be very irregular in nature and would create considerable staffing and scheduling difficulties for Bi-State personnel.

A programmed Bi-State redesign of the Grand station begins to address the first issue. Although the grade separation cannot be eliminated, the addition of lighting, plazas, and convenient transfer points can indeed increase the comfort level of potential station patrons, perhaps to the point of attracting a significant share of theater-goers. Weather protection between drop-off/pick-up points and the train platform is another item that can go a long way towards attracting new customers.

As far as the second issue, it might be feasible to incorporate the theater shuttle with a Saint Louis University shuttle, which would increase the frequency of service, reach more people, and decrease the irregularity of the service. Alternatively, a shuttle operated exclusively by theater entities seems to have the potential to circumvent the

problem of irregular schedules by incorporating shuttle operations as a direct service to theater patrons. However, some Grand Center venues have already experimented with this approach and met with virtually no success. The problems with the Grand Avenue Metrolink station must be addressed in a context larger than this North Central plan.

4 Parking

Parking is another issue generating significant concern in the district, especially as it relates to the Grand Center area and its performing arts venues. While new parking opportunities in the form of garages should be explored, it is also very important to investigate the possibility of improved parking management and shared parking.

Very often, the perception of a parking problem is that every business or institution needs its own designated off-street spaces to handle their peak days. However, because 'peak days' are rare and since many establishments do not hold events at the same times of day, then it is possible to create shared parking arrangements that provide for the total capacity necessary. This represents a very efficient arrangement in terms of both space and finances.

For example, church lots, which are typically only full on Sunday mornings or at other pre-determined times, can be utilized by theater-goers on weekday evenings, and vice versa. Alternatively, a designated joint 'overflow' lot-paved or unpaved-can be established at the dis-

trict fringes to handle the highest of peak days and times, with a shuttle connecting the lot to the appropriate venue.

Because of the overall need for parking throughout the entire planning district, on-street parking should be incorporated wherever streets are right-sized or calmed. While allowing residents to attain a desirable home-front parking space, the presence of parallel parking also helps to calm traffic and creates a solid buffer between sidewalks and travel lanes. Diagonal on-street parking can also be applied effectively in the district, especially where the travel surface is unusually wide or where the maximization of on-street parking is a priority concern.

In particular, as discussed in the body of the plan, the use of diagonal parking along Delmar east of Grand can alleviate a small portion of the Symphony's parking and entry/exit needs by placing additional parking on the same side of Grand as Powell Hall. Partons parking in this location will tend to use Compton and Theresa to access and exit the district, rather than the streets located west of Grand Avenue.

5 Signalization

As changes within the district like the closure of the Delmar segment for the Cardinal Ritter College Preparatory School and the development of the parkways take place, traffic signalization will need to be examined and sometimes modified for optimum traffic

movement through the district and to destinations therein. Some signalization modifications which will certainly be needed are discussed below.

A Washington at Grand

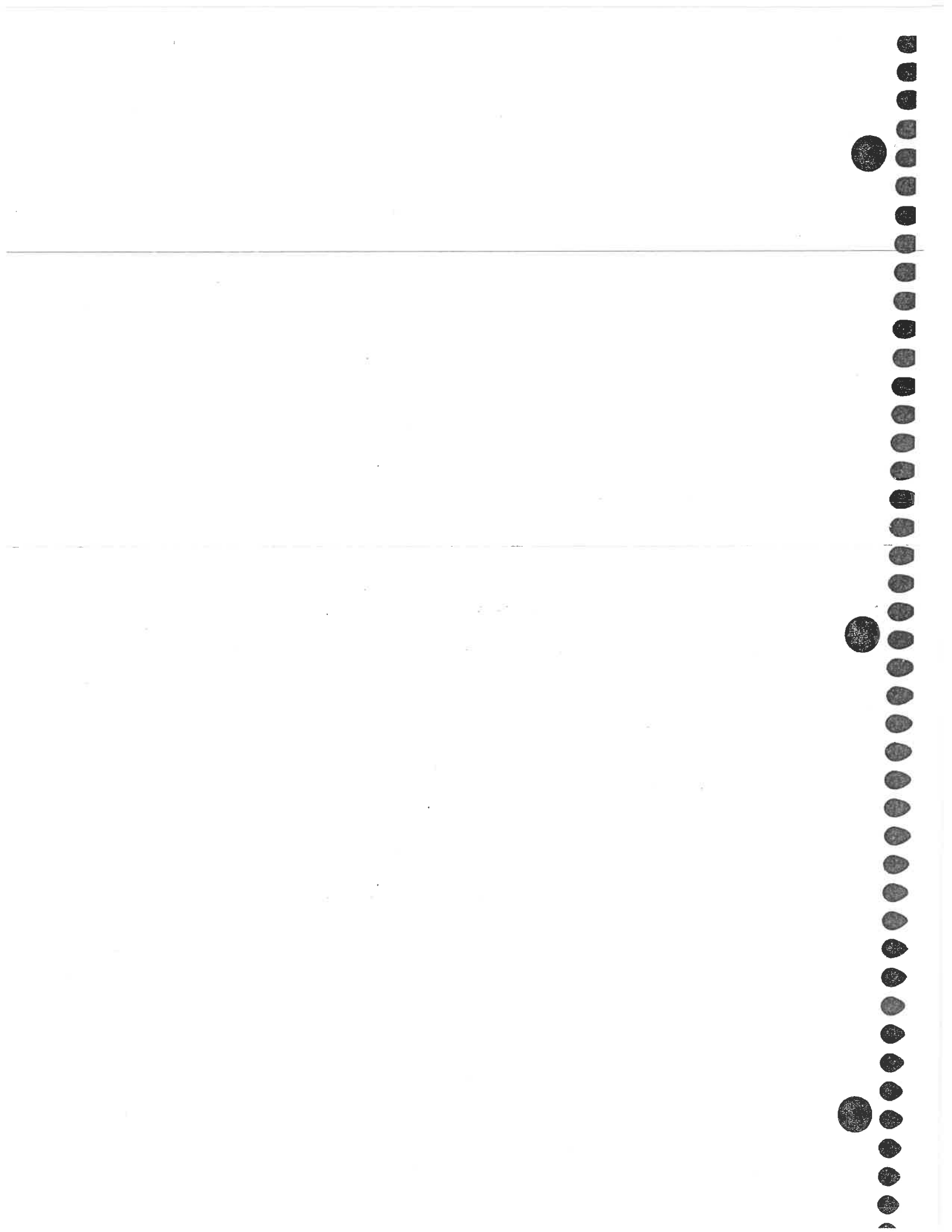
Whether traffic is purposely routed down Enright of Washington when the Cardinal Ritter segment of Delmar is vacated, additional Grand Center event traffic will certainly attempt to use Washington to access Powell Hall and other venues. This traffic will expect to be able to turn left from Washington onto Grand, which is not now permitted by the signage or signalization systems. This traffic signal should be modified to permit left turns and a left turn lane added on Washington at this intersection, to avoid the congestion and accidents which may result if drivers are thwarted in their efforts to turn left.

B Delmar at Vandeventer

When traffic which would normally have traveled down Delmar is shunted to either Washington or Enright, the signalization system at the Delmar/Vandeventer intersection will need to be modified and expanded and expanded at the shunt destination to accommodate the shunt.

6 Signage

Signage is another technique which can be functionally effective as well as cost effective for moving traffic along appropriate routes. Concurrently with the removal of the Cardinal Ritter Delmar segment from the transportation system, a signage system should be put in place to direct venue traffic to the most appropriate routes to parking for the particular venue. Grand Center already has a unique signage system which identifies venue parking. The new directional signage system can complement the parking signage and add additional arts flavor to the district.



**THE
NORTH CENTRAL PLAN**

**PART III.
HUMAN SERVICES PLAN**



Covenant Blu, Grand Center, Vandeventer Sustainable Neighborhood Health and Human Service Plan

I. Community Profile

The Vandeventer neighborhood is located in the eighteenth ward. It is bound by Taylor Ave. on the west, Vandeventer Blvd. on the east, Washington on the south and Evans on the north.

The Vandeventer neighborhood is the least dense neighborhood of the eighteenth ward. There are a number of tracks of vacant land within its boundaries. The bulk of this land is owned by the Land Revitalization Authority (LRA). There are sections of this neighborhood which have homes in good condition. This section would include Enright, portions of Delmar, West Belle, and sections of Page Ave. Large tracks of land are open and vacant between Sarah and Vandeventer, along the streets of C.D. Banks, Finney, Cook, and West Belle.

There are a wide variety of religious institutions in Vandeventer where community members go for both religious and some social services. Transformation Church formed the World Outreach Center. They are in the process of opening a Christian bookstore on Page Avenue as well. The Shiloh Missionary Baptist Church is active in the community and provides social programs such as a latchkey program and computer classes. The community is also home to the Lane Tabernacle, Gaililee Baptist Church, and many others.

The Vandeventer neighborhood can educate its children within its neighborhood through the end of the middle school years. For pre-school children, the HDC Headstart is an option. Cole Elementary School is within walking distance for many of the neighborhood's younger children. In heart of the Vandeventer neighborhood is Stevens School and Community Education Center (Stevens CEC). The middle school serves the Vandeventer neighborhood as well as neighborhoods to its west, south, and east. The CEC offers both academic-oriented programs, such as computer-related courses, and fitness programs. (Source: St. Louis Five Year Consolidated Plan Draft, Oct. 15, 1999)

There are a number of Block Unit Associations through the Urban League that are very active in the area. In fact, the oldest Block Unit of the Urban League is located on Enright, within the boundaries of the Vandeventer neighborhood. Other active organizations include the Vandeventer Citizens for A Better Community Neighborhood Association, Enright Neighbors and the Fairfax Homeowners Association.

There are two major development associations within the Vandeventer Neighborhood with other independent, smaller developers addressing housing needs. The Ranken Redevelopment Association has been building new homes on West Belle as well as Page Blvd. BFGF, which has built homes on the eastern end of Delmar, will also be developing other housing along Delmar.

The Grand Rock neighborhood is located immediately north of Grand Center, home to the Fox Theater, Powell Symphony Hall and Saint Louis University, and within minutes of downtown St. Louis. Until the late 1950's the area was a strong, viable economically diverse community. By the late 1970's, like much of St. Louis City, the neighborhood lay ravaged in the aftermath of a heavy wave of suburban flight, and has languished in this state for most of the past two decades as more and more people and businesses have deserted the area and more buildings have been abandon and demolished.

In the effort to revitalize the area, Grand Rock-Community Economic Development Corporation (CEDC) was established in 1994 through the leadership of St. Alphonsus Rock Church, St. Luke's Church and Scruggs Memorial Church. Grand Rock's mission is to facilitate the revitalization of the Covenant-Blumeyer neighborhood through the development of affordable housing, economic growth, employment opportunities and human resource development. The name Covenant- Blumeyer, was derived from a "covenant" that the three before mentioned religious institutions forged with residents of the Blumeyer public housing development, in efforts to revitalize this community. According to Grand Rock CEDC, the Covenant- Blumeyer area is bounded by Vandeventer on the west, Grandel on the south, Compton on the east, and Page avenue on the north.

Notable physical landmarks in the area are the St. Alphonsus Rock Church Complex, the Blumeyer Public Housing Development, Veterans Hospital and the Juvenile Court Complex. Vashon High School is currently located within this area but is scheduled for relocation. The area is adjacent to the Grand Center Performing Arts District and the Vandeventer Neighborhood.

Active neighborhood organizations operating in the Covenant-Blu neighborhood include the following: Midtown alliance, 9th District Police Association, Covenant Blu Neighborhood Association, Human Development Corporation, Carver School, George Washington Carver House, Harambee Youth Services, Blumeyer Tenant Association.

Current human development activities that are taking place through Grand Rock efforts include a computer program at St. Alphonsus Church. Covenant Blu and Vandeventer neighborhood residents are eligible for the program, and receive a free computer and printer after completing 10 weeks of training. Grand Rock in collaboration with Mother's Way Career Counseling also sponsors ongoing welfare to work courses to empower residents as they respond to welfare reform. Also, Grand Rock in collaboration with Forest Park Community College also conducts on-going human resource development courses geared towards seniors and youth.

II. Profile of the Residents

The following data profile has been created using information obtained from The St. Louis Community Development Agency, Neighborhood Based Demographic and Business Report:

The total population for Covenant Blu, Grand Center, Vandeventer neighborhood cluster was reported to be 7,655 in 1990. It is estimated that in 1997 the population decreased 17 % for a total of 6,420. It is projected by 2002 the total population will decrease 11.5 % for a total of 5,760. The Neighborhood Leadership Team believes the population will increase as opposed to decreasing due to the construction of new housing within the neighborhood cluster. The number of families and households may increase by year 2002 as well.

The 1997 estimates indicate the population for the neighborhood cluster is 98% African-American and 2% Caucasian and other races

Other findings of the neighborhood cluster are shown in the following tables:

Table #1: Number of Households			
	1990	1997 estimates	2002 projections
Vandeventer	1235	1231	1075
Covenant Blu/Grand Center	1485	1411	1211
Totals	2720	2642	2286
St. Louis City	164404	147721	134587

Table #2: Number of Families			
	1990	1997 estimates	2002 projections
Vandeventer	741	759	659
Covenant Blu/Grand Center	694	592	506
Totals	1435	1351	1165
St. Louis City	91747	80182	72466

The data indicates a decrease from 1990 through 2002, in the number of households and families. Full-scale construction/development is taking place in the neighborhood cluster, therefore the number in projections for year 2000 could possibly increase as opposed to decrease.

Table #3: Educational Attainment, 1997 estimates

	Vandeventer	Covenant Blu/ Grand Center	Combined Totals	% of Total	St. Louis City %
Elementary	391	406	797	19%	16%
High School	619	525	1144	27%	20%
High School Graduate	547	448	995	24%	27%
Some College	355	288	643	15%	17%
AA Degree	74	55	129	3%	4%
BA/BS Degree	123	92	215	5%	10%
Post Degree	89	154	243	6%	6%

The 1997 estimates indicate 24 % of the population are high school graduates and only 5 % of the population have a BA/BS College degree and 6% have a Post Degree. Information was not available to indicate what amount of the population has trade school experience or education.

Table #4: Labor Force Status, 1997 estimates

	Vandeventer	Covenant Blu/Grand Ctr	Combined Total	%	St. Louis City	%
Military	1	5	6	<1	331	<1
Employed	101	1072	1173	74	139654	89
Unemployed	202	215	415	26	16608	11

The 1997 estimates of the Labor force indicate 26% of the population is unemployed, compare to the City of St. Louis unemployment rate of 11%.

Table #5: Number of Housing Units, 1990

	Vandeventer	Covenant Blu/ Grand Ctr	Combined Total	%	St. Louis City	St. Louis City %
Housing Units	1686	2107	3793	N/A	194919	N/A
Occupied Units	1239	1490	2729	72%	164930	85%
Owner Occupied	521	133	654	24%	74352	45%
Renter Occupied	718	1357	2075	76%	90579	55%

1990 data indicate a total of 3,793 housing units. 72% of the housing units are occupied. Of the occupied units 24 % are renters and 76 % are owners.

Table #6: Per Capita Income		
	1997 estimates	2002 projected
Vandeventer	\$11,208.00	\$15,032.00
Covenant Blu/Grand Center	\$7,633.00	\$9,211.00
St. Louis City	\$13,979.00	\$17,371.00

The per capita income for Vandeventer is estimated at \$11,208 for 1997 and for year 2002 it is projected to increase to \$15,032. For Covenant Blu and Grand Center the per capita income is estimated at \$7,633 for 1997, with a projected increase in year 2002 to \$9,211.

Table #7: Average Household Income	
	1997 est.
Vandeventer	\$29,739.00
Covenant Blu/Grand Center	\$19,719.00
St. Louis City	\$32,745.00

The average household income for Vandeventer in 1997 is estimated at \$29,739. Covenant Blu, Grand Center average household income is estimated at \$19,719, compared to the City of St. Louis average household income at 32,745.

Table #8: Households by Incomes Covenant Blu/Grand Center and Vandeventer						
(in thousands of dollars)	1990	%	1997 est.	%	2002 proj.	%
<\$10	1313	50	993	40	687	33
\$10-19	684	26	734	30	696	34
\$20-29	292	11	291	12	264	13
\$30-39	243	9	325	13	325	16
\$40-49	72	3	111	5	95	5

Table #9: Households by Incomes St. Louis City						
(in thousands of dollars)	1990	%	1997 est.	%	2002 proj.	%
<\$10	45019	31	29125	25	21085	22
\$10-19	38341	27	30938	27	26149	27
\$20-29	28804	20	24022	21	20589	17
\$30-39	20096	14	18842	16	16858	17
\$40-49	11810	8	13011	11	12252	13

Data indicates in 1990, 50% of the population in the three neighborhoods has a household income less than \$10,000. 1997 estimates indicate only 40 % of the population in the three neighborhoods has a household income less than \$10,000 (Table #8). In comparison, 1990 data indicate 31% of population make less than \$10,000 in the city of St. Louis. It is estimated, in 1997 only 25% of the population household income will be less than \$10,000. (Table #9)

III. Neighborhood Leadership Team

The Neighborhood Leadership Team began their planning process by discussing community issues they felt were important to their community. Over the course of three months beginning in April 1999, the Urban Design Associates team conducted interviews, focus group meetings, and public workshops. As a result of those activities, Regional Housing and Community Development Alliance, then facilitated a series of task group meetings to identify priorities related to specific topic areas. These included: Education, Public Improvements, Safety and Security, Senior, Community, and Health Services, Employment/Business Retention, and Recreation.

The task groups produced a series of reports, which identified goals, objectives and physical development and human service strategies for each quality of life topic. These committee reports are attached to this plan (See attachment A). It should be noted that there are similarities between the strategies listed under those task groups and the Missouri Six Core Result strategies.

Family Support Council began working with the Neighborhood Leadership team in July of 1999 to develop a Human Service Plan for their community. The team was introduced to Missouri's (Human Service) six core results. After reviewing the core results and much discussion, the team agreed to address all six core results in hopes of making positive changes in their community. Those six core results are: 1) Parents Working, 2) Children Safe in Their Families and Families Safe In Their Communities, 3) Children and Families Healthy, 4) Children Ready To Enter School, 5) Children Succeeding In School, 6) Youth Ready To Enter Productive Adulthood.

The following are stakeholders who were involved in the planning process.

Margaret Aubry	Carrie Harris	Jackie Nicks
Samuel Bailey	Jollie Harris	Mark Nicks
Judy Bentley	Ocie Haynes	Vada Parker
Christy Boyd	Verna Haynes	Benjamin Price
Christie Buttice	Michael Johnson	Henrietta Pulley
Yvonne Carter	Catherine Johnson-Knights	Lula Riley
Rev. J.D. Clark	Ernestine Jones	Jesse Spruiel
B.J. Cothran	Alderman Terry Kennedy	Ola Marie Spruiel
Mamie Doss	Raymond Kerr	Virginia Stegall
Capt. A. Filla	Joan Lacy	Celeste Stewart
Angela Forland	Bobbie Lee	Benerie Stith
Hence Forland	Brenda Mamon	Irma Thompson
James Foster	Sal Martinez	Ra Khem Thoth
Paula Foster	Alderman Mike McMillan	Reola Weaver
Marcella Gines-Thompson	Minnie Moore	Ernestine Yancy
Louise Halsey	Lincoln Morris	

IV. Human Service Plan

Core Result: Parents Working

Issue Statement:

Parental employment affects the income of the entire family. Children lose out when their parents cannot find work. However, many barriers face those without job skills, work experience, or a college education. Only about 10% of service jobs require no credentials above a high-school diploma, and the supply of jobs with livable wages available to the poor is shrinking. (Kids Count, 1997)

It is estimated that 26% of Covenant Blu, Grand Center, and Vandeventer population are unemployed for the year 1997, compared to 11% in the City of St. Louis. (Source: St. Louis Community Development Agency, Neighborhood-Based Demographic and Business Report)

Benchmark: Increase Employment Rate

Baseline Analysis:

Many of the citizens believe factors contributing to parents not working or being unemployed are due to lack of education and work skills that do not match jobs, which in turn affect work ethics and motivation. It is also estimated that 74% of the neighborhood cluster do not have a college degree, and only 45% of the population are high school graduates. This represents a significant number without higher education. This data does not speak about the populations that enter trade schools. Without higher education it is difficult for parents to earn a living wage that would allow them to support their families.

Additional data available includes a 1997 report from Project Respond/Vision for Children at Risk. This report shows the percentage of children receiving Temporary Assistance for Needy Families or Aid for Dependant Children, also known as TANF and AFDC respectively. The following zip codes that are inclusive of Covenant Blu, Grand Center, and Vandeventer neighborhood cluster along with the reported percentages:

Zip Code	% of families receiving assistance
63103	108.8% *
63106	80.4 %
63108	31.7%
63113	54.1%

This data is compared to the 1994 national norm of 14% (US Bureau of Census).

**Shelters and temporary housing cases may cause rates to be above 100% of the residential child population in a zip code.*

Strategies:

Grand Center/Covenant Blu/Vandeventer have proposed to break the barriers of unemployment and increase the employment rate by implementing the following strategies:

1. Expand existing adult education programs that address such areas as:
 - Computer Skills/Training;
 - Continuing Education;
 - Remedial Education;
 - Tutoring; and
 - Mentoring.
2. Create and implement an employment training program and job placement program.
3. Conduct a survey to identify potential businesses that would consider employing neighborhood residents.

Performance Measures:

To ensure effective strategies are in place, the Neighborhood Leadership Team will use the following measures to determine changes:

- Percentage of individuals entering and completing employment training program
- Percentage of individuals employed as a result of the training program
- Percentage of individuals receiving GED

Potential Partners/Providers:

Shiloh Missionary Baptist Church
 Stevens Middle Community Education Center
 Carver Elementary Community Education Center
 Grand Rock Community Economic Development Corporation
 Kappa Alpha Psi Fraternity
 St. Alphonsus Ligouri "Rock" Catholic Church
 Community Health in Partnership
 New Union Vine Church Community Outreach
 City House

This list should not be viewed as a complete list of partners and providers. The neighborhood leadership team will continue to explore this area and identify additional partners to work collaboratively on implementing strategies.

Benchmark: Increase Job Retention Rate**Baseline Analysis:**

Because there is no specific geographical data available to establish a baseline analysis the Neighborhood Leadership Team will implement a data tracking system that will determine the number of individuals that become employed and remain employed.

Strategies:

Citizens feel there are no support mechanisms in place in the community to help individuals stay on the job, therefore the neighborhood leadership team will implement the following strategies to increase parent's ability to remained employed:

1. Develop a program that focuses on providing job coaching, mentoring, and counseling during probationary period for individuals that become employed.
2. Identify community resources that provide funds for transportation, uniforms and work essentials such as physical exams, and police checks.
3. Identify childcare providers that provide 24 hour child care assistance.

Potential Partners/Providers:

LaPlace Enrichment Center
 Mom's Day Care Center
 Village Academy
 Human Development Corporation
 Grand Rock Community Economic Development Corporation
 Community Health in Partnership
 George Washington Carver House
 Transformation Child Training Center
 New Union Vine Church Community Outreach

This list should not be viewed as a complete list of partners and providers. The neighborhood leadership team will continue to explore this area and identify additional partners to work collaboratively on implementing strategies.

Performance Measures:

- Percentage of community resources identified and utilized by the new employees
- Number of childcare providers identified
- Percentage of individuals participating in the program that remain on the job at least a year or more

Summary Need

It is anticipated the following positions are needed to implement all strategies listed under the Core Result of Parents Working.

Item	# of programs or person
Adult Education Program Specialist	(2) Full Time Employees
Job Training/Placement Specialist	(1) Full Time Employee
Mentoring Program Coordinator	(1) Part Time Employee
Tutoring Program Coordinator	(1) Part Time Employee

Core Result: Children Safe in Their Families and Families Safe In Their Communities

Issue Statement:

The prevalence of violence erodes the social fabric of any community. In addition to the physical, emotional, and social problems caused by violent crime, the problems associated with poverty are compounded. Violence drives community resources, businesses, and families away from neighborhoods that need their support. Children who are continuously exposed to violence are not allowed to feel the comfort of a safe and protected community (Project Respond/Vision for Children At Risk, 1997).

Benchmark: Decrease Child Abuse and Neglect Rates

Baseline Analysis:

The Neighborhood Leadership Team believes factors such as poor parenting skills, little or no education, low self esteem, inadequate housings, substance abuse among parents, stresses of unemployment as well as everyday life all contribute to child being abused and neglected.

Total reported cases of child abuse and neglect between January 1, 1993 and December 31, 1997 per the Division of Family Services are as follows:

<u>Neighborhood</u>	<u>Sexual</u>	<u>Physical</u>	<u>Neglect</u>
Covenant Blu / Grand Center	8	29	49
Vandeventer	5	18	97

Data does not indicate the break down of the years; therefore, it is difficult to see which year had the most reports. Data indicates there is a significant amount of physical abuse among children in this neighborhood cluster as well as a substantial amount of child neglect. In fact, Vandeventer has a high # of child neglect cases reported.

1997 data retrieved from Project Respond and Vision for Children At Risk indicates Child Abuse Substantiation (Percent of Reports with Probable Cause/Substantiation) as follows:

<u>Zip Code</u>	<u>% reported abuse</u>
63103	27.3%
63106	28.1%
63108	25.2%
63113	30.2%

This data is fairly consistent with the national norm of 31% (National Center to Prevent Child Abuse, 1996).

Alternative Care Rate (Children Currently Living in Out-of-Home Placements Per 1,000)

Zip Code**	# Per 1,000
63103	21.0
63106	20.3
63108	31.3
63113	60.3

(Source: Vision for Children at Risk, 1997)

** The zip codes listed are inclusive of Covenant Blu, Grand Center and Vandeventer neighborhoods.

The above data far exceeds the national norm of 6.8 per 1,000 children under the age of 18 (Child Welfare League of America, 1994).

Strategies:

Research tells us that providing parents with the necessary information and resources needed to effectively respond to their children's behavior reduces stress and tends to eliminate negative responses. When parents are made aware of the children's developmental stages, they can anticipate certain behaviors and employ more effective parenting strategies. The Neighborhood Leadership Team will implement the following strategies to decrease child abuse and neglect in their community.

1. Provide parenting classes and counseling opportunities for parents.
2. Identify existing support groups that target parents (Parents Anonymous, CHIPS, etc).
3. Provide training programs for school staff that focuses on prevention of child abuse and neglect.

Potential Partners/Providers:

Community Health in Partnership Service
 Parents Anonymous
 St. Louis City Police Department
 Missouri Division of Family Services

This list should not be viewed as a complete list of partners and providers. The neighborhood leadership team will continue to explore this area and identify additional partners to work collaboratively on implementing strategies.

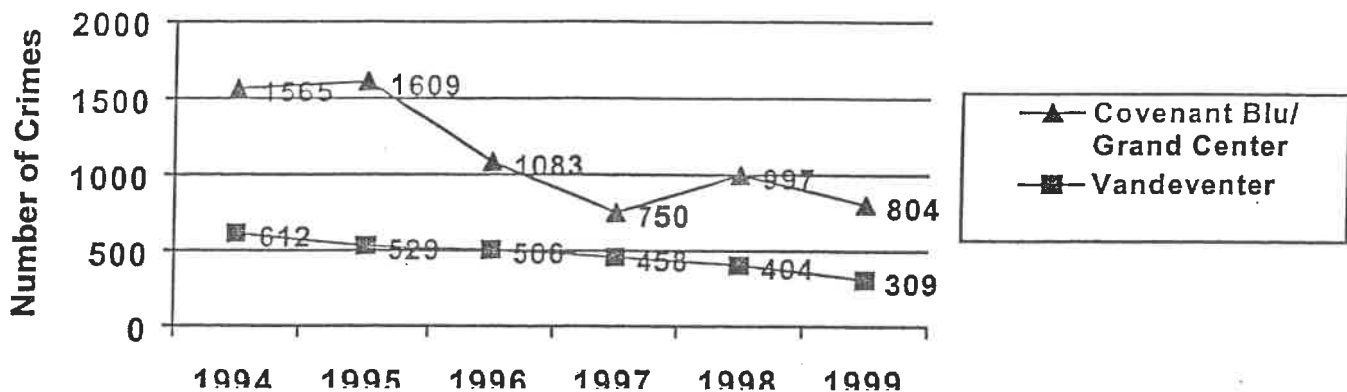
Performance Measures:

- Percentage of parents attending training programs and support groups
- Percentage of reported cases of child abuse and neglect

Benchmark: Decrease Crime Rate

Baseline Analysis:

Annual Total Crime Numbers for the Covenant Blu/Grand Center and Vandeventer Neighborhoods (1994 - Nov. 1999)



Source: St. Louis Metropolitan Police Department

This graph shows the total crime rate for Grand Center, Covenant Blu, and Vandeventer. Also it appears that Grand Center and Covenant Blu have a higher number of crime committed than Vandeventer. However all communities show the numbers of crime decreasing.

Strategies:

To ensure the crime rate continues to decrease the Neighborhood Leadership Team will implement the following strategies:

1. Expand the number of and strengthen neighborhood block units.
2. Provide crime prevention programs.
3. Expand Weed and Seed Program to include other neighborhood clusters.
(Grand Center, Covenant Blu)
4. Expand Nuisance Prevention Program.

Potential Partner/Providers:

St. Louis City Police Department
 Urban League
 St. Louis Association of Community Organization (SLACO)
 Grand Rock Community Economic Development Corporation
 New Union Vine Church Community Outreach
 Mid Town Alliance

This list should not be viewed as a complete list of partners and providers. The neighborhood leadership team will continue to explore this area and identify additional partners to work collaboratively on implementing strategies.

Performance Measures:

- Percentage of new block units
- Percentage of crime reported in the area

Summary Need

It is anticipated the following resources are needed to implement all strategies listed under the Core Result: Children Safe in Their Families and Families Safe In Their Communities

Item	# of program or person
Parenting Instructor Stipends	12 classes
Honorariums for Crime Prevention and Gang Awareness Programs	

Core Result: Children and Families Healthy**Issue Statement:**

In the Covenant Blu, Grand Center, Vandeventer cluster of neighborhoods, health outcomes for children and their families are far from optimal. As the following chart indicates, the residents in these neighborhoods lag behind in the national averages in terms of prenatal care, low birth weight babies, teenage pregnancy, infant mortality, and has a high percentage of children whose families receive public assistance.

	Neighborhood Cluster				National Avg.
	63103	63108	63113	63106	
Late or no prenatal care	32.6%	28.3 %	45.9 %	44.3 %	7.2 %
Low birth weight	13.0%	14.5 %	20.9 %	18.3 %	7.1 %
Births to teenage mothers	19.6%	19.0 %	31.6 %	29.8 %	12.7 %
Infant Mortality (per 1000 live births)	0.0%	23.8 %	24.3 %	28.5 %	7.5%

(Sources: Community Health In Partnership Services, Vision for Children at Risk, 1997)

These indicators are particularly alarming because research has shown that low-birth weight, teenage pregnancy and the lack of prenatal care are all associated with increased illness. These indicators have also been shown to cause physical and developmental delays for children later in life. Coupled with the high poverty rates in this area, this makes the existence of a healthy, productive community all but impossible. This situation could be markedly improved with access to health insurance and appropriate primary and preventive health care.

It should be noted that a substantial number of children (458) as well as families in this neighborhood cluster lack health insurance, which has been linked to the ability to receive regular primary and preventive care, and there is only one health clinic in this service area. Therefore given these statistics, lack of health insurance, as well as lack of access to primary and preventive health care services, these are considered key problems and needs that must be addressed.

The State of Missouri began MC+, a state-run and federally funded health insurance program for children and their families in 1998. To help facilitate enrollment into MC+, the state also developed and received funding for Caring Communities programs. However, the Covenant Blu, Grand Center, and Vandeventer neighborhood cluster does not have a Caring Community program site. Therefore alternative efforts and additional funding is needed to facilitate enrollment in MC+ for residents in these neighborhoods. Furthermore, Community Health In Partnership Services (CHIPS) Clinic is the only health clinic available in this area.

Benchmark: Decrease numbers of families without health insurance

Baseline Analysis:

Data regarding the total amount of families without health insurance in this neighborhood cluster was not obtainable at the time of this report. However we did find data from the 11/8/99 Report Card from the St. Louis Public Schools regarding the numbers of children without health insurance in Covenant Blu, Grand Center, and Vandeventer area:

	<u># children enrolled</u>	<u># uninsured children</u>
Carver Elementary	124	20
Stevens Middle School	283	24
Cole Elementary School	236	60
Vashon High School	1165	127
TOTALS	1808	231

Benchmark: Increase Immunization Rates

Baseline Analysis:

Missouri's child immunization rate is the second worst in the country, according to a survey by the Centers for Disease Control. Only 64% of Missouri children are fully vaccinated compared to about 75% nationwide.

Access problems and money are two reasons why children do not get immunized. According to a public health advisor, full immunization costs about \$270, about \$15 per needle plus the cost for five office visits. It is also noted, doctors often refer patients who cannot afford immunizations to public clinics, where the procedure is free. However, the clinics are overloaded, so patients often wait for hours just to be seen. This requires taking time off from work, which lower income parents are not always able to do. Education is yet another problem. Parents don't realize children need five visits by age two. Ensuring that children receive timely immunizations reduces the occurrence of childhood illnesses and even death.

A 1999 report from KIDS COUNT in Missouri:

Measure	Base Year (1994)	Current Year (1998)
Child Population for St. Louis City_	93,510	85,603
Children as a percent of total population	25.4%	25.2%
Public clinic immunization rate	25.6%	89.2%
Children enrolled in Medicaid	63.4%	69.2%

This chart indicates that the child population has decreased in past four years and the public immunization rate has increased. The Neighborhood Leadership Team believes that community outreach is needed to continue to make increases in the immunization rates.

Strategies:

Overall goal is to improve health outcomes for children and their families in the neighborhood. To accomplish this goal the Neighborhood Leadership Team will collaborate with Community Health In Partnership Services to do the following:

1. Collect data on number of families without health insurance and children without proper immunizations.
2. Conduct community outreach activities that will identify families without health insurance and children without proper immunizations.
3. Provide outreach sites in the community to increase enrollment of eligible residents into health insurance and immunization.
4. Develop linkages with area schools to improve health education and proper immunizations for school age children.
5. Provide adult education programs focusing on the importance of immunization.
6. Identify home schools in the area and educate them about strict guidelines for home schools regarding immunization of children.
7. Multi-purpose vans will be used for transporting people to and from the health clinic to provide immunization as well as other health services needed.

Potential Partners/Providers:

Community Health In Partnership
Carver Elementary School
Stevens Middle School

Cole Elementary School
Metro High School
Vashon High School

This list should not be viewed as a complete list of partners and providers. The neighborhood leadership team will continue to explore this area and identify additional partners to work collaboratively on implementing strategies.

Performance Measures:

- Number of outreach encounters completed by outreach workers
- Percent of increase in enrollment of residents in MC+
- Percent of children immunized at neighborhood schools
- Percent of children enrolled in Medicaid

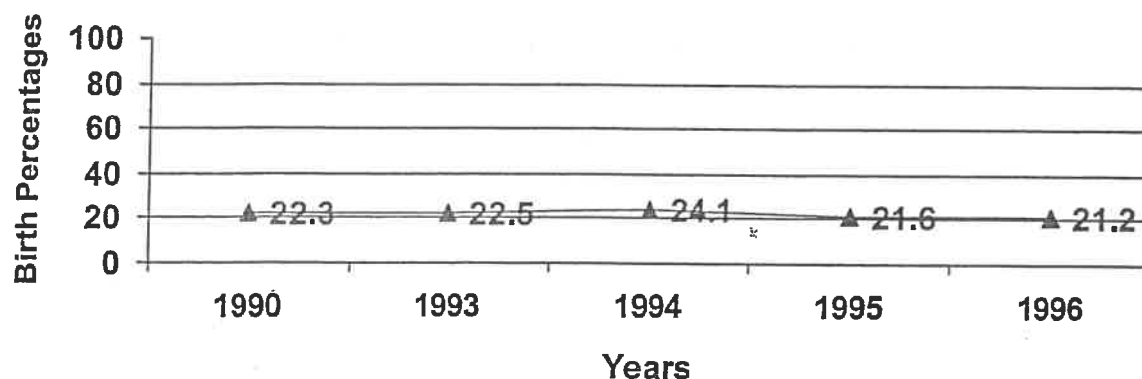
Benchmark: Decrease Rate of Teen Pregnancy

Baseline Analysis:

Teenage childbearing is problematic because it often diminishes the opportunities of both the child and the mother. Births to females under age 18 are particularly troublesome because most of these mothers are unmarried and a vast majority has not completed high school. Research shows, eight to twelve years after birth, a child born to an unmarried, teenage, high school dropout, is 10 times more likely to be living in poverty, as a child born to a mother with none of these characteristics. Given the changing nature of our economy, parents with low educational attainment are likely to have a more difficult time in the future finding a stable job that pays a livable wage. The low paying jobs that are available to most of these young mothers make it difficult to obtain high quality child care for their already vulnerable children.

-Kids Count ,1998

**Pregnancy Trends: Annual Percentage of Births in the City
of St. Louis to Teen Mothers**



(Source: United Way of Greater St. Louis, Social Indicators Database)

This graph shows the annual percentages of births in the City of St. Louis to teen mothers. The graph indicates a small decrease from 1994 through 1996.

Strategies:

Strategies specific to reducing the teen pregnancy rates are as follows:

1. Develop and implement a teenage Pregnancy Prevention Program in middle and high schools that includes a male involvement component as well as case management.
2. Develop and implement a teen peer counseling program.

Potential Partners/Providers:

Community Health In Partnership Services
 Carver Community Education Center
 Stevens Middle School
 Vashon High School
 Metro High School
 Transformation Christian Church Teen Ministry

This list should not be viewed as a complete list of partners and providers. The neighborhood leadership team will continue to explore this area and identify additional partners to work collaboratively on implementing strategies.

Performance Measures:

- Percent of teens that participate in teen peer counseling program
- Percent of male involvement in pregnancy prevention programs
- Percent of teens in program who do not become pregnant

Summary Need

It is anticipated the following positions/resources are needed to implement all strategies listed under the Core Result: Children and Families Healthy

Item	# of Program or Person
Community Health Nurse	(3) Full Time Employees
Community Health Educator	(1) Full Time Employee
Community Health Outreach Workers	(3) Full Time Employees
Teen Pregnancy Program Sponsor Stipends	
Teen Peer Counseling Program Sponsor Stipend	

Core Result: Children Ready to Enter School**Issue Statement:**

The Neighborhood Leadership Team believes that the children of working parents need to be enrolled and attending quality pre-school and daycare programs to ensure that they are receiving the necessary skills for academic success. Parents should be aware of the childcare services and facilities available in the community.

Benchmark: Increase Pre-School and HeadStart Enrollment

Baseline Analysis:

Data was not available at the time of this report

Strategies:

1. Provide a resource pamphlet to parents that includes information on existing early childhood services and programs such as HeadStart, preschools, Parent As Teachers, etc. that located in the neighborhood.

Potential Partners/Providers:

Village Academy
Human Development Corporation
Parent As Teachers
St. Teresa Headstart
Transformation Child Training Center
LaPlace Enrichment Center

This list should not be viewed as a complete list of partners and providers. The neighborhood leadership team will continue to explore this area and identify partners to work collaboratively on implementing this strategy.

Performance Measures:

- Percent of children enrolled and attending daycare, Headstart, and pre-school programs
- Percent of parents that participate in Parent As Teachers programs

Summary Need

It is anticipated the following resources are needed to implement all strategies listed under the Core Result: Children Ready to Enter School

Item	# of Program or Person
Media Advertisement	
Printing/Duplicating	
Postage	
General Supplies	

Core Result: Children Succeeding in School

Issue Statement:

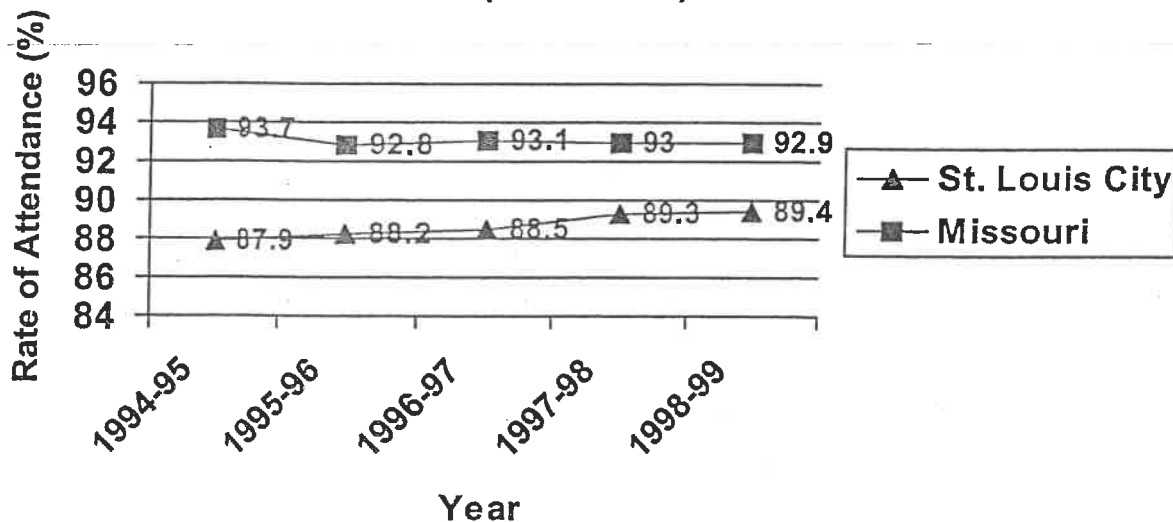
Attendance, reading, writing and math are essential parts to succeeding in school. In addition to acquiring basic skills to succeed in school, children also need nurturing and supportive environments. The Neighborhood Leadership Team believe factors that contribute to low attendance rates and low scores/grades include lack of parental supervision, lack of interest on the part of students, low self esteem, chemical dependency, and lack of resources in the home.

Research has shown that children who encounter those barriers are more likely to drop out of school, experience teen pregnancy, experience violent crimes and join gangs.

Benchmark: Increase Attendance Rates

Baseline Analysis:

**Attendance Rates for the City of St. Louis
(1994-1999)**



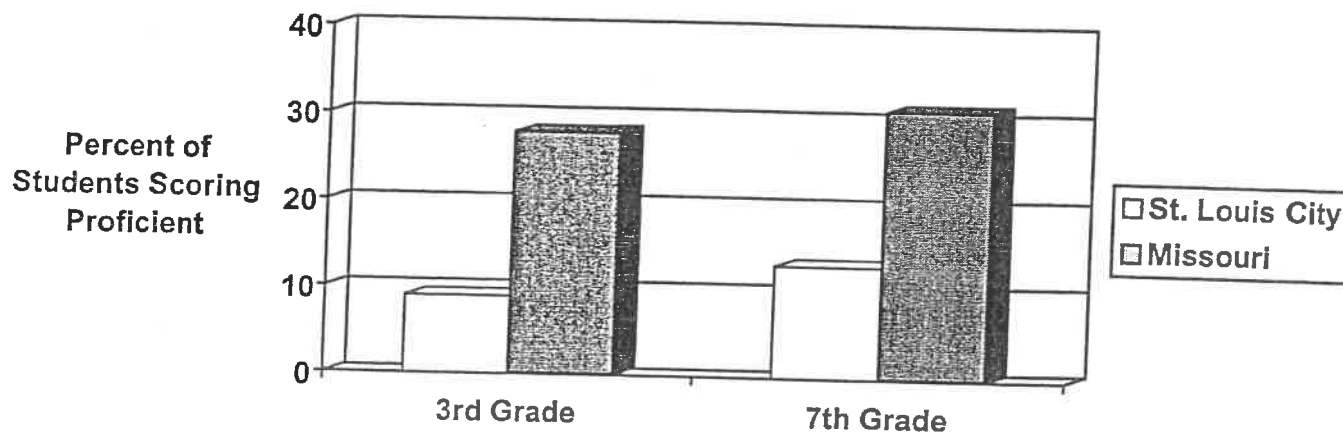
(Source: Missouri Department of Elementary and Secondary Education)

This graph shows the attendance rate for the City of St. Louis Schools, which include schools within Covenant Blu, Grand Center, and Vandeventer. The graph shows an 89.4% attendance rate for 1998-99 school year, which is an increase from the previous year 1996-1998. Compared to the state, the rates are slightly lower.

Benchmark: Increase Reading and Math Scores

Baseline Analysis:

Missouri Assessment Program (MAP) MSIP Reading
Standard 1997-98 for the City of St. Louis

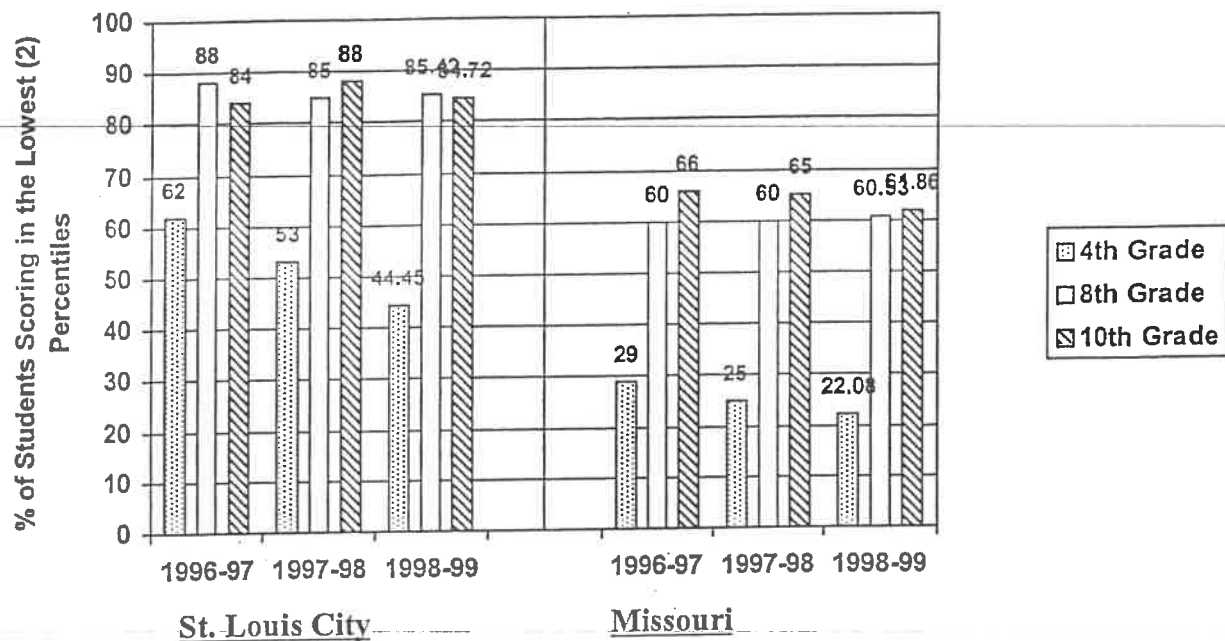


(Source: The Missouri Department of Elementary and Secondary Education)

1998-1999 report from Missouri Assessment Program (MAP) of the St. Louis City School District indicated only 9% of students in 3rd grade scored on a proficient reading level compared to the state of Missouri, which scored at 28%. In addition only 13% of St. Louis City students in 7th grade scored at a proficient level compared to the state of Missouri at 31%. MAP Reading Tests are done for 3rd and 7th grade.

The MAP test reports a student's achievement in one of five levels. From lowest to highest, they are Step 1, Progressing, Nearing Proficient, Proficient and Advanced.

Missouri Assessment Program (MAP) 1997-1999 Rate of Lowest 2 Levels of Math Scores



Source: Missouri Department of Elementary and Secondary Education

The MAP also reported students' math levels are poor. 85% of 8th and 10th graders scored in the bottom 2 levels, (Step 1 and Progressing). MAP Math Tests are done for 4th, 8th, and 10th grade. The MAP test reports a student's achievement in one of five levels. From lowest to highest, they are Step 1, Progressing, Nearing Proficient, Proficient and Advanced.

Strategies:

In the effort to increase the number of children succeeding in school the Neighborhood Leadership Team will implement the following strategies:

1. Develop neighborhood-based initiatives that support and promote socially stable families thru enrichment programs.
2. Partner with Police Department and Truant Officers to enforce school hours and curfew hours.
3. Develop and implement tutoring programs (peer-peer, student-teacher, parents and community volunteers) for students in the community.
4. Develop and implement a school-based mentoring program that involves community-residents.

5. Conduct school-based programs that focus on sex and drug education.
6. Conduct parenting programs that include a focus on helping children with homework.
7. Develop and implement alternative programs in schools instead of suspension.
8. Create a neighborhood task force that meet with school staff to improve quality of instruction and discipline. i.e., school based management, community education council

Potential Partners/Providers:

St. Louis City Police Department
 Shiloh Missionary Baptist Church
 Cole Elementary School
 Carver Elementary School
 Stevens Middle School
 Vashon High School
 Metro High School
 Mid Town Alliance
 New Union Vine Community Outreach
 St. Alphonsus Ligouri "Rock" Catholic Church
 Transformation Christian
 Solid Sports, Inc
 George Washington Carver House

This list should not be viewed as a complete list of partners and providers. The neighborhood leadership team will continue to explore this area and identify additional partners to work collaboratively on implementing strategies.

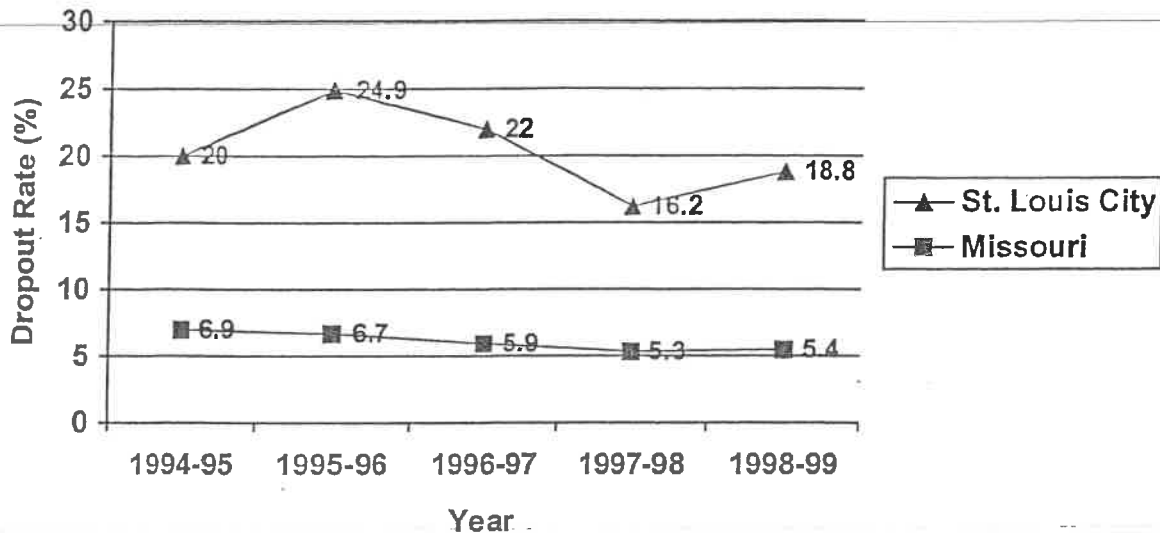
Performance Measures:

- Number of reports to truant officers
- Percent of parents participating in parenting programs
- Percent of students referred to alternative programs
- Percent of students participating in tutoring programs
- Reading and Math scores of students in the tutoring program compared to those students not in the program
- Percent of students enrolled and completing computer training programs
- Percent of students in participating schools that have increased in the proficient level of reading and math as compare to the State of Missouri

Benchmark: Decrease High School Dropout Rates

Baseline Analysis:

Annual Dropout Rate (Grades 9-12) for the City of St. Louis



Source: Missouri Department of Elementary and Secondary Education

This graph shows the annual dropout rate for the City of St. Louis. The graph depicts a 2.6 % increase in the dropout rate from 1997-98 school year to 1998-99 school year. In comparison, the state dropout rate is significantly lower.

Strategies:

The Neighborhood Leadership Team believe factors that contribute to students dropping out of school include: lack of motivating programs, peer pressure to become involved in gangs, and need to be employed to take care of themselves, children, and/or siblings. The following strategies will be implemented to decrease high school drop out rates.

1. Expand school programs (choir, cooking, after-school sports, band, and leadership development) that elevate and interest students.
2. Provide school-based gang awareness programs.
3. Identify affordable and available childcare programs for teen-age mothers and fathers.
4. Provide mentoring and job shadowing programs.

Potential Partners/Providers:

George Washington Carver House
 Harambee Youth Services
 New Union Vine Community Outreach
 Solid Sports
 St. Louis City Police Department
 Transformation Christian School
 Ranken Technical College

This list should not be viewed as a complete list of partners and providers. The neighborhood leadership team will continue to explore this area and identify additional partners to work collaboratively on implementing strategies.

Performance Measures:

- Percent of students who voluntarily participate in school programs
- Percent of student graduating
- Percent of students not involved with gangs
- Percent of students who utilized children programs/services while attending school and they graduate

Summary Need

It is anticipated the following resources are needed to implement all strategies listed under the Core Result: Children Succeeding In School

Item	# of Program or Person
Alternative Program Coordinator	(1) Full Time Employee
Mentoring Program Coordinator	(1) Part Time Employee
Tutoring Program Coordinator	(1) Part Time Employee
Parenting Instructor Stipends	12
Honorariums for Crime Prevention /Gang Awareness Programs	
Sex/Drug Education Teacher	(1) Full Time Employee
Sex/Drug Education Instructor Stipends	12
Alternative Program Teacher	(5) Full Time Employees
Tutoring Program Teacher Stipends	4
Extracurricular Program Instructor Stipends	10
Equipment (Computers, printers, software)	

Core Result: Youth Ready To Enter Productive Adulthood

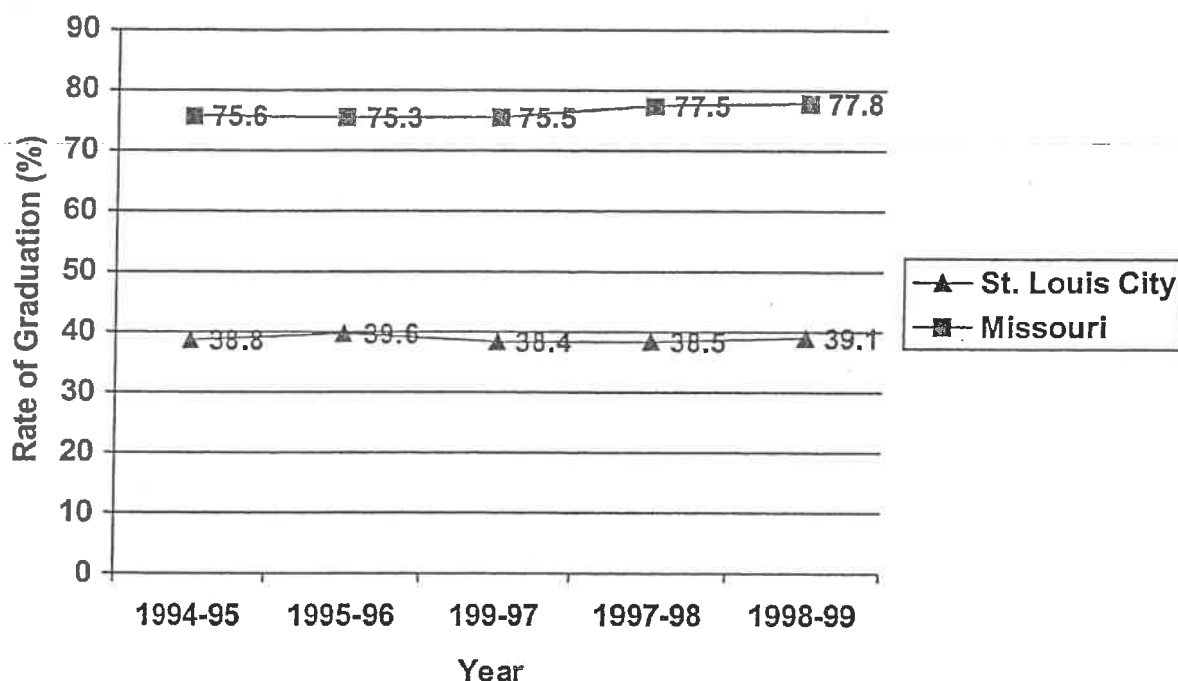
Issue Statement:

The Neighborhood Leadership Team believes the factors that contribute to youth unprepared to enter a productive adulthood are due to a lack of exposure to career training programs. Research shows that when youth participate in mentoring and job shadowing programs they are more likely to pursue a higher education in hopes of obtaining professional employment.

Benchmark: Increase High School Graduation Rates

Baseline Analysis:

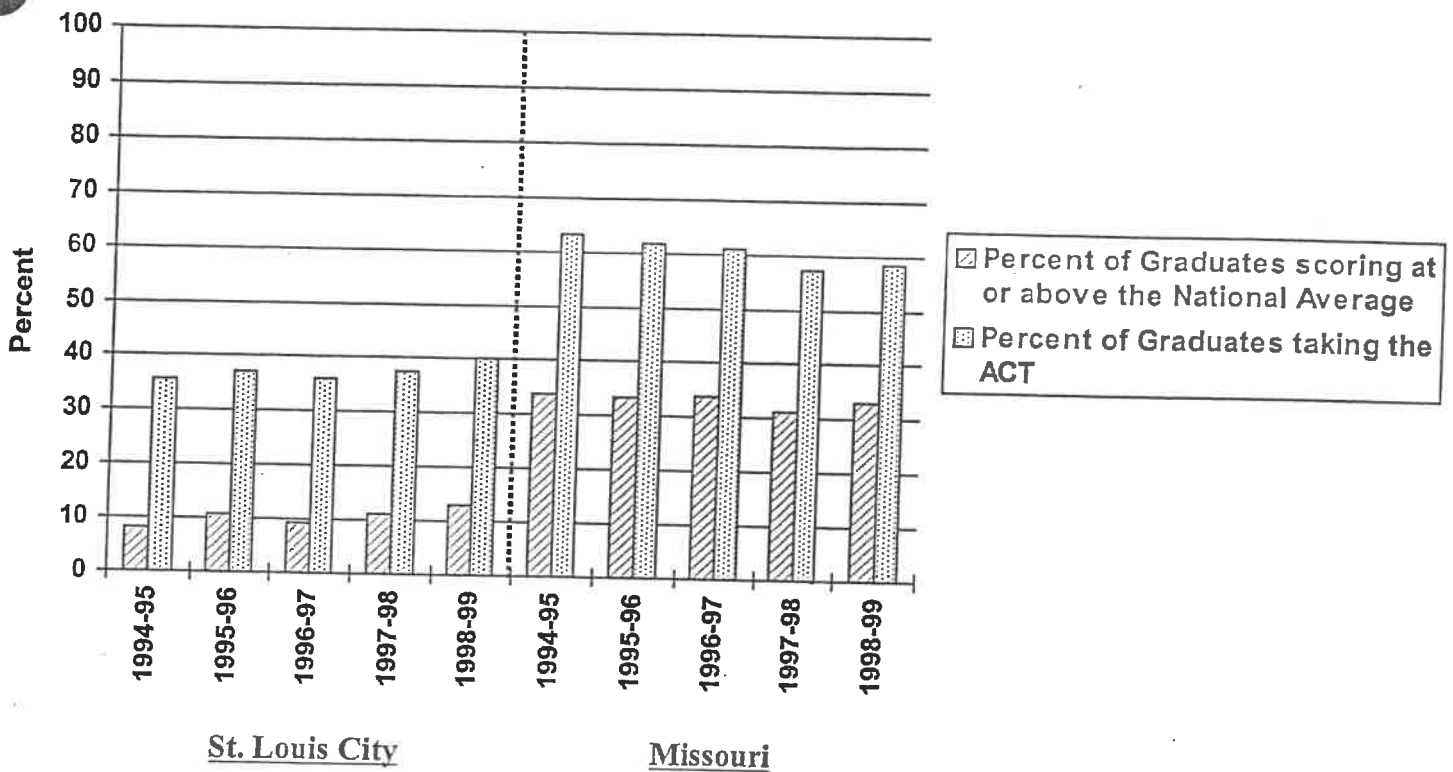
Graduation Rate for the City of St. Louis (1994-1999)



Source: Missouri Department of Elementary and Secondary Education

This graph shows the graduation rate for the City of St. Louis schools, which include schools within Covenant Blu, Grand Center, and Vandeventer community. The graph shows a 39% graduation rate for 1998-1999 school year, which is an increase from the previous 2 schools years (1996-97 and 1997-98). However it has been consistently lower than the state rate.

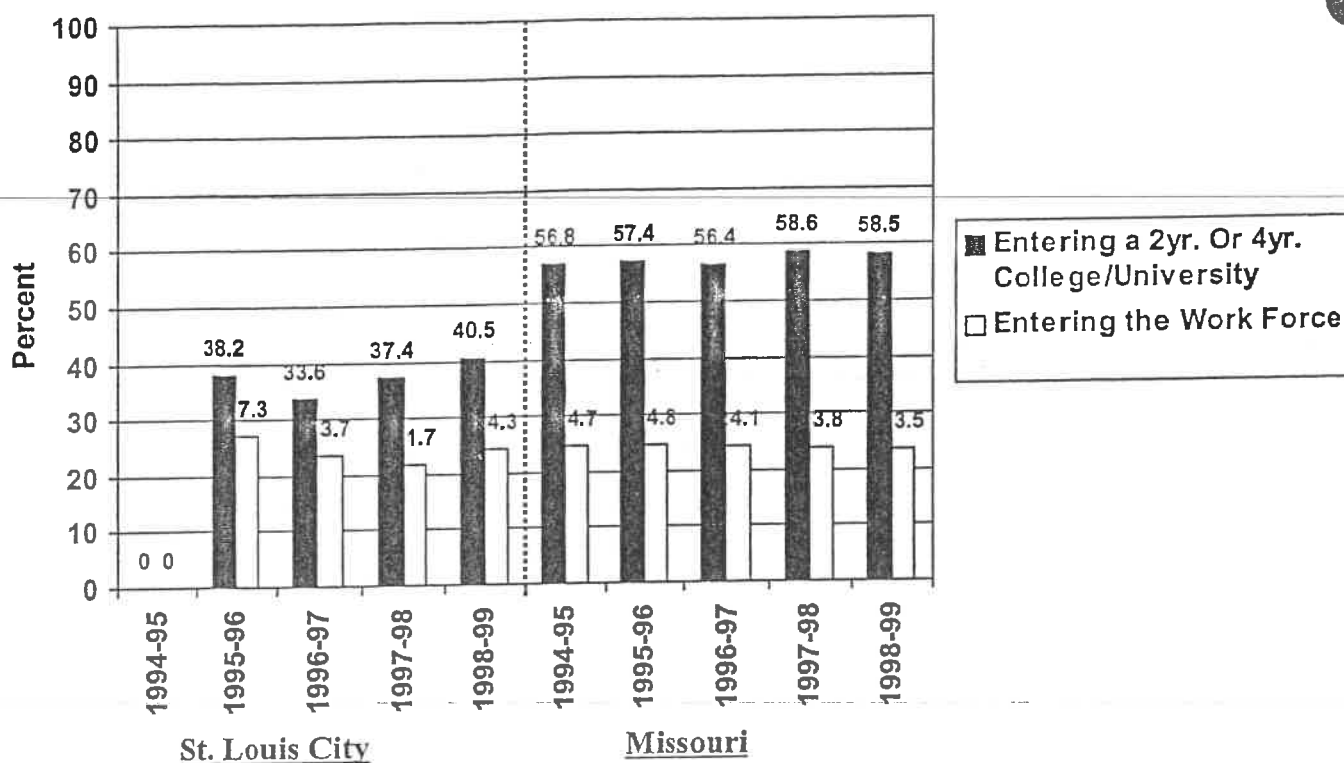
ACT College Entrance Exam



Source: Missouri Department of Elementary and Secondary Education

This graph shows the percent of high school graduates taking the ACT College Entrance Exam. The 1998-99 school year shows that only 40% of St. Louis City Public School graduates took the ACT and only 13% scored at or above the National Average. This is a slight increase from the previous years. The 1997-98 school year shows 36% of St. Louis City Public School graduates taking the ACT exam and only 11% scored at or above the National Average.

Graduate Analysis



Source: Missouri Department of Elementary and Secondary Education

This graph is an analysis of high school graduates pursuing higher education and/or entering the workforce upon completion of high school. The graph indicates that during the 1998-99 school year, 40.5% of St. Louis Public School graduates entered a 2-year or 4-year college/university and 4.3% of graduates entered the workforce. This is an increase from the previous school year.

Overall the graph indicates more high school graduates are pursuing a higher education as opposed to entering the workforce and that significantly fewer St. Louis City Public School graduates are entering post-secondary education or the workforce as compared to Missouri graduates statewide.

Strategies:

1. Increase access to and expand Construction trades training programs.
2. Increase access to existing computer training programs and services.
3. Provide mentoring and job shadowing programs.
4. Implement Youth Build program in neighborhood to interest youth in the building industry.

Potential Partners/Providers:

Youth Build
 Shiloh Missionary Baptist Church
 Ranken Technical College

This list should not be viewed as a complete list of partners and providers. The neighborhood leadership team will continue to explore this area and identify additional partners to work collaboratively on implementing strategies.

Performance Measures:

- Percent of students that graduate
- Percent of students enrolled in mentoring, job shadowing programs
- Percent of students enrolled in Youth Build program

Summary Need

It is anticipated the following positions/resources are needed to implement all strategies listed under the Core Result: Youth Ready To Enter Productive Adulthood

Item	# of Program or Person
Adult Education Program Specialist	(2) Full Time Employees
Job Training / Placement Specialist	(1) Full Time Employee
Mentoring Program Coordinator	(1) Part Time Employee
Construction Trades Instructor Stipends	10
Equipment (Computers, Printers, software)	4
Media Advertisement	
Youth Build Program Costs	1
Mentoring Program Costs	

V. Coordination of Six Core Results

Personnel & Non-Personnel Resources

	AMOUNTS	PARENTS WORKING	CHILDREN SAFE IN FAMILIES, IN COMMUNITIES	CHILDREN & FAMILIES HEALTHY	CHILDREN READY ENTER SCHOOL	CHILDREN SUCCEEDING IN SCHOOL	YOUTH READY ENTER PRODUCTIVE ADULTHOOD
<i>Personnel</i>							
Adult Education Program Specialist (2 FTEs)		X					X
Job Training/Placement Specialist (1 FTE)		X					X
Alternative Program Coordinator (1 FTE)						X	
Community Health Nurse (3 FTE)				X			
Community Health Educator (1 FTE)				X			
Community Outreach Workers (3 FTEs)				X			
Mentoring Program Coordinator (0.5 FTE)		X				X	X
Tutoring Program Coordinator (0.5 FTE)		X				X	
Parenting Instructor Stipends (12 classes)			X			X	
Honorariums for Crime Prevention/Gang Awareness programs			X			X	
Sex/Drug Education Teacher (1 FTE)						X	
Sex/Drug Education Instructor Stipends (12 classes)						X	
Alternative Program Teachers (2 FTEs at HS + 1 FTE at MS = 5 FTEs)						X	
Tutoring Program Teacher Stipends (4 teachers)						X	
Teen Pregnancy Program Sponsor Stipend						X	
Teen Peer Counseling Program Sponsor Stipend				X			
Extracurricular Program Instructor Stipends (10 programs)				X			
Construction Trades Instructor Stipends (5 instructors)						X	
Benefits		X		X		X	X
							X
<i>Non-Personnel</i>							
In Town Travel							
Out of Town Travel		X		X		X	X
Office Space		X		X		X	X
Equipment (Computers, printers, software)		X		X		X	X
Telephone-Local/Long Distance		X					X
Media Advertisements		X		X		X	X
Printing/Duplicating		X	X		X		X

Personnel & Non-Personnel Resources							
		PARENTS WORKING	CHILDREN SAFE IN FAMILIES, IN COMMUNITIES	CHILDREN & FAMILIES HEALTHY	CHILDREN READY ENTER SCHOOL	CHILDREN SUCCEEDING IN SCHOOL	YOUTH READY ENTER ADULTHOOD
Postage		X	X	X	X		X
General Supplies		X		X	X	X	X
Refreshments			X	X			X
Multi-purpose Vans				X			
Youth Build Program							
Alternative Program							X
Mentoring Program							
Tutoring Program						X	X
Extracurricular Program Costs (10 programs)						X	



**THE
NORTH CENTRAL PLAN**

**PRE-PLANNING MEETING NOTES
GRAND ROCK SUB-AREA**



100-100000



**THE
NORTH CENTRAL PLAN**

**PRE-PLANNING MEETING NOTES
VANDEVENTER SUB-AREA**

18th WARD SUBAREA MASTER PLANNING EFFORT

SUMMARY OF DECEMBER 15 MEETING

ASSETS

LOCATION:

Access to jobs, education, culture, downtown via bus, Highway 40. Location near SLU can attract employees of, services related to university.

ORGANIZATIONS, particularly small organizations. CBC and others stayed with the neighborhood during tough times, and continue to bring in new residents.

RELATIVELY QUIET

RELATIVELY FREE OF ENVIRONMENTAL CONTAMINANTS

GEOLOGICALLY STABLE

LARGE POPULATION with many generations of families

CHURCHES

PROBLEMS

VACANT/DANGEROUS BUILDINGS—Need to be demolished!

OWNERS/TENANTS WHO DON'T KNOW HOW/WANT TO TAKE CARE OF THEIR HOMES. Need rules and punishments. Need code enforcement. (Alderman Kennedy will get new property maintenance guides distributed.)

PROSTITUTES

ABSENTEE LANDLORDS—need acquisition strategy!

NO BUSINESSES OR SERVICES—Doctors, pharmacies, etc.

ABSENCE OF TAX BASE

LACK OF PUBLIC SERVICES

LACK OF INSURANCE/HIGH INSURANCE RATES

SEWER GAS

LOOKS BAD

PROBLEM ALLEYS & STREETS

OPPORTUNITIES

HOUSING ON VACANT LAND:

For-sale, rental, market rate, low income—need old blood and new blood.

TO TEACH (YOUNG) PEOPLE:

Job skills, how to take care of housing (young and not-so-young)

FOR RETAIL SERVICES:

Drugstore, groceries, dry cleaners, restaurants, books (library?), pediatricians, office space (lawyers?), sewing/fabric store—small stores

FOR PUBLIC SERVICES:

Library, parks, rec center

ADDED:

Small lake, bike/walk/trail area (Hodiamont track?)

Beat Police

GENERAL:

Should boundary be extended across Page to Evans (one block to north—boundary of Vandeventer neighborhood)?

Should boundary be extended to Taylor (one block west of current Newstead boundary)?

**GRAND ROCK
COMMUNITY ECONOMIC DEVELOPMENT CORPORATION**

**GRAND ROCK/COVENANT-BLU
NEIGHBORHOOD MEETING #1
OCTOBER 29, 1998
RESULTS**

The following is an assessment of the perceptions that we as residents of the Covenant-Blu community have of our neighborhood.

STRENGTHS:

- Grand Rock/Covenant-Blu neighborhood located in close proximity to the Arts District
- Strong leadership efforts of established neighborhood residents (These long-time residents are responsible for the few block units that are active.)
- Neighborhood religious institutions are active part of community.
- Public transportation system provides excellent services.
- The existence of neighborhood beautification programs (i.e., Gateway to Gardening, Bell Community Gardens)
- Neighborhood residents have positive relationships with each other, other community groups, current alderman and local police department officers.
- Excellent base of schools in immediate vicinity of neighborhood.
- Many of the housing units (of which most are vacant) have significant architecture.

WEAKNESSES:

- Numerous violent crimes in area
- Numerous vacant buildings and lots
- Motorists fail to obey traffic signs
- The existence of several absentee landlord managed units
- Illegal trash dumping
- Lack of stores to obtain food, prescriptions, etc.
- Unleashed, stray dogs in area
- Lack of involvement by commercial entities into resident problems/concerns
- Lack of police presence (i.e., foot patrols)
- Drug trafficking in JVL
- Lack of businesses moving into neighborhood
- Lack of block units
- Lack of communication between community and service providing organizations
- Lack of a truancy program to remove young people from streets during school hours
- Presence of Ebony Motel (prostitution, drug trafficking)

SERVICES NEEDED IN GRAND ROCK/COVENANT-BLU COMMUNITY:

- | | |
|--------------------------|--|
| • Laundromat | • Facility for physically and mentally challenged |
| • Dry cleaners | • Small businesses |
| • Grocery store | • More greenspace for the aesthetic enhancement of community |
| • Fine-dining restaurant | • More African-American owned businesses |
| • Video store | • Community Center (youth development, recreational opportunities) |
| • Hardware store | |
| • Library | |

**GRAND ROCK
COMMUNITY ECONOMIC DEVELOPMENT CORPORATION**

**GRAND ROCK/COVENANT-BLU
NEIGHBORHOOD MEETING #2
NOVEMBER 23, 1998
RESULTS**

The meeting began with a brief introduction and explanation of the Greater Grand Center Planning Process and the designation of Covenant-Blu as a sustainable neighborhood. Residents were informed that both initiatives are resident driven and that their continued presence is crucial for the successful redevelopment of the Covenant-Blu neighborhood.

RESIDENT RESPONSE TO MEETING ISSUES (SYNOPSIS):

- A. What existing neighborhood would you like Covenant-Blu to resemble?

Response: There was a general consensus that Covenant-Blu does not need to mirror another community, but that it needed to return to the prominence that it once held. Other residents added that they would like for the Covenant-Blu neighborhood to have the services (i.e., Schnucks at Natural Bridge and Union) that other neighborhoods enjoy.

- B. What physical changes do you think you would like to see?

Response: Residents responded that in order to attract new residents to relocate to the Covenant-Blu community, the above-mentioned changes need to happen.

- C. What physical things do you want less of?

Response: Pawnshops, check cashing stores, Asian-owned establishments.

- D. What physical things do you want to move into your neighborhood.

Response: Mixed income, race was no issue, religious affiliations were not a consideration.

OVERALL CONCERNS/IDEAS ABOUT FUTURE OF COVENANT-BLU COMMUNITY:

- We must hold landlords accountable for their tenants (i.e., Cook Gardens).
- Must reduce/eliminate the existence of alcohol and tobacco advertisements in our community.
- We do not need any more tire repair shops or auto salvage yards in the community.
- We must be more selective of businesses that do move into the community.
- We must create employment opportunities for Covenant-Blu residents.

**18th WARD SUBAREA
MASTER PLANNING EFFORT**

SUMMARY OF JANUARY 12 MEETING

NEIGHBORHOODS TO RESEMBLE IF POSSIBLE/WHY	PHYSICAL NEEDS	PEOPLE:
CENTRAL WEST END: Good mix of residential & small commercial; character of housing	"Tree-lined streets" coordinated with street lighting.	HIGHER INCOMES: "Great--would be able to take care of their property."
ST. LOUIS HILLS: clean, no trash, well-kept housing, shops (Ted Drewes) and restaurants (Garavelli's cafeteria), attractive housing; associations with enforced rules	Brick pillars at street entrances w/lights and street names	LOWER INCOMES: "Every neighborhood needs a share but should be spread throughout region."
"The way this neighborhood used to be..." Photos are available from participants	"Curb extenders" to control traffic speed.	"Need rules." "Battered women's shelter would be OK if security was addressed and condition of property acceptable."
LAFAYETTE PARK: Style of housing, streetscapes, park focus	PHYSICAL THINGS TO REMOVE	RACIAL/RELIGIOUS MAKEUP: "Anybody who can afford the home."
CLARA/O'FALLON PARK	Auto repair on streets. No additional liquor stores . No additional churches . Fewer Asian restaurants . Commercial places (lounges) need off-street parking -- residents can't park. Junk cars, junk appliances in backyards, front porches, vacant lots.	BEHAVIOR: No loud cursing, music, horn blowing. "Need people who respect themselves and are responsible."

GENERAL:

Need relationships with realtors who will work with residents to get responsible new residents.



**THE
NORTH CENTRAL PLAN**

COMMITTEE REPORTS

EDUCATION
HOUSING
SAFETY & SECURITY
BUSINESS ATTRACTION & RETENTION
SENIOR, COMMUNITY & HEALTH SERVICES
PUBLIC IMPROVEMENTS
RECREATION

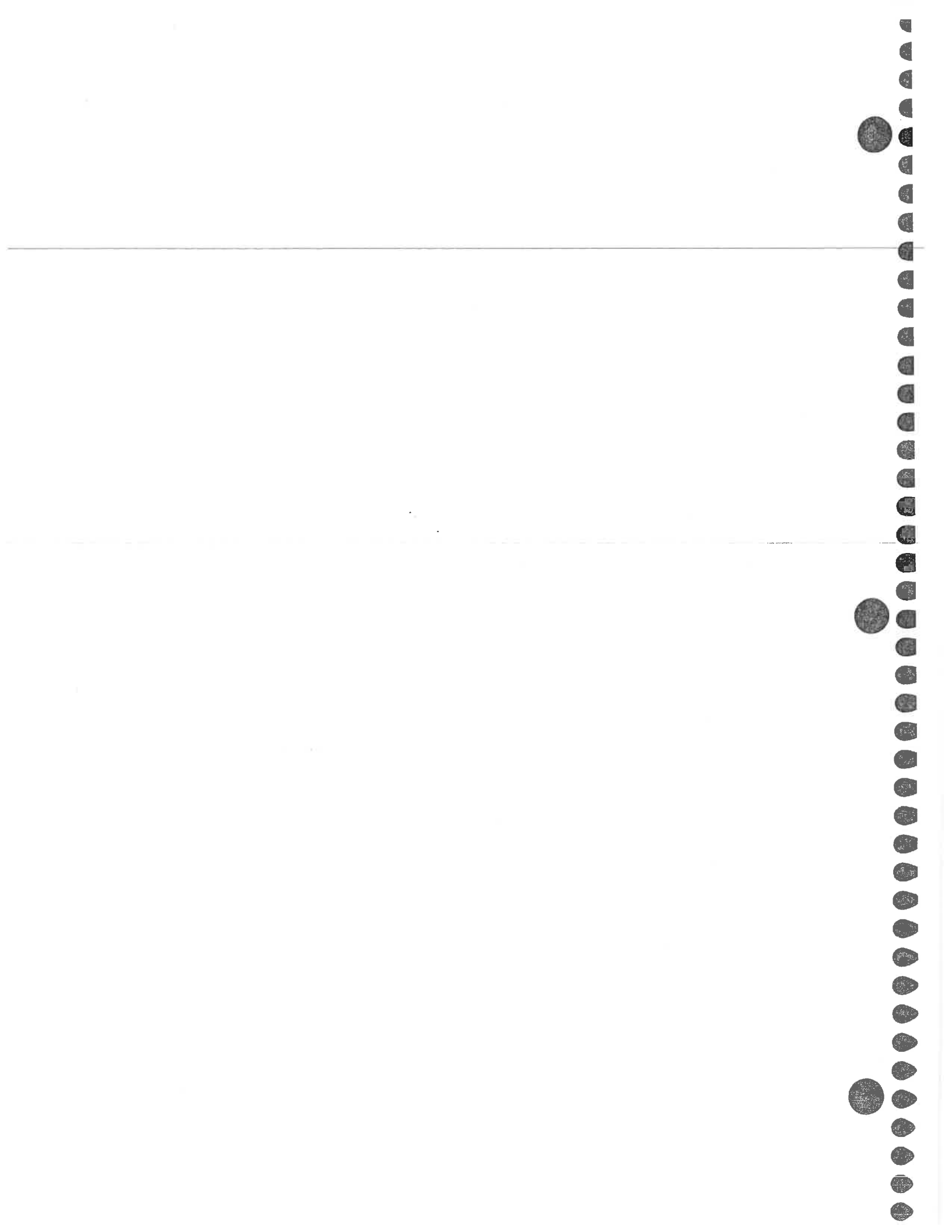


EDUCATION COMMITTEE REPORT

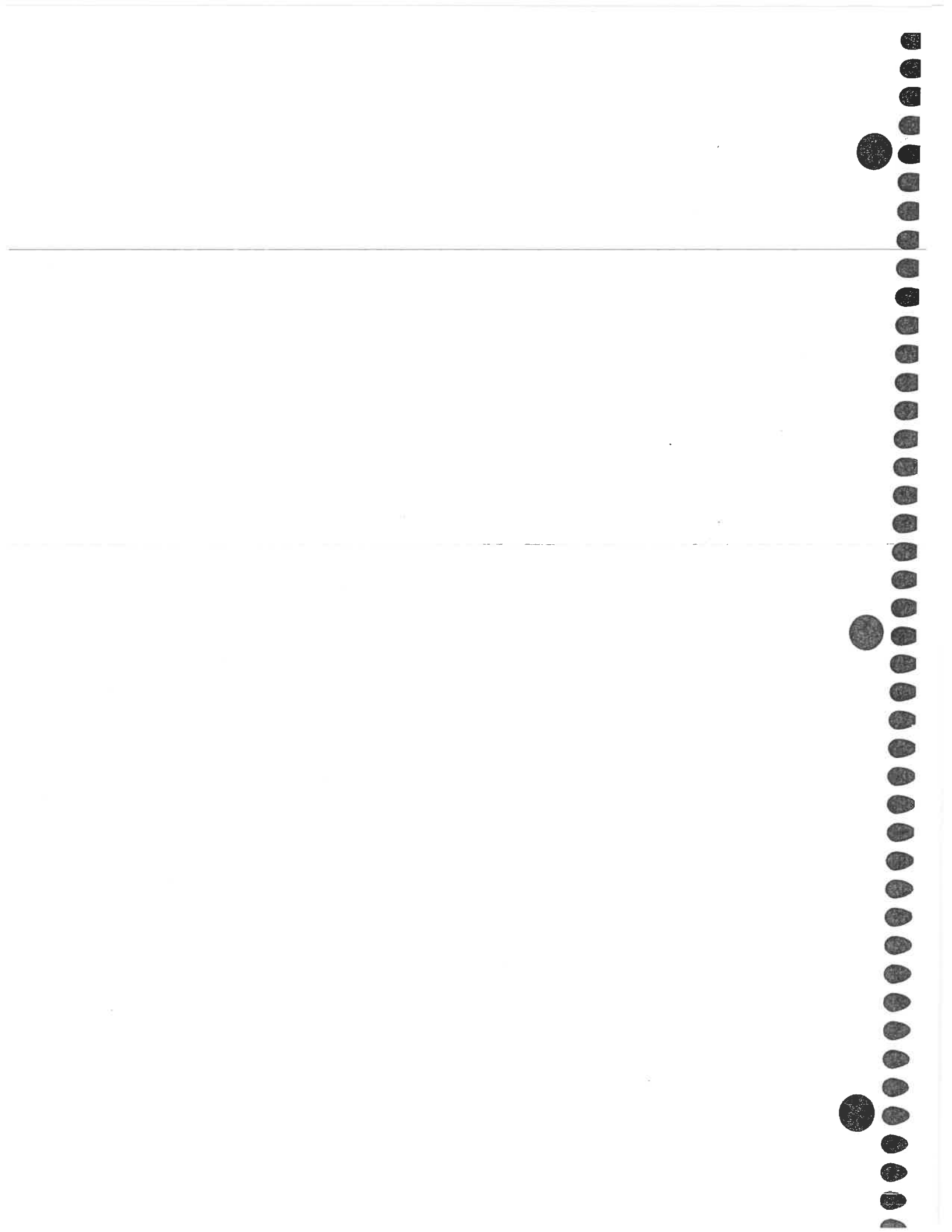
DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES	SOCIAL/HUMAN SERVICE STRATEGIES	RELATED SUSTAINABLE NEIGHBORHOODS OUTCOMES
<i>Pre-schoolers are <u>prepared to</u> <u>enter school.</u></i>	Preschoolers and have access to <u>early</u> <u>childhood</u> <u>developmental</u> <u>opportunities.</u>	Convenient, safe day care facilities.	Day care programs available & affordable.	Children ready to enter school.
		Convenient, safe pre-school facilities.	"Head Start" and other preschool programs available for all neighborhood children.	
			"Parents as Teachers" programs available & encouraged.	
<i>Neighborhood youth must be <u>prepared to</u> <u>enter job</u> <u>market.</u></i>	All graduates should be <u>proficient in basic</u> <u>skills.</u> (<i>Collect &</i> <i>review data to</i> <i>determine current</i> <i>proficiency levels.</i>)	Facilities available for drop-in tutoring.	1/1 unrestricted tutoring available at neighborhood schools/locations for all grade levels.	Children succeeding in school. Youth ready to enter productive adulthood.
	Youth should have <u>successful employ-</u> <u>ment experience</u> prior to graduation.		Ineffective schools are "reconstituted" with specific goals and accountability measures.	
			Summer jobs available to all youth who want them.	
	Youth should have access to <u>vocational</u> <u>training.</u>	Computer training facilities.	Computer training programs.	
<i>Parents are <u>active in</u> <u>children's</u> <u>education.</u></i>		Construction trades training facilities.	Construction trades training programs/access to programs.	Children succeeding in school.
	Parents have opportunities to <u>learn parenting</u> <u>skills;</u> children have access to <u>interested,</u> <u>active parents.</u>	Parenting programs accessible to neighborhood residents.	"Parents as Teachers" programs available & encouraged.	
		Stand-in parents available for children whose parents are unable or unwilling to be active in children's education.		



DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES	SOCIAL/HUMAN SERVICE STRATEGIES	RELATED SUSTAINABLE NEIGHBORHOODS OUTCOMES
<i>Neighborhood youth engaged in constructive leisure-time activities.</i>	Neighborhood youth have access to <u>constructive recreational opportunities.</u>	Recreational opportunities for all ages (playgrounds, recreation center, sports facilities) nearby or via safe route.	Recreational opportunities at schools not restricted to school's students. Neighborhood educational/recreational newsletter provides information on recreational opportunities. Community schools provide better marketing for their programs.	Children & families safe. Children & families healthy.
<i>Neighborhood youth have constructive role models available.</i>	Parents are positive <u>role models for their children.</u> <u>Other role models are available for neighborhood youth.</u> <u>Successful people are encouraged to reside in neighborhood.</u>		Adult education programs available/encouraged (GED, other) 1/1 tutoring available & encouraged for adults Mentoring available/accessible for all interested youth.	Parents working. Children ready to enter school. Children succeeding in school. Children ready to enter productive adulthood.
<i>People are encouraged to keep learning outside of formal education.</i>	Youth and adults have access to <u>self-teaching opportunities.</u>	Middle and upper income housing developed and marketed. Libraries available in neighborhood. Computer labs available in neighborhood.	New residents encouraged to serve as mentors and become active in neighborhood life. Interested library staff available. Technical support available.	Children succeeding in school. Children ready to enter productive adulthood.

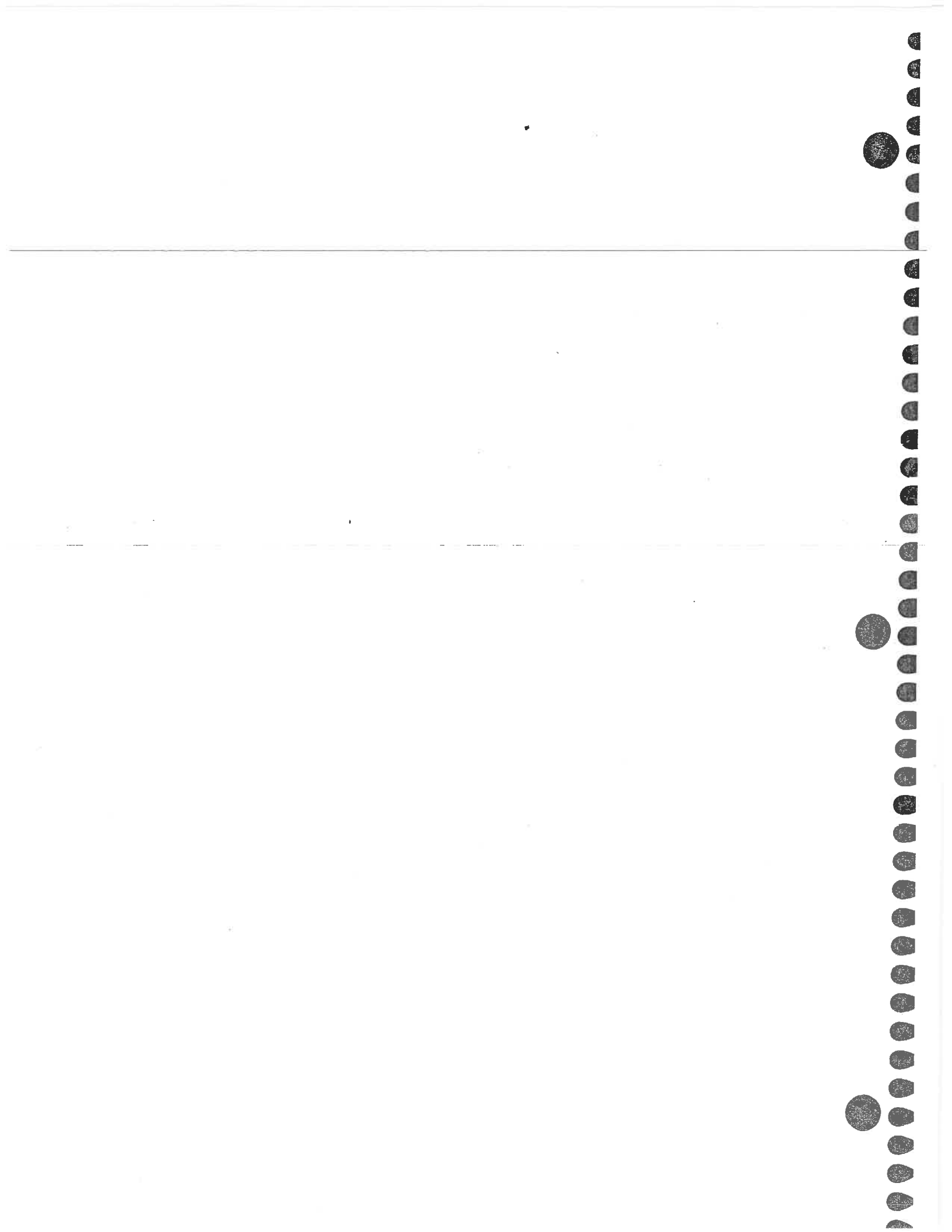


DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES	SOCIAL/HUMAN SERVICE STRATEGIES	RELATED SUSTAINABLE NEIGHBORHOODS OUTCOMES
<i>Schools are a source of pride for neighbor- hood residents.</i>	<u>"All schools should be like magnet schools."</u>	School facilities should be well- maintained and equipped for modern educational practices.	Schools should offer programs which elevate and interest students.	Children succeeding in school. Children ready to enter productive adulthood.
	All neighborhood residents interested in/take pride in education.	New schools should be built where needed.		

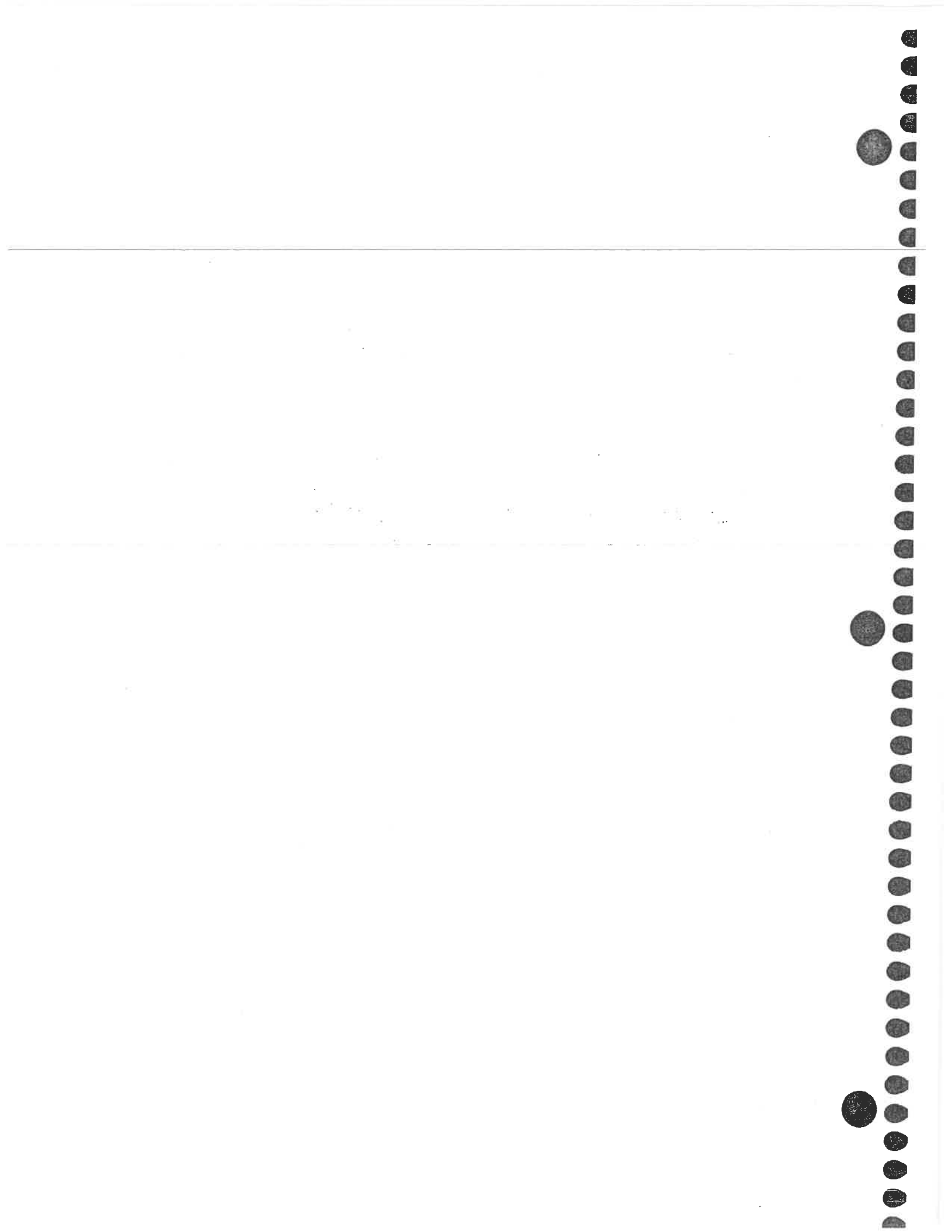


HOUSING COMMITTEE REPORT

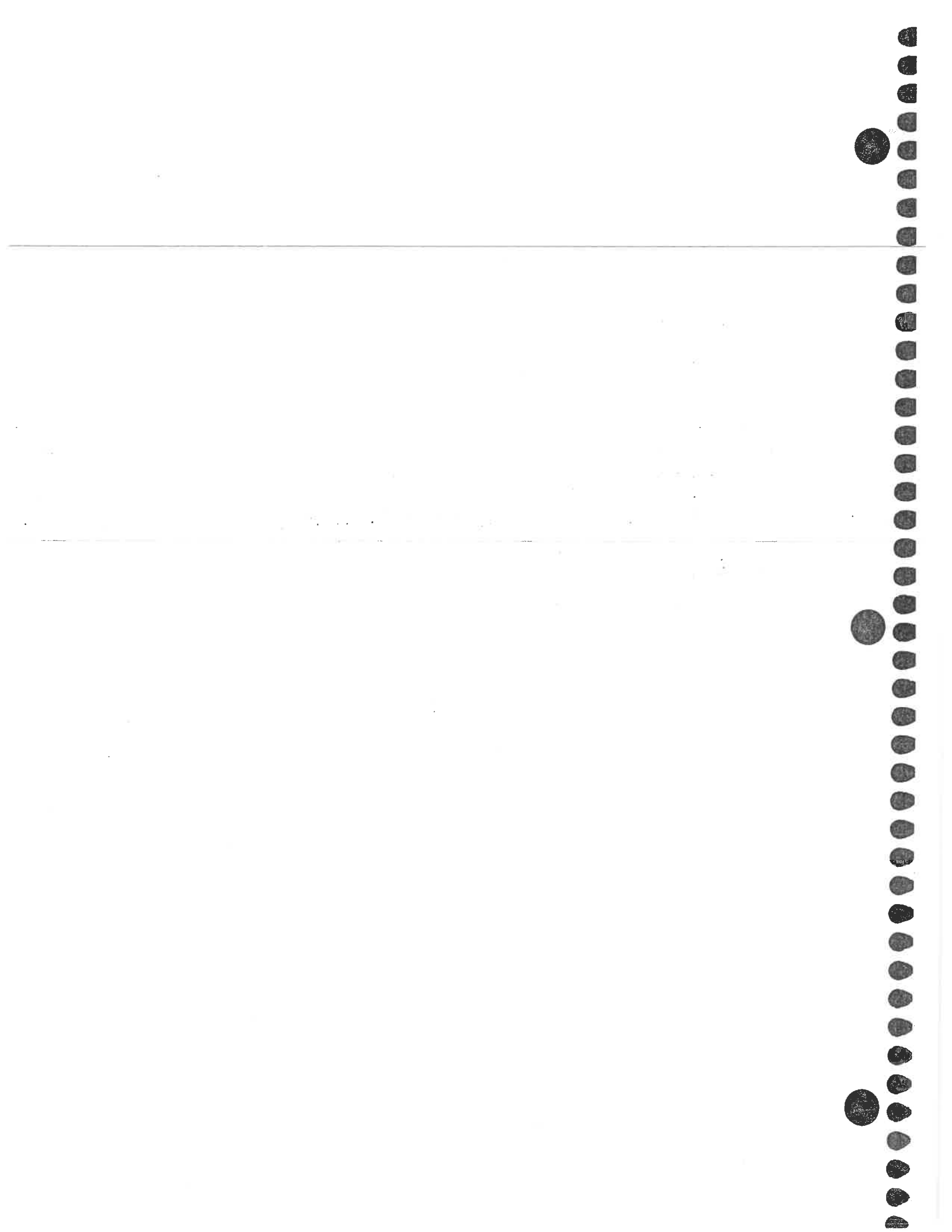
DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/ FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES	SOCIAL/HUMAN SERVICE STRATEGIES	RELATED SUSTAINABLE NEIGHBORHOODS OUTCOMES
<u>Neighborhood where people want to live.</u>	<u>Neighborhood should be attractive and well-maintained.</u>	Plan should feature amenities like trees, flowers, fountains, designed to be as maintenance-free as possible (sprinklers in public planted areas, etc.).	Absentee landlords should be encouraged and if necessary required to maintain property.	Residents live in neighborhoods w/ quality parks, open space, recreational institutions, community centers and clean environment.
		Public improvements like new sidewalks and street lighting should be included in the plan.	Financial assistance should be offered to owner-occupants for home improvement & maintenance.	Neighborhood residents have access to financial capital for homes, businesses, personal needs.
			Training in home maintenance should be offered to owner-occupants and youth.	Youth are ready to enter work force and become productive citizens.
	<u>Neighborhood should have services expected by modern lifestyles.</u>	Areas for new retail/service facilities should be included in the plan (movie theatres, pharmacies, ice cream shops, pizza parlors, etc.)	New business start-up and new branches of existing business should be encouraged to locate in neighborhood.	Neighborhood residents have access to financial capital for homes, businesses, personal needs.
		Businesses should be concentrated on existing "commercial" streets—Delmar, Finney, Page, Sarah, Grand, Vandeventer, some parts of Spring Avenue.	Existing and new businesses should be encouraged to provide jobs for existing and new neighborhood residents.	
	<u>Neighborhood should have amenities ex- pected by people today of all age groups.</u>	Plan should feature parks, playgrounds, libraries, etc.		Residents live in neighborhoods w/ quality parks, open space, recreational institutions, community centers clean environment.



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	All residents should be <u>enthusiastic</u> <u>about the</u> <u>neighborhood</u> <u>and illustrate a</u> <u>positive com-</u> <u>munity spirit.</u>		Networking among residents/ organizations should be encouraged.	Residents are organized to pursue the best interests of neigh- borhood.
			Community groups should publicize their activities to develop/ dem- onstrate community spirit.	A public information system links residents to re- sources/opportuni- ties region-wide.
	A <u>better market</u> <u>for housing in</u> <u>the neighborhood</u> <u>should be</u> <u>developed.</u>	Plan should provide basis for prospective residents to believe that the neighborhood will improve.	Residents should market neighborhood to others.	Residents are organized to pursue the best interests of the neighborhood.
		Deteriorated homes should be repaired/ rehabilitated/demolished before/in conjunction with new construction so that deteriorated property doesn't detract from value of other properties.		Residents have access to decent & affordable housing.
<u>All properties in</u> <u>neighborhood</u> <u>should be well-</u> <u>maintained and</u> <u>attractive.</u>	<u>Problem</u> <u>properties and</u> <u>problem owners</u> <u>should be</u> <u>addressed.</u>	Acquisition fund should be established to quickly acquire abandoned properties before severe deterioration sets in.	Contact (letters, etc.) should be made with absentee landlords to encourage them to repair and properly manage or sell their property.	
		The use of eminent domain should be considered when owners are unwilling to maintain and properly manage property voluntarily and other approaches do not work.	Increased fees or taxes on vacant buildings should be considered to offset cost of public maintenance.	
		Process of acquiring LRA land for side yards or development should be streamlined & cost reduced.		



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<u>Neighborhood/ people should not suffer from overcrowding.</u>	Neighborhood with <u>reasonable housing density.</u>	Some areas where most of the housing has been demolished should be redeveloped as business locations. Homes should be developed with adequate side/rear/front yards. Single-family homes wherever possible; townhouses/apartments only where economically necessary.	Landlords should be educated in proper management practices. Conservation district should be considered.	Residents are organized to pursue the best interests of the neighborhood.
<u>Neighborhood where people of all ages and incomes live happily together.</u>	Housing should be developed in the neighborhood should have housing for <u>people with a range of incomes.</u>	Plan should provide for development of low, moderate, middle and upper- income housing. Plan should provide for housing for seniors, families, and other forms of households.	Section 8/other subsidized housing should be considered only with good property management.	Residents have access to decent and affordable housing.



SAFETY & SECURITY COMMITTEE REPORT

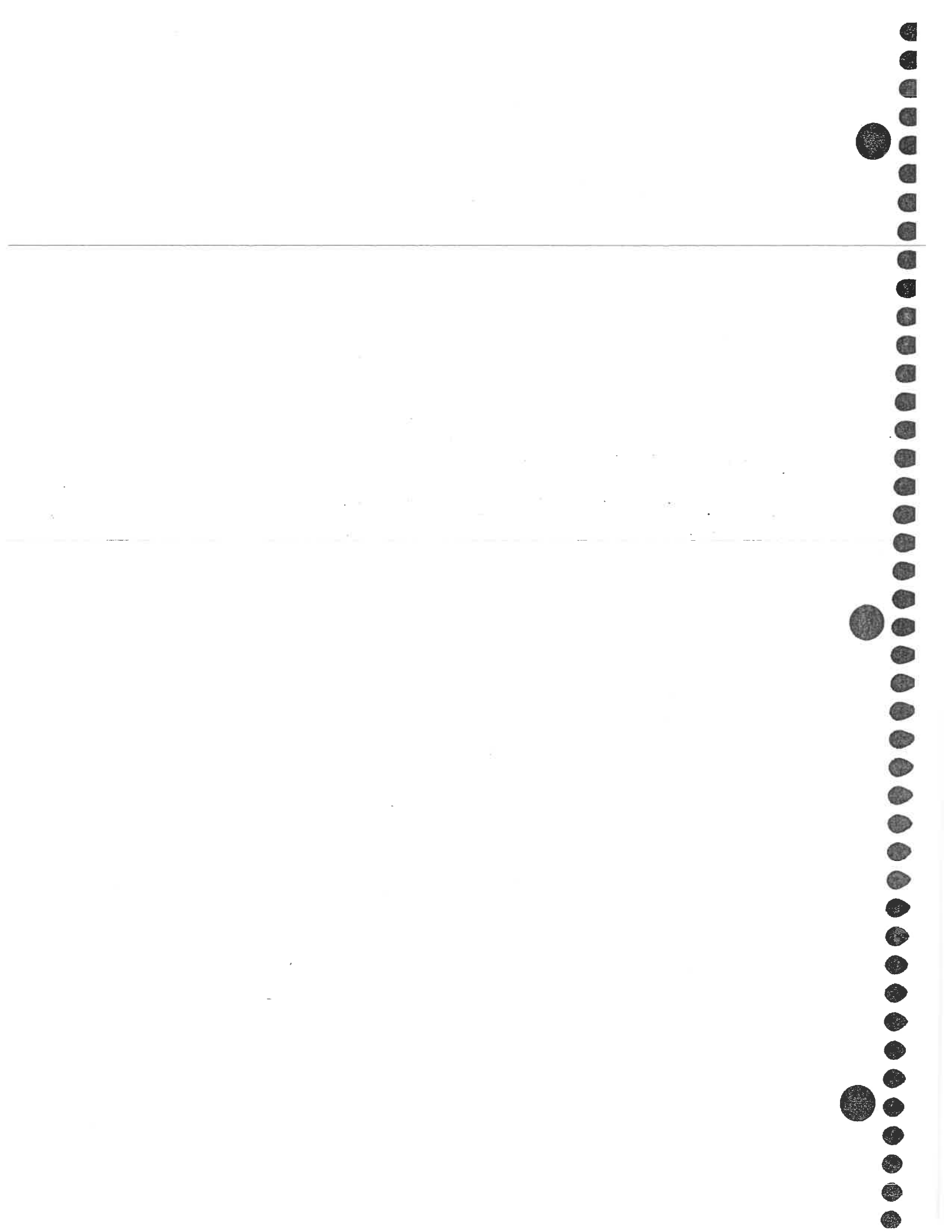
DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/ FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES	SOCIAL/HUMAN SERVICE STRATEGIES	RELATED SUSTAINABLE NEIGHBORHOODS OUTCOMES
<i>Youth are free of constraints that make productive citizenship difficult or impossible.</i>	Families should be planned by responsible adults.		Educational and "parental practice" programs should be offered to all teens, including sex education and "take baby home" programs and documentaries.	Youth are ready to enter work force and become productive citizens. Children are safe in their families and families are safe in their neighborhoods.
	Youth should be encouraged to treat their bodies with care and respect.		Educational programs should be offered to all youth, including opportunities to hear testimonials about real life experiences, "Scared Straight" program, D.A.R.E., Weed & Seed and Drug Education for "You" -National Guard & U. S. Attorney's Office)	
<i>Young children are supervised and protected from danger.</i>	Safe, secure, supervised places should be available for children during non-school hours when parents are working.	School facilities should be available for supervised after-hours use.	"Latch key" programs should be developed for children with working parents at school facilities.	
		Recreation centers should be available for supervised after-hours use.	Interested senior citizens should be encouraged as surrogate "grandparents" for children with working parents.	
	Children should be protected from adults with harmful intent.		Children should have opportunities to learn to protect themselves as much as possible, through strategies. like "Street Smarts" "McGruff Stuff" programs, "safety kits" for block units, parents and teachers, pamphlets like "Telephone At Home Alone", and public affairs media.	
			Children should be encouraged to cooperate with police officers through police ride-alongs.	
			Children should be protected from abusive adults by educational system and strategies like "abuse hotline".	



DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/ FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES	SOCIAL/HUMAN SERVICE STRATEGIES	RELATED SUSTAINABLE NEIGHBORHOODS OUTCOMES
<u>Neighborhood is safe for all neighborhood residents.</u>	<u>All public spaces should be safe.</u>	Effectiveness of street lighting should be increased through adding, redesigning, relamping street lights.	Porch light program should be developed and implemented (i.e., all willing property owners are provided with porch lights and encouraged to operate them from dusk to dawn.)	Children are safe in their families and families are safe in the neighborhood. Residents are organized to pursue the best interests of the neighborhood.
		Video surveillance equipment and systems should be installed in outdoor areas where opportunities for supervision by residents do not exist (i.e., parking lots, etc.)		
		Lighting should be provided in alleys and parking areas.	Curfews and loitering ordinances should be enforced.	
		Business owners should be encouraged to make safety-related improvements to facilities.	Businesses and other non-residents involved in neighborhood should be encouraged to participate in neighborhood safety programs.	
	<u>Travel through neighborhood should be safe for children and adults.</u>	Bus stop locations should be analyzed for safety and stops relocated if required, and bus shelters should be lighted from dawn to dusk.	Bus driver competency should be required.	Residents have access to safe, effective transportation systems.
		Panic buttons should be installed on buses and MetroLink cars.	Block units should be formed and encouraged to work on safety and security of block.	
		Call boxes should be installed at MetroLink stops, additional lighting should be installed at MetroLink station (Grand Center/SLU), and the operation of station elevators should be improved.	A "volunteer escort" program should be implemented for children, senior citizens and others needing particular protection.	
		Window cameras should be installed on all buses.	Police officers should be more active in protecting residents.	
	<u>Neighborhood hazards should be removed or made safe.</u>	Trees, bushes, weeds should be trimmed as needed to promote visual surveillance.	Resident cutting of vacant lots should be explored, with compensation from block units and Teen Sweep.	
		Single-family homes wherever possible; townhouses/apartments only where economically necessary.	Property forfeiture program should be explored for owners of vacant and vandalized structures.	
		Vacant buildings should be boarded or demolished.		

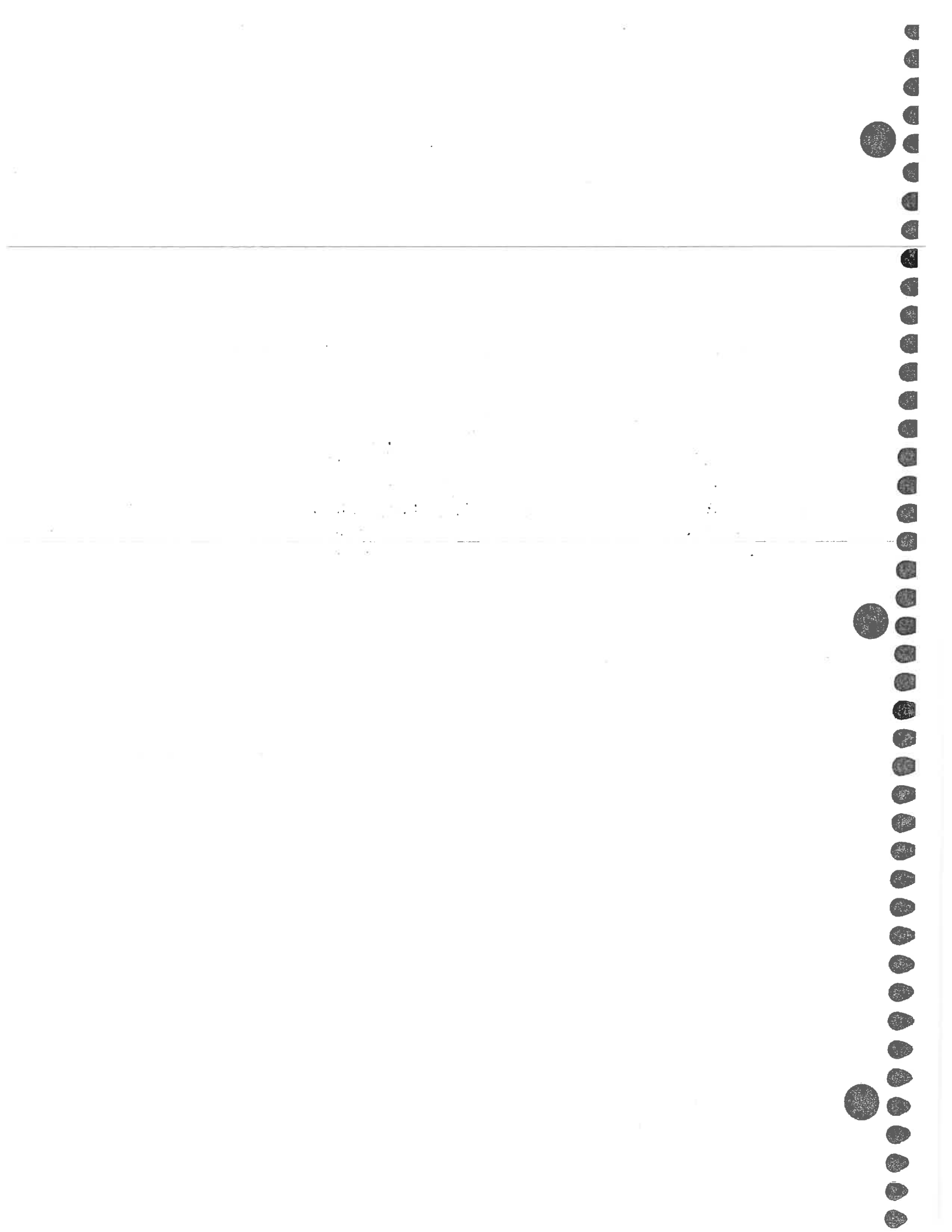


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<i>Individual homes in neighborhood are safe for all residents.</i>	<u>Residents</u> should be <u>protected from</u> <u>injuries due to</u> <u>fire.</u>	Smoke detectors should be installed in all homes.	Fire safety education programs should be offered in schools and recreation centers.	Residents have access to decent and affordable housing. Children are safe in their families, and families are safe in their neighborhood.
	<u>Health and</u> <u>safety problems</u> should be <u>eliminated from</u> all homes.	Plan should provide for housing for seniors, families, and other forms of households.		
	<u>Residents</u> should be <u>protected from</u> <u>environmental</u> <u>hazards.</u>	Asbestos, lead paint and other environmental hazards should be remediated.	Property forfeiture program should be explored for owners of property with major health/safety problems.	
			Parents, children and other residents should be educated as to environmental hazards.	

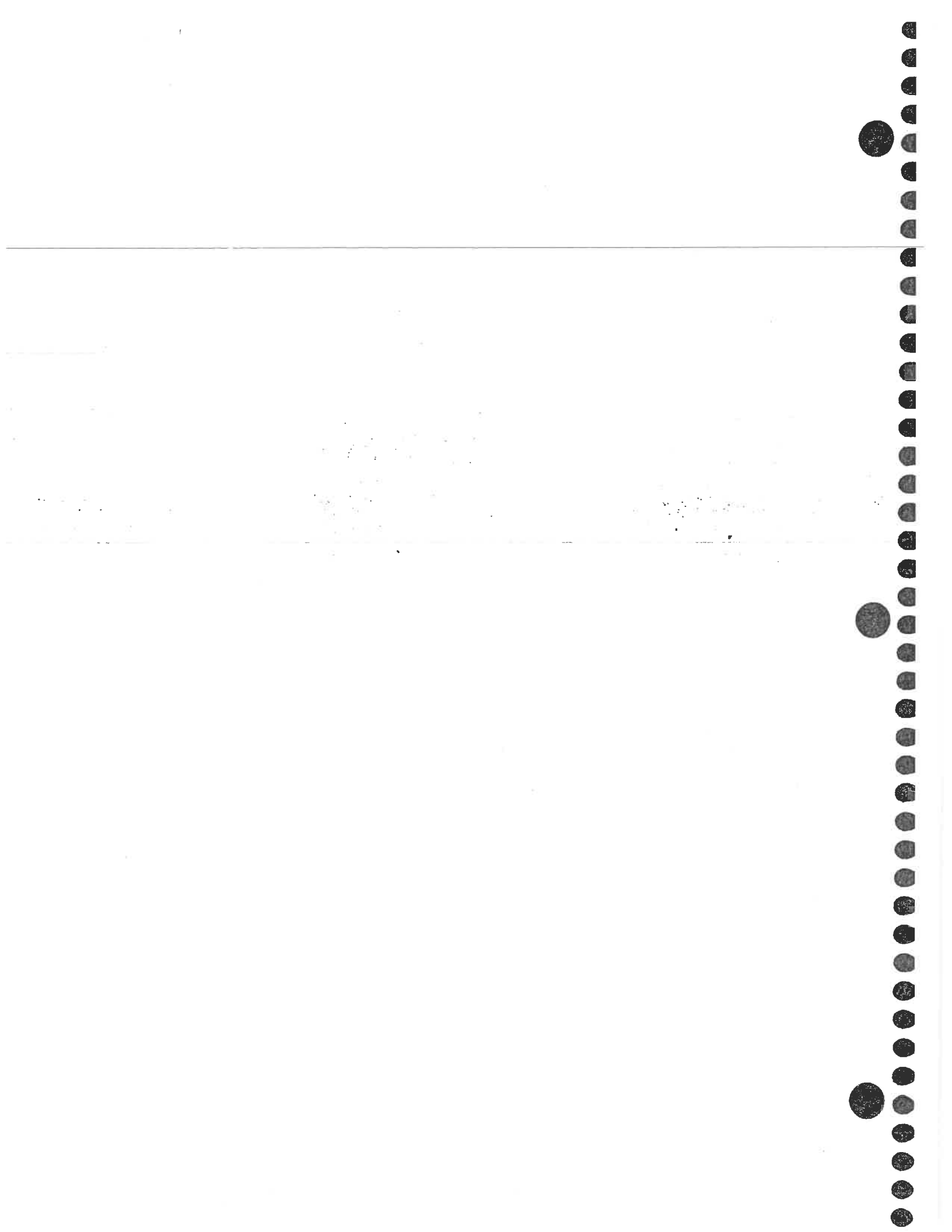


EMPLOYMENT, BUSINESS RETENTION & DEVELOPMENT COMMITTEE REPORT

DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES	SOCIAL/HUMAN SERVICE STRATEGIES	RELATED SUSTAINABLE NEIGHBORHOODS OUTCOMES
<i>All neighborhood residents have developed their talents and skills to their full potentials.</i>	Natural talents of youth should be identified and developed.		<p>Arrange for youth to have access to professional testing/counseling to ensure that latent talent is identified at early ages.</p> <p>Develop opportunities for youth interaction with professions using various types of talent, through mentoring, job shadowing and other programs.</p> <p>Explore introduction of Youthbuild program in neighborhood to interest youth in the building industry.</p> <p>Encourage/develop opportunities for summer/after-school youth employment, internships, special school/career school placements.</p>	<p>Children are safe in their families and families are safe in their neighborhoods.</p> <p>Youth and adults are ready to enter workforce and become productive citizens.</p>
	Residents should have opportunities to develop specific skills necessary to enter into, succeed in modern business world.		<p>Develop network of opportunities for specific skills training for neighborhood residents of all ages (e.g., computer skills, construction skills, etc.)</p> <p>Develop mentoring/job shadowing opportunities for adults & youth.</p>	
	Residents should have access to financial resources and technical assistance needed for successful entrepreneurship.	<p>Develop incubator facility to provide assistance to start-up business enterprises.</p> <p>Provide tax incentives for the location of service businesses (K-Mart, Walgreens, etc.) in the neighborhood.</p> <p>Maintain open space for future business development.</p>	<p>Put tax incentives in place to encourage neighborhood-based business development.</p> <p>Develop credit unions to provide financial services (check-ing, savings, etc.) to residents and to make loans to neighborhood</p> <p>Financing (SBA loans) and technical assistance access for prospective resident business owners.</p>	<p>Neighborhood residents have access to capital for homes, business & personal needs.</p>
<i>Residents have opportunities to own and operate businesses within the neighborhood.</i>				

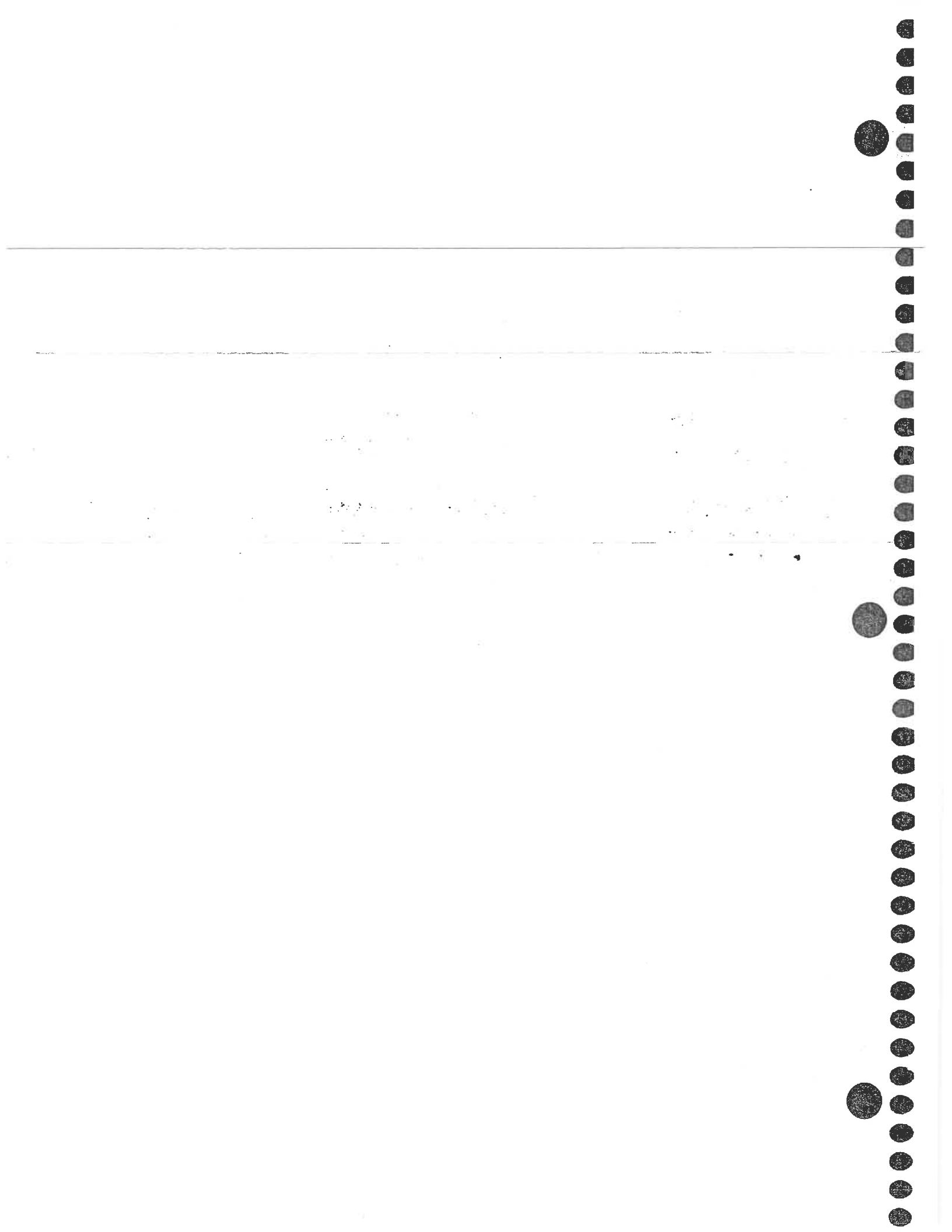


DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES	SOCIAL/HUMAN SERVICE STRATEGIES	RELATED SUSTAINABLE NEIGHBORHOODS OUTCOMES
<i>Residents have access to jobs and necessary services within the neighborhood.</i>	A community of successful businesses exists in the neighborhood to provide summer, part-time and permanent jobs for residents and to provide services for residents and others.	Develop new service-oriented businesses along Vandeventer & Martin Luther King Drive (full-service gas stations, sit-down restaurants, etc.) Develop "farmers' market" to distribute community garden products and other fresh foods.	Tax incentives for businesses locating in the neighborhood. Encourage neighborhood businesses to hire neighborhood residents with appropriate training, talent and skills. Encourage joint ventures between neighborhood residents and successful businesses in the region for the development of pizza delivery establishments, grocery stores, etc.	Neighborhood residents have access to capital for homes & business & personal needs.
<i>Neighborhood is free of businesses which have negative impact on neighborhood.</i>	Residents should have control over types and behaviors of neighborhood businesses.	Arrange for condemnation of vacant and vandalized business property to make it available for productive use.	Form Neighborhood Business Advisory Committee to determine the business needs of the community.	Residents are organized to pursue the best interests of the neighborhood.

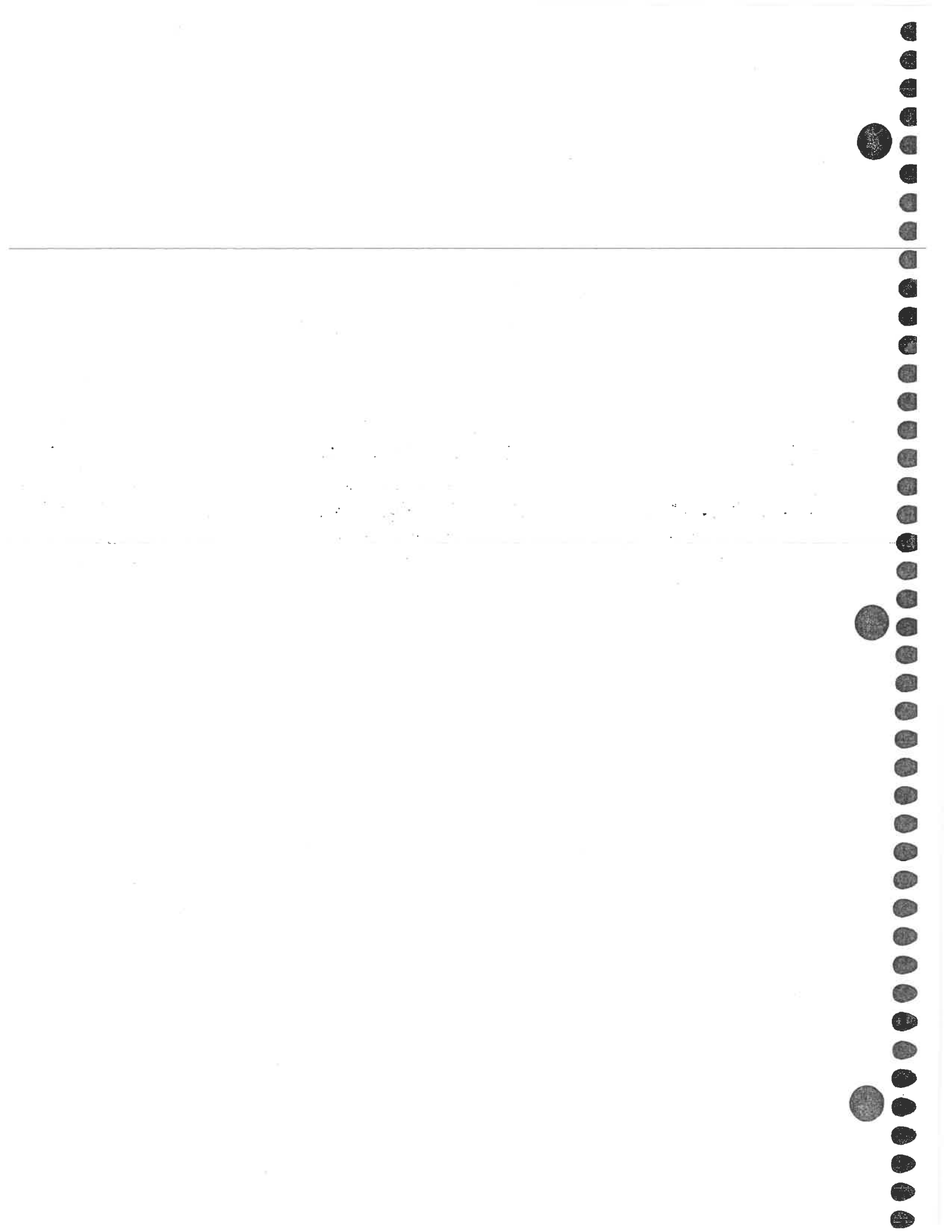


SENIOR, COMMUNITY & HEALTH SERVICES COMMITTEE REPORT

DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES	SOCIAL/HUMAN SERVICE STRATEGIES	RELATED SUSTAINABLE NEIGHBORHOODS OUTCOMES
<i>Senior citizens have an acceptable quality of life and continuing opportunities to make contributions to the community.</i>	The <u>health and well-being</u> of senior citizens is protected.	Install buzzer system in seniors' homes for emergency assistance calls.	Devise neighborhood system for checking on seniors.	Children are safe in their families and their neighborhoods. Neighborhood residents have access to capital for homes, business & personal needs.
	Senior citizens are afforded opportunities to <u>enjoy their "golden years"</u> .	Develop day care and activity facilities for seniors within the neighborhood.	Enact legislation enabling senior medication rebates to counter spiraling cost of medication. Develop day care/day activity programs for seniors. Provide sufficient and affordable day care as alternative to grandparent care for grandchildren. Develop information and referral network/system for senior services. Expand social activities within the neighborhood for seniors. Expand opportunities for senior/youth interaction (community gardens, etc.)	
	Seniors are afforded opportunities to live <u>independently and within their means</u> in their neighborhoods.	Develop housing in the neighborhood that supports various levels of senior independence (assisted living developments, senior apartments in two-family housing)	Make reliable transportation available for seniors unable to drive.	
			Revise applicable legislation to address services gap (i.e., not poor enough to qualify for government services but not rich enough to live comfortably without support).	
			Make available & publicize reverse annuity mortgage programs.	
			Provide home repair and accessibility improvements assistance for seniors.	
			Develop programs to make homeowners and other insurance more affordable for seniors.	



DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES	SOCIAL/HUMAN SERVICE STRATEGIES	RELATED SUSTAINABLE NEIGHBORHOODS OUTCOMES
<p><i>All residents have an acceptable quality of life, continuing opportunities to improve selves, make contributions to the community.</i></p>	All residents should have <u>opportunities</u> for continuing education and recreation.	Develop library within neighborhood cluster.	Encourage neighborhood institutions (churches, schools, etc.) to provide community services.	<p>Residents are organized to pursue the best interests of the neighborhood.</p> <p>Residents live in neighborhoods w/ quality parks, open space, recreational facilities, institutions, community centers and, clean environment.</p>
	<i>All residents should have opportunities for positive interaction with their neighbors.</i>		Establish network, outreach and referral service for neighborhood community services.	
	<i>All neighborhood residents should have knowledge of and access to preventive and acute physical and mental health care.</i>		Develop activities for encouraging residents to meet and greet other residents, new residents and prospective new residents.	
			Expand opportunities for seniors and youth to positively interact.	
<p><i>All residents are as physically and mentally healthy as possible.</i></p>			Make preventive health outreach efforts to neighborhood seniors and other residents (e.g., Alexian Brothers Clinic at Sarah & Lindell)	<p>Children and families are healthy.</p>
		Develop responsible group homes.	Address the "insurance gap" for people under 65 who are not otherwise covered.	
			Provide more mental health supports within neighborhood (e.g., expanded counseling, other outpatient services)	
		Close down drug houses in neighborhood.	Develop/implement strategies to limit substance abuse/assist substance abusers to curtail negative community impact (e.g., additional clinic beds, improved counseling, child care during treatment)	
			Make health care transportation systems available and known to seniors and other residents (e.g., ACT pick-up service, etc.)	
	<p><u>Health care facilities</u> available to neighborhood residents <u>should be quality</u> and service oriented.</p>		Institute quality control measures for hospitals and clinics used by neighborhood residents.	



PUBLIC IMPROVEMENTS COMMITTEE REPORT

DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES	SOCIAL/HUMAN SERVICE STRATEGIES	RELATED SUSTAINABLE NEIGHBORHOODS OUTCOMES
<u>Outdoor public spaces which are attractive and functional for recreation.</u>	Neighborhood parks should be attractive and well-maintained and provide recreational opportunities for all neighborhood residents.	First priority—improve existing parks (lakes, fountains, trees, playgrounds, shrubs, ballfields, etc.) & provide for routine maintenance. Improve existing/add recreational facilities appropriate for all age groups. Consider the development of new parks where sensible/feasible.	Work w/neighborhood institutions and governmental programs (alternative sentencing, etc.) to improve park maintenance. Work w/neighborhood residents to identify, develop, operate appropriate recreation programs in parks	Residents live in neighborhoods w/ quality parks, open space, recreational institutions, community centers and clean environment.
<u>Public indoor spaces which are attractive and functional for recreation and learning.</u>	All neighborhood residents should have access to indoor recreation and learning opportunities	First priority—arrange for development of permanent public library in the neighborhood. Consider development of community center building with recreational space, gathering	Increased fees or taxes on vacant buildings should be considered to offset cost of public maintenance. Arrange for school facilities to be shared after hours with residents not enrolled in the particular	Residents live in neighborhoods w/ quality parks, open space, recreational institutions, community centers and, clean environment.
<u>Public service infrastructure is safe, functional and up-to-date.</u>	Existing utilities should receive improvement/maintenance. Transportation systems should be functional and safe.	First priority—maintain existing facilities (sewers, alleys). Improve vehicular traffic movement—consider adding curb restic-tors, removing street barricades, repairing alleys. Improve lighting of pedestrian walkways—consider shorter light poles spaced more closely together.	Arrange for improved trash removal services. Reduce trash proliferation by education/better absentee-owned property management. Improve maintenance of street lighting.	Residents live in neighborhoods w/ quality parks, open space, recreational institutions, community centers and clean environment.



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		Reconfigure streets to improve pedestrian safety—consider adding curb restrictors & removing street barricades.		
<u>Public areas of neighborhood are attractive & inviting.</u>	<u>Streets, alleys and sidewalks should be attractive.</u>	Sidewalk construction should be uniform throughout a block.		Residents live in neighborhoods w/ quality parks, open space, recreational institutions, community centers and clean environment.
		Consider adding street trees and other plantings, designed for ease of maintenance (sprinkler system, etc.)	Work w/neighborhood institutions and governmental programs (alternative sentencing, etc.) to improve park maintenance.	



RECREATION COMMITTEE REPORT

DESIRED OUTCOMES EXPRESSED BY NEIGHBORHOOD RESIDENTS	PROGRAM/FACILITY DESIGN PRINCIPLES	PHYSICAL DEVELOPMENT STRATEGIES	SOCIAL/HUMAN SERVICE STRATEGIES	RELATED SUSTAINABLE NEIGHBORHOODS OUTCOMES
<p><i>All neighborhood residents have opportunities to engage in productive & enjoyable activity during their leisure time.</i></p>	<p>All neighborhood residents should have <u>physical and social</u> access to recreational activities.</p>	Design and construct passive leisure spaces in neighborhood parks (trees, benches, fountains, flowers, etc.)	Explore positive recreational opportunities as outlets for stress relief.	<p>Residents live in neighborhoods with quality parks, open space, recreational institutions, community centers and a clean environment.</p>
		Design and construct active leisure facilities in neighborhood separate from passive spaces (e.g., batting cage, tennis courts, softball fields, amphitheatre for talent displays, concerts, plays, religious programs, etc.)	Develop organized sports programs for neighborhood youth and adults.	
		Develop separate playgrounds with child-friendly, age appropriate equipment.	Provide support for small-scale long-term neighborhood efforts which provide leisure-time activities (e.g., community education centers, youth centers, etc.)	
		Design/construct indoor recreation facility; explore inclusion of skating rink to serve multiple neighborhoods.	Arrange for satellite recreation programs to be provided by existing agencies which may or may not currently serve the area (visual and performing arts, fitness activities, computer technology and internet access, etc.)	
		Provide appropriate entertainment venues within neighborhood, for adults and young people, including dinner theatre, art gallery, open air market, restaurants w/indoor-outdoor seating, ice cream parlor, night club (jazz, rhythm, blues), small-scale big screen movie theatre.	Encourage joint ventures between neighborhood residents and regional entertainment business operators to develop neighborhood entertainment venues and build market for entertainment services.	
		Design/construct exercise course through passive and active recreational areas and green spaces.		

