

NORTH CENTRAL PLAN

Celebrating the Past &
Organizing for a Vibrant Future!

FINAL DRAFT

May 10, 2021



Conti



INTRODUCTION

Core Values...

As the members of the North Central Community, we believe that:

- » **Everyone has the opportunity to thrive *in* place and *in* a multi-generational community.**
- » **Everyone is respected and provided equal consideration.**
- » **We, the community, make decisions with transparency and provide forums and venues for all residents and stakeholders to participate.**
- » **We, the community, share responsibility for improving the North Central neighborhoods and implementing the Plan.**
- » **We, the community, are stewards of our environment for future generations.**

Genesis of the North Central Plan

The genesis of this North Central Vision Action Plan is found in the original North Central Plan. Completed in August 2000, the original plan presented a visionary and ambitious future for the neighborhoods that is covered. As described in the introduction to the plan:

“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.”

Although the original North Central Plan set forth many creative recommendations for achieving these objectives, the Plan did not articulate a actionable road map for implementation. Nor did it focus sufficiently on the capacity and organization of the community, necessary components for long-term, sustained, and community-based implementation. As a result, much of the plan was never able to be effectively completed. Furthermore, the plan was never adopted by the City of St. Louis, limiting its impact on City investment and the ability to guide private development.

In 2019, a consortium of community residents approached the Deaconess Foundation to discuss a partnership to update the plan. This initial outreach, fitting within the Deaconess Center for Child Well-Being’s mission and charter, forged a partnership between North Central neighbors, the Deaconess Foundation, and the United Church of Christ (UCC) Church Building & Loan Fund (funding partners). The Deaconess Foundation facilitated formation of a community Steering Committee and, over 12 months of engagement with this Committee, initiated the community-based planning process for this North Central Vision Action Plan.

Structure of the Plan

The North Central Plan is organized into the following key sections:

NORTH CENTRAL VISION ACTION PLAN DOCUMENT

1. **North Central, Yesterday & Today:** This section provides an overview of the North Central neighborhoods' history and current existing conditions. Utilizing the SOAR analysis methodology (Strengths, Opportunities, Aspirations, and Results), this section synthesizes objective physical and socio-demographic analysis with input collected from North Central community residents and stakeholders. (Refer to pages 30-65.)
2. **Community Revitalization Action Plan:** The *Community Revitalization Action Plan* describes detailed recommendations for community services, physical improvements, and policy and partnership initiatives for implementation. The Community Revitalization Action Plan is comprised of 12 *North Central Plan Goals*, organized according to three (3) *Community Revitalization Principles*, which build toward the community's Vision for our future. (Refer to pages 66-189.)
3. **Implementation Plan:** The *Implementation Plan* describes key *Early Action Items*—selected and prioritized by the North Central Community—to be completed in the next six (6) to 12 months as an initial “kick off” to the ongoing implementation of the Plan. (Refer to pages 190-201.)

APPENDICES

4. **Implementation Appendix I – Community Action Plan:** The *Community Action Plan* provides a detailed “how-to” of over 215 individual Action Items. The Community Action Plan is built around the 12 *North Central Plan Goals*, which address the strengths, opportunities, and aspirations raised through the North Central Plan public engagement process. The Community Action Plan deals holistically with equity-based, sustainable, and comprehensive community development initiatives to affect lasting community change. (Refer to pages 203-279.)
5. **Technical Appendix II – Community Outreach & Engagement Report:** Technical Appendix II provides a detailed record of the North Central Plan community engagement process and outcomes, which are summarized in the Plan document. (Refer to pages 283-335.)
6. **Technical Appendix III – SOAR Analysis Data Book:** Technical Appendix III provides a detailed record of the SOAR Analysis process, the outcome of which is summarized in the Plan document. (Refer to pages 337-439.)

This structure results in a community-based Action Plan document that is visionary, concise, and clearly outlines North Central's goals and aspirations for the future of our community. The Implementation and Technical Appendices support the North Central Vision Action Plan and describe, in detail, the tools and activities that will make our community vision a reality.

Community Engagement Process

The North Central Plan is the product of a robust, equitable, community-led engagement and outreach approach. The planning process builds the residents' capacity and their commitment to the continued revitalization of the area. Public engagement activities were conducted over a seven (7) month period, kicking-off in September 2020.

This process occurred during the COVID-19 pandemic. The virus has disproportionately affected people of color, especially African-Americans who are three times more likely to get COVID-19 and to die from it. Because of the pandemic, the engagement and outreach plan included techniques to keep both residents and the planning team safe. It remained fluid, subject to change based on the pandemic and what was learned at various stages of the planning process.

To create a Plan with Equity at the Center, the planning process was transparent, accessible to all, and tailored to the community. The Planning process utilized five (5) key engagement techniques described on the facing page. These public engagement techniques aim to meet the requirements of the City of St. Louis for Plan adoption.

The community outreach strategy utilized several communications platforms and materials to keep the community updated and to reach as many people as possible. This strategy accounted for barriers such as the digital divide and was tailored to this community's specific outreach needs. Communications & Outreach Tools included:

- » Website
- » Neighborhood Canvassing
- » Mailed Postcards
Addressed to "current occupant"
- » Yard signs
- » Sandwich board displays
- » Posters in highly visible areas
- » E-newsletters
- » Social Media
- » Press Releases

Over 400 unique North Central area residents and stakeholders participated in this process, through which the North Central Plan was created, and over 2,500 residents were reached through in-person and online activities.

North Central Plan Principles for Equitable Community Engagement

- » **Inclusion**
listening to a representative cross-section of the community, diverse in demographics, perspectives, and lived experiences.
- » **Accessibility**
ensuring all members of a community can access and fully participate in the engagement space and process, meeting people where they are and overcoming common barriers.
- » **Transparency**
sharing information with the community, asking for input and responses, and reporting back to the community how their feedback has been incorporated.

1

Steering Committee

A Steering Committee, composed of community representatives and stakeholders from neighborhood block units, associations, churches and businesses, the 26-member steering committee led the planning process to develop the strategic vision and core values for the plan. They met five (5) times through the planning process. The Committee voted to approve The North Central Plan on **{Insert Date}**, 2021.

26 Members

2

Stakeholder Interviews & Focus Groups

Interviews were conducted to gain insight about the conditions of North Central and the vision of community stakeholders for growth and improvement. Six individual interviews were conducted along with nine focus groups each focused on topics including: Neighborhood Safety; Housing; Economic Development (Business Owners); Community Health and Well-Being; Arts, Culture, & Entertainment Institutions and Organizations; Education Institutions; Religious Institutions; Senior Residents; Youth Residents; and Stakeholders from Surrounding Neighborhoods.

28 Participants

3

Community Well-Being Survey

A detailed community well-being survey, to assess residents needs and desires for community services and quality of life considerations, was conducted using door-to-door and phone canvassing of the neighborhood. Surveying activities began on September 18, 2020 and continued throughout the planning process. Surveying was conducted by a community-based partner, the Action St. Louis Power Project.

281 Respondents

4

Neighborhood-Wide Meetings & Events

Public kick-off of the process began with tree planting at Scruggs Memorial Church, followed by a gathering to learn more about the North Central community. Four (4) Town Hall Meetings were hosted—both in-person and virtually—at each Phase to bring the community together for the opportunity to review the work of the Plan and provide input. A Plan Celebration event will celebrate the completion of the North Central Plan and give residents a chance to view the final plan.

141 Attendees

5

Website & Online Engagement

The North Central Plan website is a place for residents to view project information, ask questions, leave interactive feedback (through a map-based comment platform and a virtual idea wall), and learn how to be involved and informed through the plan's development. All of the project's information and documents is catalogued for transparency.

**2,595
Unique Visitors**

SOAR – Asset-Based Planning

SOAR analysis and community engagement—Strengths, Opportunities, Aspirations, and Results—is the foundation of this equity-first, asset-based Plan. SOAR provides the tools and the framework by which the North Central residents, express and articulate their desires for the future of this community.

Over the course of the seven (7) month planning process, residents provided input on the strengths and opportunities that they see in the community, as well as their aspirations for the future of North Central. This input was provided in a variety of community engagement events using a variety of tools, including facilitated discussions with the Planning Team; one-word card; map and Post-It note idea-gathering; Social Pinpoint interactive mapping; and a detailed community well-being survey administered by the Planning Team. Input was continuously collected, compiled, and re-presented to the community in subsequent engagement activities for feedback, confirmation, and revision. Through this iterative, generative process, themes began to emerge, as presented on these pages.

This themes were the basis of the draft Core Values statements, community Vision, and North Central Goals. The Values, Vision, and Goals were likewise reviewed with the North Central Steering Committee and community-at-large for continued refinement. The final piece of SOAR—Results—are the specific Strategies, Action Items, and urban design plan recommendations that comprise the North Central Vision Action Plan.

STRENGTHS

Community Camaraderie

Neighbors recognize that “we are in this together.”

Neighborhood Amenities

Vibrant faith communities, community gardens, parks, and institutions.

Growth

New housing development, new businesses, and new residents.

Connection with Officials

Alderpersons and Neighborhood Improvement Specialists (NISs) are available, engaged, and listening.

OPPORTUNITIES

Community Camaraderie

Engagement with new residents to the community can be improved.

Growth

Numerous vacant buildings and vacant lots for future development.

Housing

Existing housing options don't meet the needs of wants of all households.

Community Building

Lack of places and opportunities for the community to meet and engage.

Business Development

Lack of restaurants and day-to-day shopping in the neighborhoods.

Youth

Lack of opportunities for young people, and they don't want to stay.

ASPIRATIONS

Community Camaraderie

Strengthen community engagement and elevate all resident voices.

Neighborhood Amenities

Build new parks, community facilities, and improve the public realm.

Growth

Build new housing, new businesses, and new amenities.

Connection with Officials

Improve the responsiveness of the City to community needs.

Housing

Build diverse and excellent-quality housing.

Community Building


Develop community programs and events for neighbors to get together.

Business Development

Support new, community-based businesses in North Central.

Youth

Enhance recreation, education, and employment opportunities.



Successful plans engender a sense of community pride and ownership, which builds enthusiasm for the their vision and a desire to see that vision translated into reality. Community pride and ownership of the plan is a result of broad-based engagement and an authentic understanding of the community and its character.

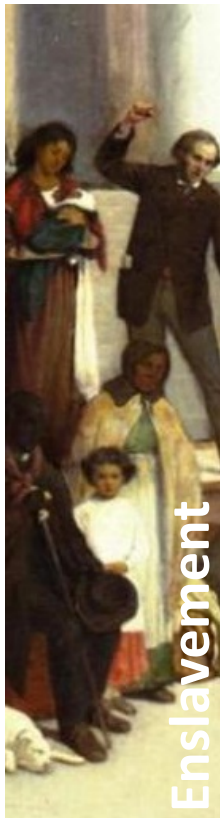
Building authentic community revitalization starts with a detailed understanding of the community's history. The history of North Central is complex, and manifests itself in a variety of way. Development and subsequent redevelopment and urban renewal efforts define North Central's physical configuration and urban morphology. Socio-demographic changes and segregationist policies have effected disinvestment. On the scale of a block, a household, or individual resident, life experiences in North Central weave a rich tapestry that forms the community's collective memory.

These considerations impact the understanding of North Central today, and they provide insights and opportunities to re-envision the future of North Central for tomorrow. Through a comprehensive and inclusionary SOAR engagement and analysis methodology, the North Central community has articulated their needs, wants, desires, and vision for the future of this place. This forms the foundation of a plan that is uniquely of and for the community of the North Central neighborhoods.

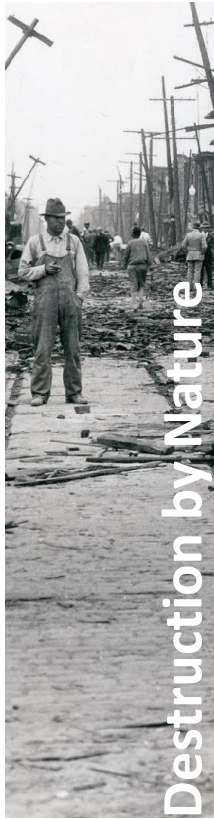


NORTH CENTRAL YESTERDAY & TODAY

**NORTH
CENTRAL
PLAN** »



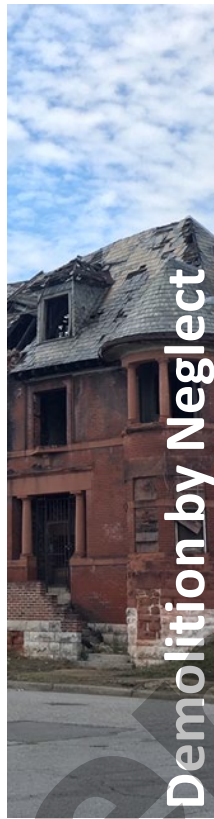
Enslavement



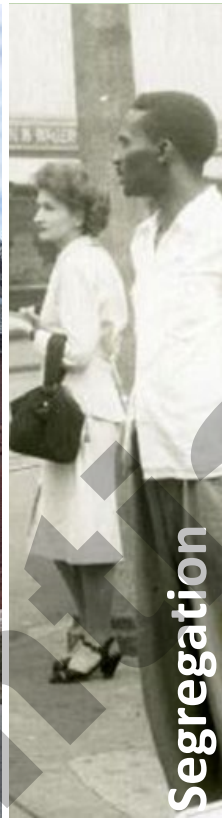
Destruction by Nature



Prejudicial Zoning



Demolition by Neglect



Segregation



Economic Injustices

Yesterday History, Culture & Identity

The North Central Plan respects, celebrates, and builds upon the diverse history of North Central. The planning process began by examining the history of the area through research as well as listening, and learning from the community. First and foremost understanding the history and culture of the place must begin by acknowledging the implicit and explicit injustices as well as celebrating the successes and perseverance of the neighborhoods. This reflection and acknowledgement provides a framework to heal, thrive, grow and sustain the transformation desired by the community as articulated in the North Central Plan.

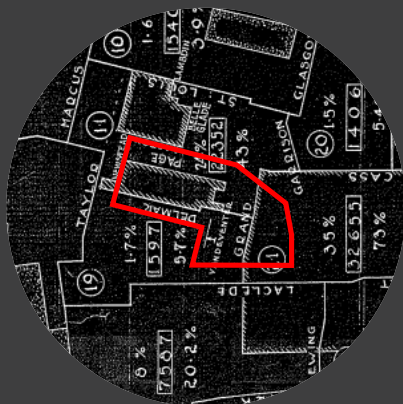
St. Louis is among the most racially segregated cities and metros in the United States—a result of historic systemic racism including formal and informal policies and practices which enabled

discrimination, segregation, and oppression of the Black population and other minority groups overtime. The North Central Plan planning area has experienced first hand the impacts of these discriminatory policies, practices and systems.

A series of historic maps documenting the injustices are shown on the facing page. The North Central Plan planning area is outlined on the maps for visual reference.

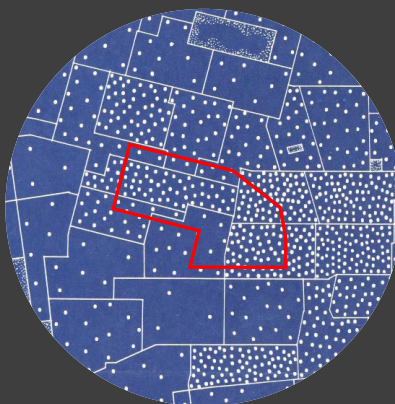
The planning area includes two neighborhoods Vandeventer and Covenant Blu Grand Center. In the mid 19th Century Grand Avenue, today, Grand Boulevard, was the boundary of the City. The Grand corridor and the eastern portion of the planning area urbanized early as an extension of the bustling industrial downtown core and Mill Creek Valley. Neighborhoods began taking shape west of Grand Avenue and Downtown throughout the 1800s into the mid 1900s. West of Grand Avenue was known as Grand Prairie & St. Louis Common Fields and this former prairie land would become the location of the future Vandeventer Neighborhood.

Acknowledge the Injustices



DIVIDING & DISPLACING BY PLANNING

In 1916, St. Louis was the first in the nation to pass an ordinance imposing racial segregation on housing. The 1930 census districting map above titled “City of St. Louis Distribution of Negro Population” illustrates the percentage of Black population in various areas. Many majority African American communities later became deemed obsolete or blighted and cleared for urban renewal projects.



DIVIDING & DISPLACING BY PUBLIC HEALTH

Public Health played a central role in creating the very concept of blight. This map titled “City of St. Louis Tuberculosis Deaths 1930-1932” was used to unfairly accuse African Americans of spreading disease, providing a foundation for federal redlining. The HOLC used both tuberculosis and “Negro encroachment” as signs of neighborhood instability.



DIVIDING & DISPLACING BY COVENANTS

This 1945 map shows the locations of race restrictive housing covenants in St. Louis. The areas highlighted in black had covenants restricting African American’s from living in these areas. Restrictive covenants were ruled unconstitutional in 1948 by the Supreme Court case Shelley vs. Kraemer, a case which originated in St. Louis.



DIVIDING & DISPLACING BY REDLINING

This 1937 HOLC Residential Security Map (i.e., redlining maps) illustrates past New Deal era racist housing mortgage policy. The entirety of the North Central Plan planning area was classified as “Hazardous”—indicated in pink on the map—which was defined as “Marked by infiltration or the presence of a colored settlement or Negro colony.”



DIVIDING & DISPLACING TRANSPORTATION

This 1896 map shows the Street Railway System at the time. Grand Ave served as a major terminus for streetcars. Routes operated in east-west and north-south directions serving all parts of the City. Streetcars vanished, being replaced by buses in the 1920s. The rise of the automobile and subsequent “white flight” to the suburbs, resulted in major population decline in the City.



DIVIDING & DISPLACING COMBINED EFFECT

This map shows the HOLC redlining map with modern vacant parcels overlaid. It is evident by the number of vacant parcels the lasting effects of redlining (pink zones) on the urban fabric as a result of racial & discriminatory policies and practices. The vacant parcels are color coded by access to jobs via public transit. Green represents high access.



St. Louis Graf Engraving Co., c. 1896. Grand Avenue in the forefront with the development of civic buildings.

Covenant Blu Grand Center Neighborhood

The Covenant Blu-Grand Center Neighborhood has Grand Boulevard at its center. Grand Avenue, now Grand Boulevard, was laid out in 1854 and was the boundary of the City at the time. This important north-south corridor followed the high ground and became the location of many civic buildings. Grand Avenue and the area east of the corridor developed early, its development pattern consisted of small blocks similar in scale to the urban core and served as an extension of downtown. The Covenant Blu Grand Center Neighborhood is bordered by the Midtown Neighborhood to the south along Lindell Boulevard and the Jeff Vanderlou Neighborhood to the north and east along Dr. Martin Luther King Drive, formerly Easton Avenue.

Midtown is home to St. Louis University's main campus and Harris-Stowe State University as well as the former Mill Creek Valley Neighborhood. Mill Creek Valley was an African American community that was cleared for development of the interstate



Julius Hutawa, "Map of St. Louis," 1870

system, today Interstate 64. This 1950s clearance project displaced 20,000 members of the African American Community along with many African American churches and businesses.

The Jeff Vanderlou Neighborhood, historically named Yeatman, once encompassed the current Covenant Blu Grand Center Neighborhood. This Neighborhood once contained the Vandeventer Place subdivision which was later replaced by institutions in the 1940s including the VA Medical Center and the Children's Detention Center. The Jeff Vanderlou Neighborhood following the time of racial segregation was one of few places where African Americans were allowed to own land. This neighborhood was a place of industry and was home to the former Coke Plant.

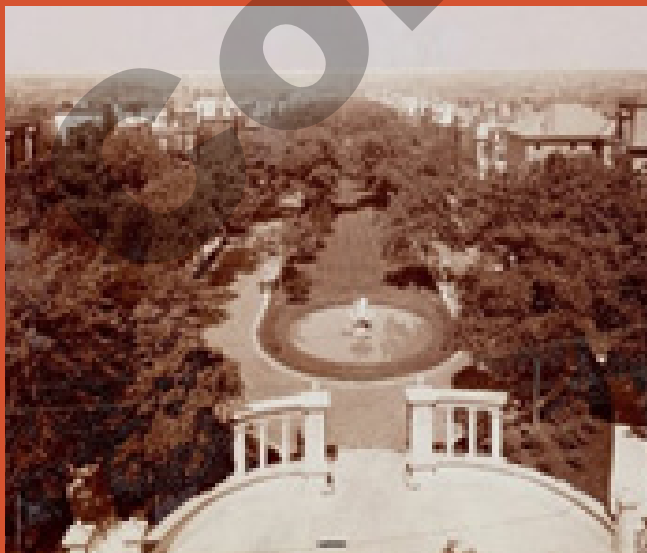
The Covenant Blu Grand Center neighborhood today includes a portion of the Locust Street Automotive Historic District, an area along Olive Boulevard east of Grand Boulevard which continues into Midtown. The Locust Street Automotive District has historic warehouse style brick buildings from the mid-20th century which housed auto dealerships and auto-parts retailers. This District served as St. Louis's hub for automobile marketing and servicing in the early-mid 1900s.



Streetcars and buses at rush hour. Grand Avenue and Morgan Street. 25 July 1925, 5:10 p.m., 1925.



The southern portion of the Vandeventer Neighborhood was extensively damaged by two tornadoes, one in 1927 and another in 1959. These tornadoes damaged homes and businesses displacing people from the area. The photo above shows destruction from the tornado at Sarah and Cook from the 1927 tornado.



Vandeventer Place was founded in 1870, the private tree lined street was an enclave for some of the wealthiest St. Louisans. Entrances to the street were marked by large limestone structures and fountains. In 1894 the Veterans Administration built its hospital on the eastern half of Vandeventer Place, soon after the rest of the street was demolished for a juvenile detention center.

All that remains today of Vandeventer Place is The Samuel Cupples House now a part of Saint Louis University's campus, a few homes throughout Grand Center, and the Vandeventer Place entry structure that now rests in Forest Park.

The Grand Center Theater District, now the Grand Center Arts District formed between 1900 and 1920 as the City's center for arts, entertainment and night life. Development continued into the 1930s and 1940s with the construction of famous playhouses including the Missouri Theater, Fox Theater, and Powell Symphony Hall, formerly St. Louis Theater. Grand Center was a bustling and thriving area which served as a transportation hub for the City's streetcar lines. The streetcar system was heavily utilized in the late 1800s and early 1900s before the introduction of the automobile. Grand Avenue at Olive Boulevard was a transit crossroads which connected multiple lines with routes north-south and east-west throughout the county and city connecting neighborhoods to jobs and entertainment. The City's streetcar service was eventually replaced with buses. The Hodiamont Line was the last streetcar in operation until it took its last ride on May 21, 1966.



The Fabulous Fox Theater was built in 1929 and the image above of the front of the theater dates from 1937.



Grand Avenue looking south from Grandel Square. Walgreens on near corner, New Grand Central and Missouri Theatres on opposite side. February 1935.

Vandeventer Neighborhood

The Vandeventer Neighborhood developed from The Grand Prairie Commonfield area. This area experienced a gradual urbanization with development continuing westward from Grand Avenue into the first decade of the 20th century. As subdivisions developed in the neighborhood many German and Irish immigrants, as well as some African Americans moved into the neighborhood.

Delmar Boulevard, formerly Morgan Street, is the southern boundary of the Vandeventer Neighborhood and historically has been a racial dividing line in the City with socioeconomic disparities for the majority black residents that live north of Delmar Boulevard. The Central West End Neighborhood is located south of Delmar Boulevard and has historically been a place of affluence.

The Vandeventer Neighborhood is bordered to the north by The Ville Neighborhood and to the west by Lewis Place Neighborhood. These two neighborhoods are significant for their role in the fight for fair housing policy leading to the landmark Supreme Court case *Shelley v. Kraemer* which struck down restrictive housing covenants. Both The Ville and Lewis Place are designated historic districts. Lewis Place remains the oldest private street owned by black St. Louisans.

The Ville Neighborhood was historically the town of Elleardsville and during the time of racial segregation and restrictive housing covenants was one of the few areas in the City open to African Americans, unlike Lewis Place, and emerged as the heart of black culture in St. Louis. Many prominent African American institutions and people originated from the Ville Neighborhood.

Vandeventer and The Ville are joined by Dr. Martin Luther King Drive (formerly Easton Avenue). This commercial corridor served as a connection to Wellston's Downtown and was home to many Black owned businesses. The Hodiamont Streetcar line served to connect the North Central Neighborhoods to the Wellston Business District, an important spine for the North Central corridor.



900 Block of Vandeventer with stones, 1921-1923.



Schenberg's Market at 1101 North Vandeventer, at the corner of Vandeventer and Finney.



Hodiamont Streetcar Line Right-of-Way.

Acknowledge the Successes

Despite the history of injustice and the constant removal of significant cultural resources, the North Central community has persevered. Numerous successful people, places, and organizations have come from in and around this community. Although much history has been erased overtime, it has not been forgotten. **Replenishing and growing the heart of the community, by acknowledging the successes, is a foundation for the North Central Plan.** The following successes are celebrated by the North Central community and are ingrained in the culture and identity of the neighborhoods:

» FAITH & RELIGION

Several places of worship and faith-based organizations were established in the neighborhood through the years. Notable churches include, St. Alphonsus “Rock” Church; Cook Avenue Methodist Episcopal Church, south (now the Scruggs Memorial Christian Methodist Episcopal (CME) Church); and Washington Tabernacle Baptist Church among many more. The religious community has long been an important component of the social fabric of the community.

» ARTS, CULTURE & ENTERTAINMENT

The Grand Avenue Theater District has been a significant place of entertainment, expression, artistry, and success for many artists and musicians over the years in St. Louis. The area was home to several historically African American theaters as well that are no longer standing, including Pendleton/Venus Theater, Douglas Theater, and Comet Theater in the core of the Vandeventer Neighborhood. Numerous other African American Theaters were located nearby in Midtown and The Ville. Gas Light Square was a significant entertainment destination just south of the neighborhood as well that has since been demolished. The community has an arts, culture and entertainment legacy that is unmatched in the region.

» EDUCATION

Due to segregation laws at the time, Sumner High School in The Ville was the first and only school for African American students, until 1927 when Vashon High School opened. Citizen groups and community alliances advocated for the second high school to serve the hundreds of African American students that couldn’t easily reach Sumner, such as residents of the Mill Creek Valley area. As a result, Vashon was built. The area has strong ties to higher education being adjacent to both St. Louis University and Harris-Stowe State University since the 1800s and today Ranken Technical College and Cardinal Ritter College Prep High School and Clyde C. Miller Career Academy.

» **HEALTH & WELLNESS**

Nearby, in The Ville neighborhood, the Homer G. Phillips Hospital served the needs of more than 70,000 African Americans. The hospital was one of the few nationally-recognized, fully-equipped hospitals in the country where black doctors, nurses, and technicians could receive training. This hospital provided a network of stability and pride for the black community. Although this facility has closed, its success is a point of pride. Today the neighborhood is home to the John Cochran Veterans Affairs Medical Center and Deaconess Center For Child Well-Being.

» **ORGANIZATIONS**

The area has a long history of self-led and foundational support for the black community with several clubs, civil rights, fraternal, professional, and community organizations and not-for-profits operating, as well as locating, in and around the area including, The Urban League, The Negro Masonic Hall, Big Brothers Big Sisters of Eastern Missouri, and more.

» **ENTERPRISE**

During the era of segregation, The Green Book was developed for African American travelers to keep them safe, identifying businesses that would welcome Black patrons. The Vandeventer Avenue & Finney Avenue Green Book Business District provided a safe place for African American travelers to stop including restaurants and service stations among other businesses. The North Central Area also encompasses a portion of the historic Locust Automotive District, a hub for automobile manufacturers, dealers, auto clubs, and auto shows. The St. Louis auto industry played a significant role in the innovation of the automobile and its marketing and sales approaches.

» **INDIVIDUALS**

There have been numerous notable people that have engaged with this community or lived in and around the area including artists, authors, musicians, athletes, civic leaders, civil rights activists and advocates, religious leaders, educators, doctors, lawyers, pioneering military members, entrepreneurs and inventors among others. The facing page highlights a few notable individuals.

In conclusion, the Vandeventer and Covenant Blu Grand Center Neighborhoods are part of the rich history of the North Central Corridor, a significant place of Black History and civil rights activism. This initial investigation into the history and past of the two neighborhoods, Vandeventer and Covenant Blu-Grand Center, is just a start and should be continued in order to bring the history, of these two neighborhoods as well as the adjacent communities of influence, to the forefront. There is much more history –stories and lived experiences, successes and injustices – to be documented and recorded in order for the history to live on and be celebrated and never forgotten.

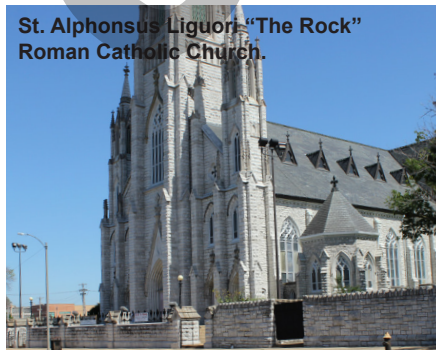


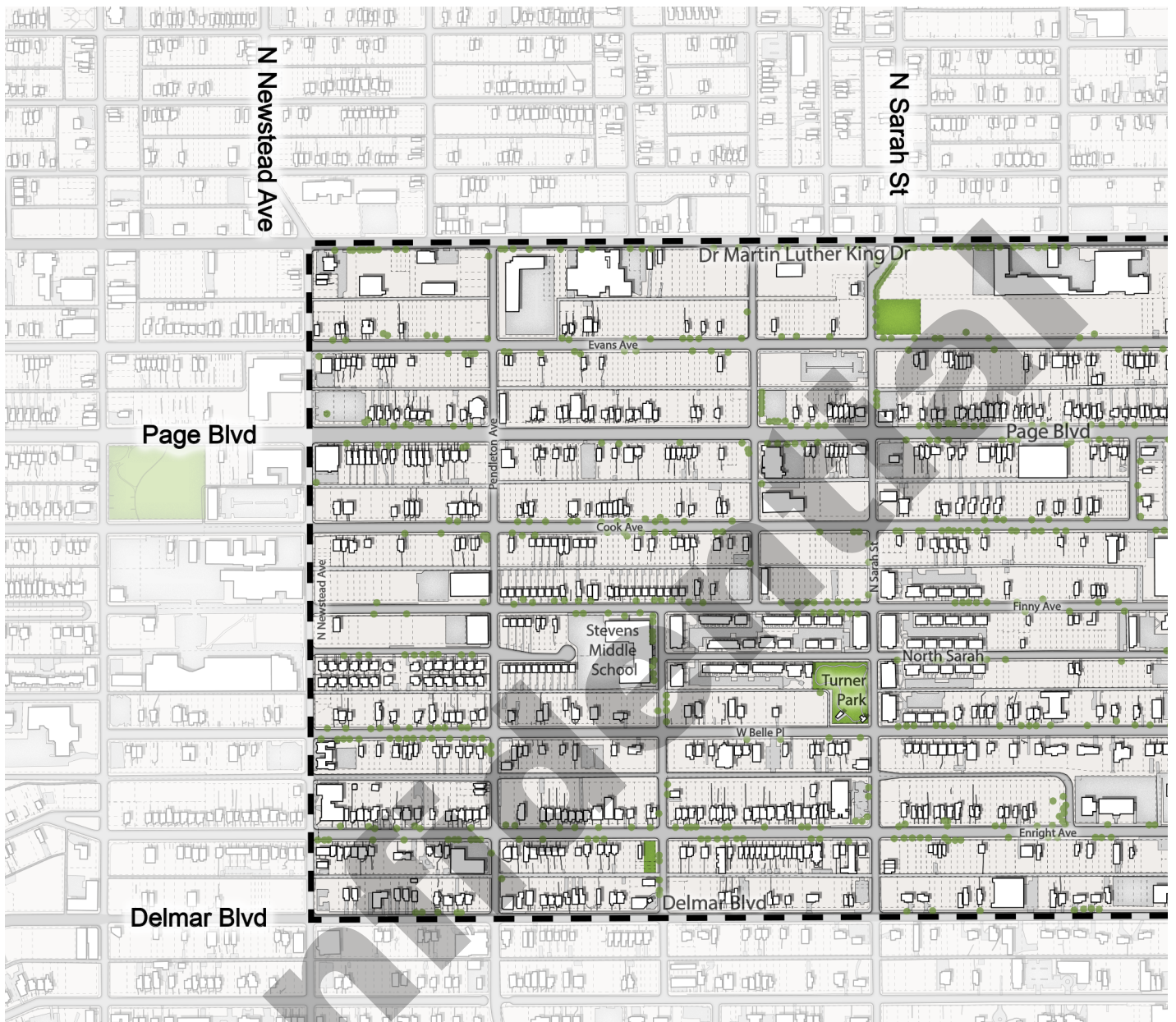
Today Existing Conditions & SOAR Analysis

The existing conditions analysis and existing plan review and alignment was completed through a SOAR analysis methodology. This asset-based approach identifies the Strengths, Opportunities, and Aspirations for Results through a community-led planning process. This section includes the results of the community SOAR analysis, along with existing conditions mapping, data, and case studies in order to position the SOAR analysis within the context of existing conditions.

Resident interviews were conducted at the start of the planning process to listen and learn from the community. The residents voiced that uneven resources, poor collaboration among neighborhood groups, and division between homeowners and renters are possible reasons that led the Covenant Blu Grand Center and Vandeventer neighborhoods to becoming socially, economically, and environmentally fragmented.

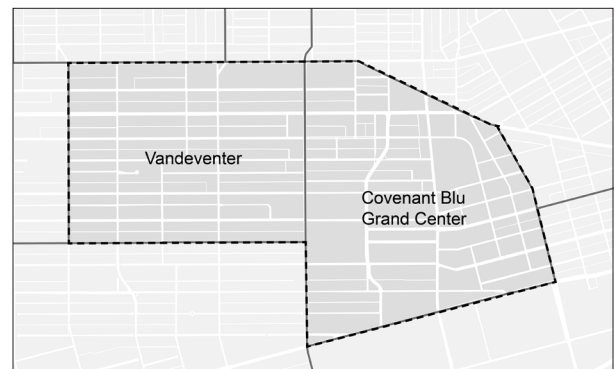
The North Central Plan examines the existing environment and aids in expanding the distinct identities of the neighborhoods. The planning process first focused on both neighborhoods' assets to uncover potential growth opportunities. The North Central Plan builds upon these assets to strengthen the area.





NORTH CENTRAL PLAN 2000

Planning Boundaries were Evans Avenue to Page Boulevard (North); Washington Boulevard to Lindell Boulevard (South); Grand Boulevard to N. Theresa Avenue (East); N. Taylor Avenue (West).



NORTH CENTRAL PLAN 2020

The new planning boundaries align with the Vandeventer and Covenant Blu Grand Center neighborhood boundaries.



Existing Conditions Base Map

NORTH CENTRAL COMMUNITY SOCIOECONOMIC PROFILE

According to the U.S. Census Bureau's American Community Survey five-year estimate, the study area has 5,547 residents. In the planning area, 52.58% of residents are females and 47.41% are males. Those 60 years of age and older make up 20% of the planning area's population. And, while Blacks are the most represented in the study area at 68.51%, whites make up 21.65%, Asians (5.37%), and Latinos (2.20%).

VANDEVENTER

POPULATION - 1,682

BLACK 89%

WHITE 9.5%

ASIAN 0.5%

YOUTH 21% (+7% COLLEGE)

SENIORS 12%

MEDIAN HOUSEHOLD INCOME

\$37,094

AVG. HOUSEHOLD INCOME

\$57,855

POP. BELOW POVERTY LEVEL

27%

COVENANT BLU-GRAND CENTER

POPULATION - 3,562

BLACK 63%

WHITE 26%

ASIAN 7%

YOUTH 21% (+27% COLLEGE)

SENIORS 9%

MEDIAN HOUSEHOLD INCOME

\$34,214

AVG. HOUSEHOLD INCOME

\$56,195

POP. BELOW POVERTY LEVEL

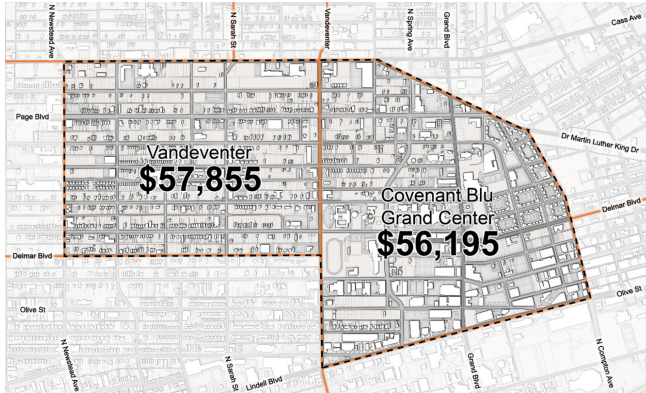
28.5%

Existing Conditions Analysis

In order to catalogue the existing conditions of North Central today and understand the major physical issues within the planning area, the Planning Team conducted comprehensive on-site street-by-street surveys and field verifications of existing physical conditions throughout the entire North Central Plan Area. These surveys included:

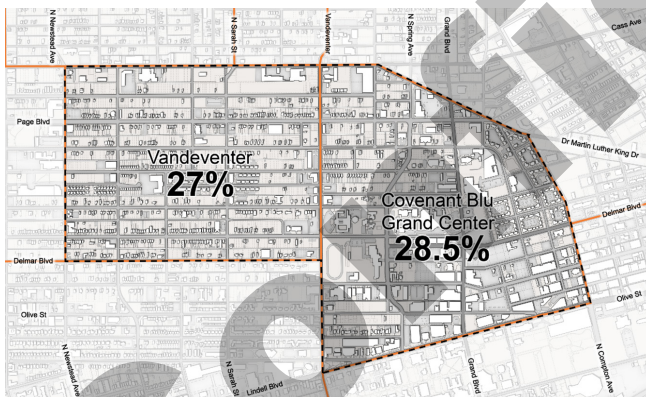
- » Urban Morphology
- » Neighborhood Structure and Identity
- » Streets and Infrastructure
- » Building Use and Condition
- » Property Use and Ownership
- » Cultural resources and Community Amenities
- » Socio Demographics
- » Transit
- » Trails, parks, and Greenways
- » Regulatory Environments

All surveys were conducted on foot by survey teams, utilizing GIS base data provided by St. Louis City. Survey data and analysis was compiled into a comprehensive compilation of maps and analysis diagrams. These maps, which document North Centrals existing physical conditions, have been utilized throughout the planning process. Key analysis maps and summaries are presented on the following pages.



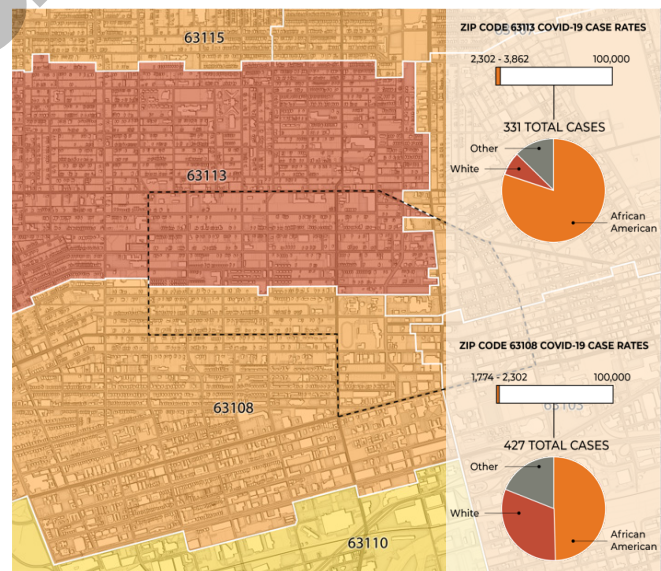
AVERAGE HOUSEHOLD INCOME

In the City of St. Louis White households' median income is nearly twice that of black households (disparity index = 1.96 white to black). The City of St. Louis Average household Income (2018) is \$91,811.00. Covenant Blu Grand Center and Vandeventer Neighborhoods Average household incomes (2018) are respectively \$56,195 and \$57,855.



POVERTY

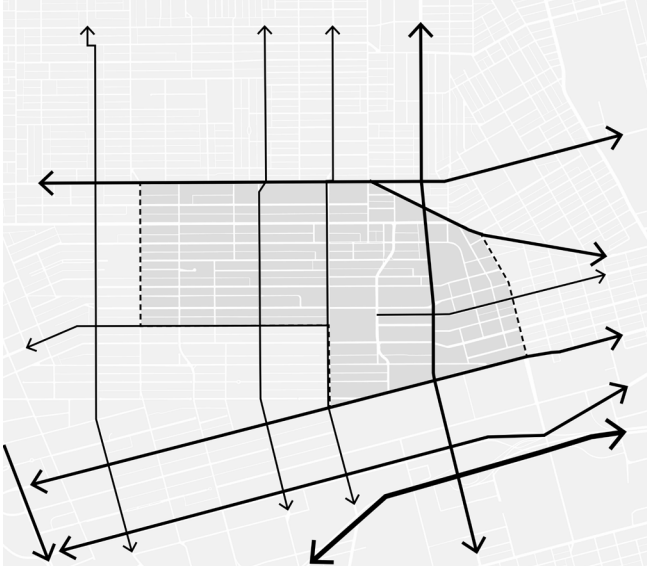
Percentage of People living in the Neighborhood below the defined Poverty Level: Vandeventer: 27 %; Covenant Blu/ Grand Center: 28.5%; and City of St. Louis: 25%. Black adults are more than twice as likely as white adults to live in poverty (disparity index = 2.5 white to black).



PUBLIC HEALTH – COVID-19

Health disparities are evident in the COVID-19 case rates, with African Americans having the highest case rate.

Context Area Analysis – Surrounding Assets



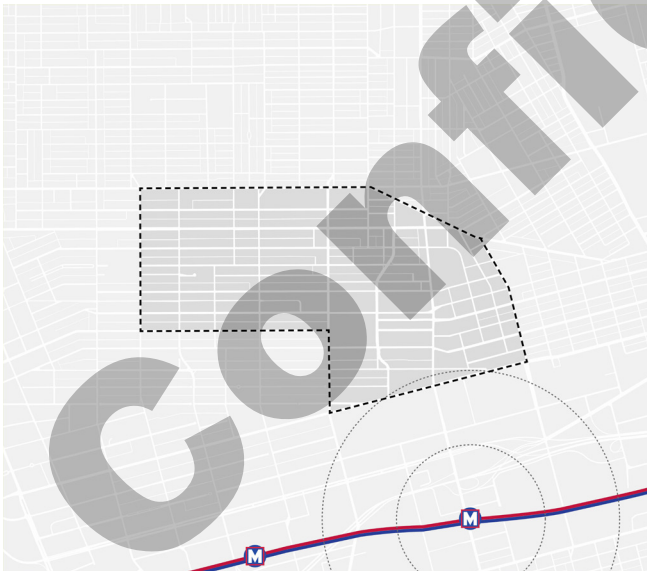
MAIN STREETS

The Neighborhood has several major streets that connect to the City's major thoroughfares. Grand Boulevard is a significant transportation route that connects south to Dr. Martin Luther King Drive and provides access to Interstate 64.



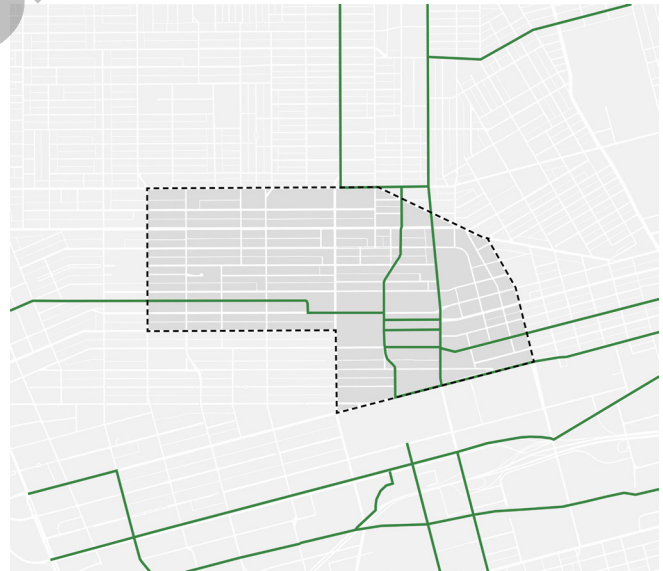
BUS ROUTES

North Central is served by six (6) MetroBus lines (32, 97, 10, 42, 70, and 94) with #70 route along Grand being the most utilized. The length of time it takes to get to destinations such as job centers has room for improvement.



METRO LINE

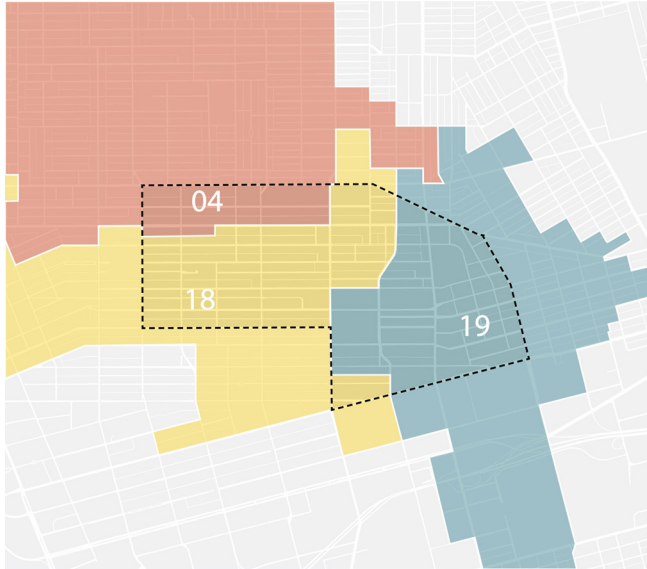
North Central is served by one (1) MetroLink Station Red line and Blue line at Grand. 5% of all North Central households are within a 10-minute walk (1/2 mile) to a MetroLink station. The closest MetroLink stop is at Grand Avenue (not within a comfortable walking distance for the average person).



GREENWAYS

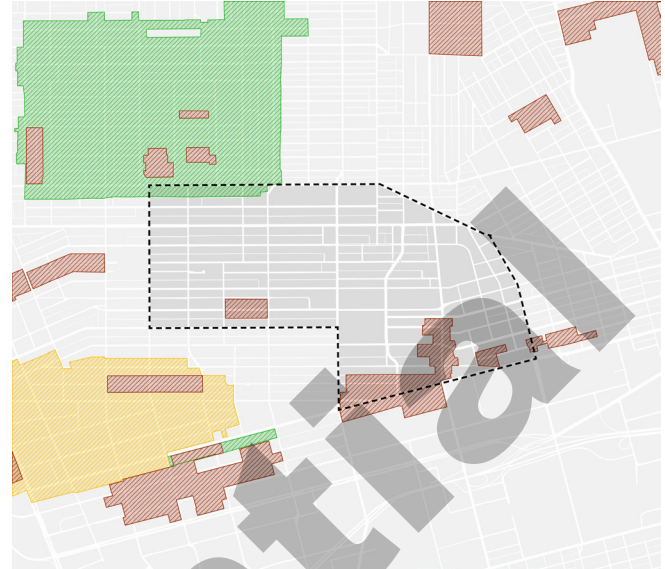
The Hodiamont Greenway is planned to be built along the former Hodiamont Streetcar Sight-of-Way. This will connect to the future planned Brickline Greenway that will travel north-south on Spring. There are several planned greenways however the Hodiamont is the only one in design phase.

Context Area Analysis – Surrounding Assets



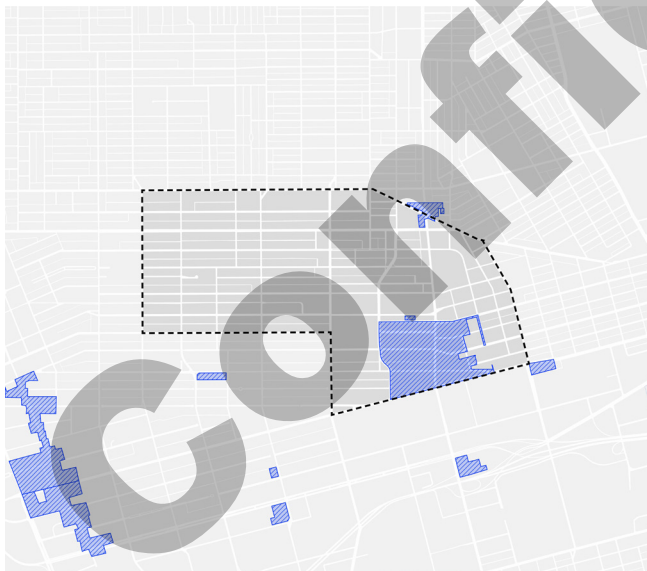
WARDS

North Central is covered by three wards, Ward 04, Ward 18, and Ward 19. Ward 04 covers the north most three blocks of Vandeventer and the remaining portion of Vandeventer is covered by Ward 18. Ward 18 also stretches into the north west and south west corners of Covenant Blu Grand Center. The rest of Covenant Blu Grand Center is covered by Ward 19.



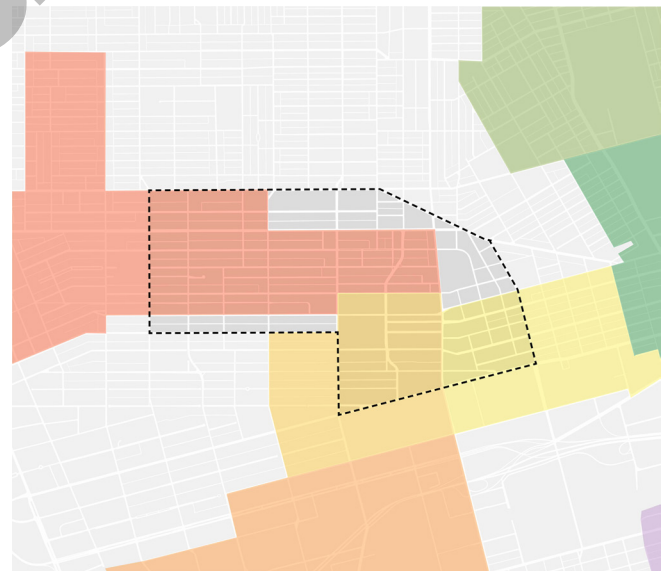
HISTORIC DISTRICTS

National Local Historic Districts include Midtown, West Locust and Olive Street Block Unit #1, and a small portion of Locust Street Automotive District. The Ville Local Historic District also has a small portion of its area within the North Central Plan Boundaries.



COMMUNITY IMPROVEMENT DISTRICTS

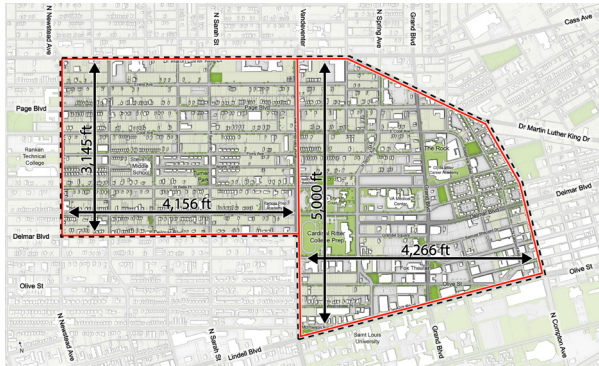
Grand Center Arts District Community Improvement District located in the south along Grand Boulevard Between Spring Avenue, Delmar Boulevard, Josephine Baker Boulevard, and Lindell Boulevard/ Olive Street.



OPPORTUNITY ZONES

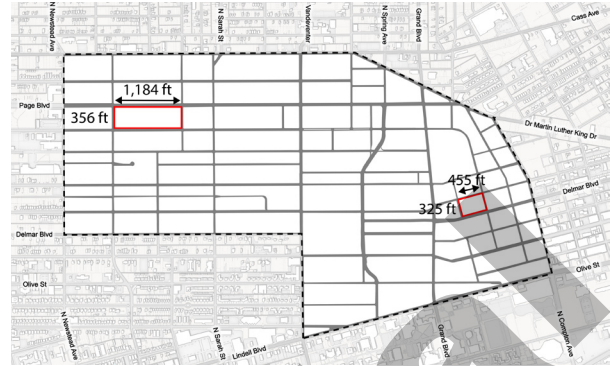
There are numerous Opportunity Zones in and around North Central. These include the Delmar/MLK Corridor, Grand Center (West), and Grand Center (East) all with a portion of the zone within the North Central Plan Area.

Neighborhood Analysis – Urban Morphology



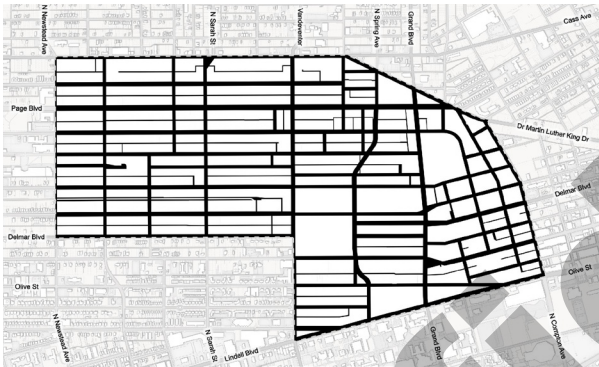
NEIGHBORHOOD SIZE

Vandeventer Neighborhood is 300 acres approx. 1/2 mile by 3/4 mile. Covenant Blu-Grand Center Neighborhood is slightly larger, 360 acres approx. 1 mile by 3/4 mile.



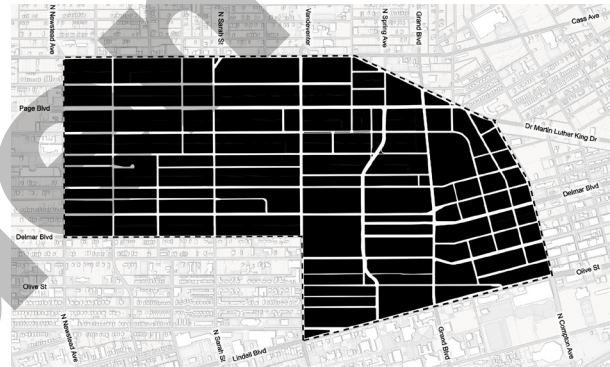
BLOCK SIZE

Vandeventer Neighborhood has long blocks, residential in character. Blocks east of Grand are generally smaller with a more urban grid like that of downtown..



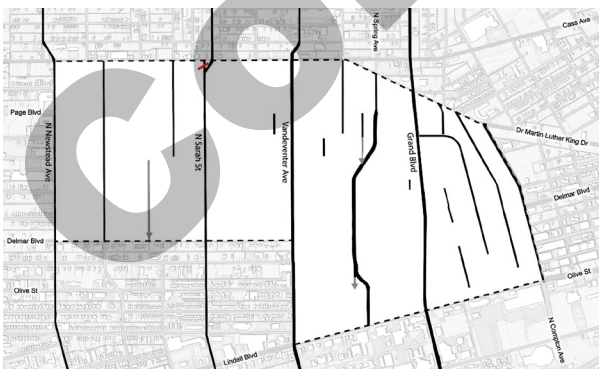
RIGHT-OF-WAY

Approximately 250 acres of North Central are dedicated to public Right-of-Way, 35% of the overall neighborhoods.



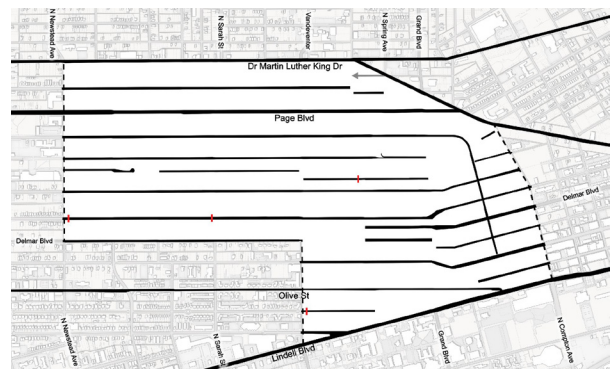
BLOCKS

The block structure varies, although the neighborhoods have an urban gridded pattern there are some irregularities with a range of block sizes and shapes.



STREETS (NORTH-SOUTH)

There are limited continuous north-south streets, Continuous streets being Grand Avenue, Spring Avenue, Vandeventer Avenue, Sarah Street, Pendleton Avenue, and Newstead Avenue.



STREETS (EAST-WEST)

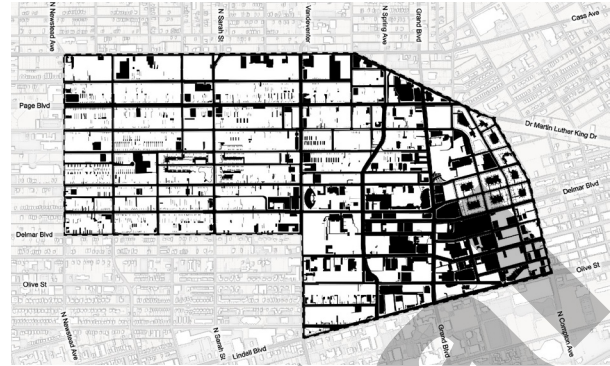
There are limited continuous streets in the east-west direction. Continuous streets being Cass Avenue, Dr. Martin Luther King Drive, Page Boulevard, Olive Boulevard, and Lindell Boulevard.

Neighborhood Analysis – Urban Morphology



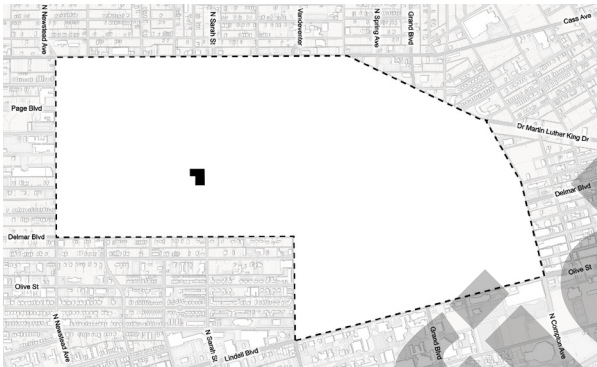
BUILDINGS

There are 1,188 existing buildings in the study area. Grand Boulevard and Lindell/Olive Boulevard have larger civic, institutional, and mixed use buildings.



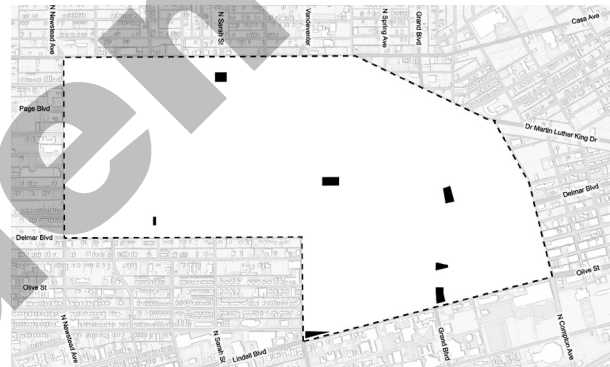
HARDSCAPE

The hardscape consists of sidewalks, parking lots, and street pavement. There are many parking lots in the Grand Center area and associated with neighborhood's institutions.



PUBLIC PARKS

Turner Park is the only public park in the study area. 10% of residents are within a 5 minute walking distance to a public neighborhood park.



PRIVATE PARKS

There are a few private parks in the study area including dog parks and community gardens.



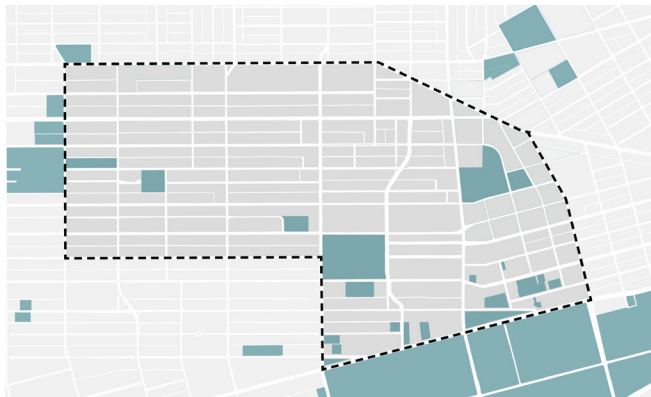
VACANT BUILDINGS

There are 110 vacant buildings, 94 of the vacant buildings are in residential areas.



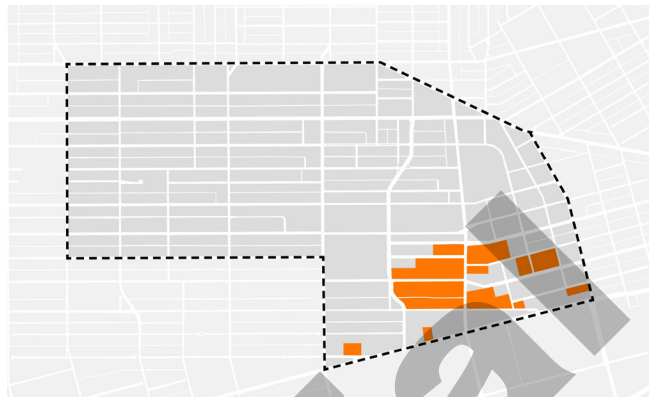
VACANT PARCELS

The neighborhood has 858 vacant parcels (22.5% of all parcels).



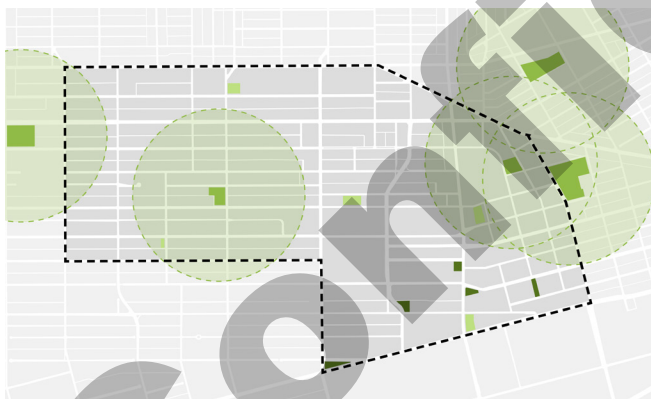
SCHOOLS

The neighborhood is adjacent to several higher education campuses including Ranken Technical College to the west and St. Louis University and Harris-Stowe State University south along Lindell and Olive Boulevards. Vashon High School and Cardinal Ritter College Prep High School are in the area among other educational facilities and job training facilities.



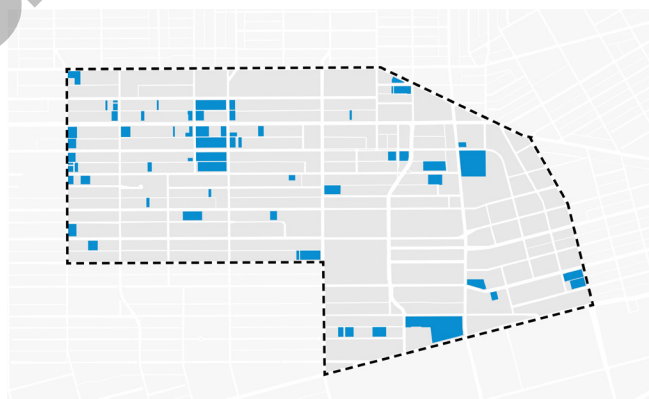
ARTS

Grand Center located along Grand Boulevard between Lindell and Delmar has a concentration of Arts Related facilities including theaters, cinemas, music halls, and arts museums.



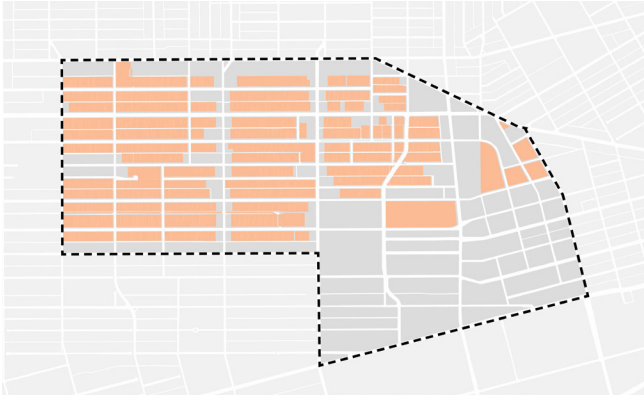
PARKS

Within the planning boundary of the North Central plan there are two Neighborhood Public Parks, Renaissance Place Park, and Turner Park. Although outside of the neighborhood boundary Beckett Park and Chambers Park are within walking distance for some North Central residents. Taking into consideration all public parks in the area only 10% of residents are within 5 min walking distance of a Neighborhood Public Park.



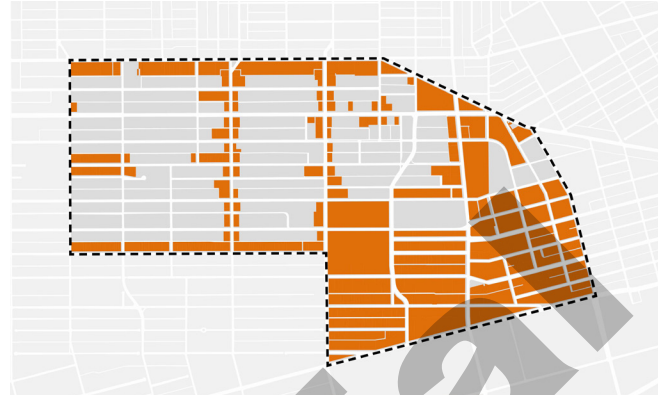
CHURCHES

The planning area has several religious institutional stakeholders with places of worship located in the neighborhood. The Faith community is a significant stakeholder. Some religious groups and faith-based organizations have land holdings in the area with intentions to reinvest.



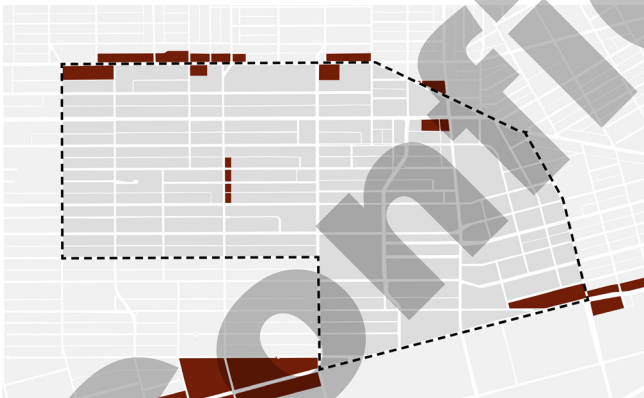
RESIDENTIAL

The majority of residential parcels are located west of Vandeventer Avenue and north of Bell Avenue. There are 94 vacant buildings in the residential areas and 26% of the residential area is vacant land.



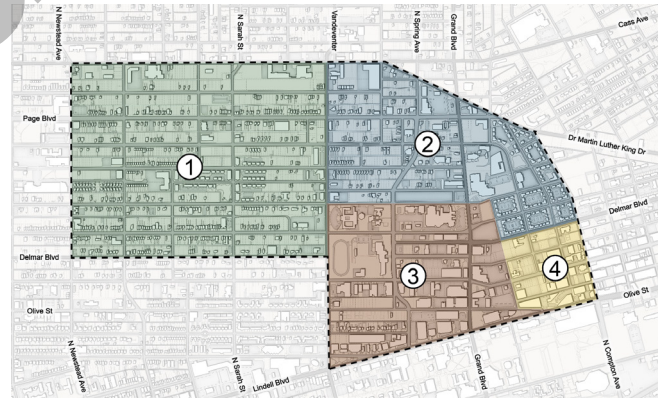
NON RESIDENTIAL

Non-Residential parcels are concentrated to the edges of the neighborhood along the corridors and within the Grand Center Arts District. The institutions in the area are generally located south of Bell Avenue.



COMMERCIAL

There are limited commercial areas in and around the neighborhoods. Commercial activity is concentrated along Dr. Martin Luther King Drive and Cass Avenue to the north and Lindell Boulevard / Olive Street to the south.



CHARACTER DISTRICT SUMMARY

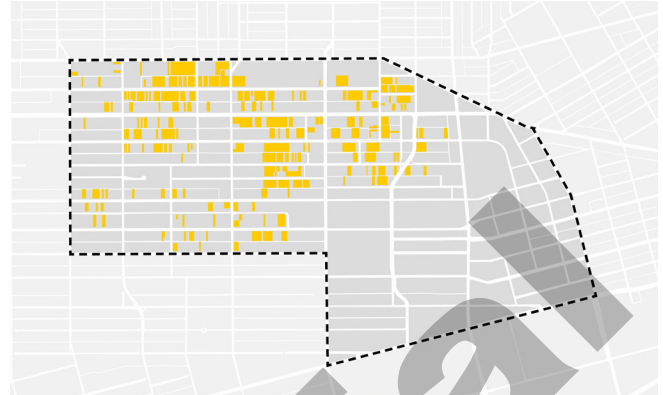
Although the North Central area is made up of two neighborhoods, there are four distinct community character types based on context, building type, and configuration. 1) Vandeventer; 2) Covenant Blu; 3) Grand Center; and 4) Midtown.

Neighborhood Analysis – Patterns of Disinvestment



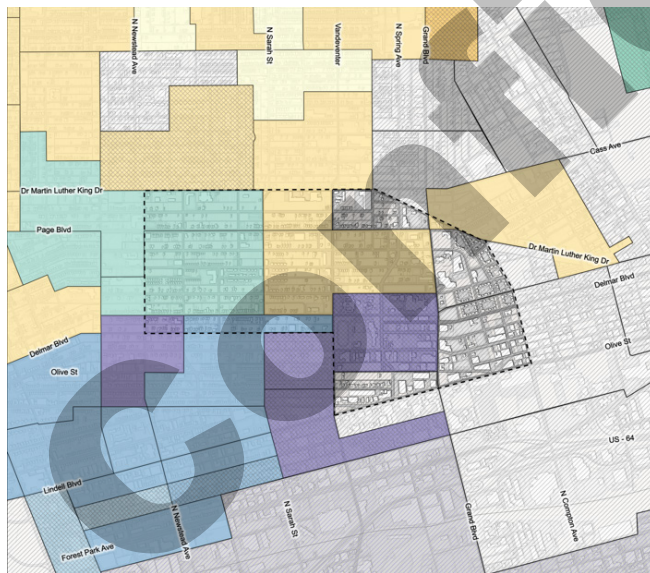
VACANCY

North Central has high degrees of vacant land and vacant buildings, especially in its residential areas. 26% of the residential area of North Central is comprised of vacant lots i.e. 94 acres. North Central has a total of 94 vacant buildings throughout the planning area. This is evidence of continued disinvestment and lack of resources in North Central.

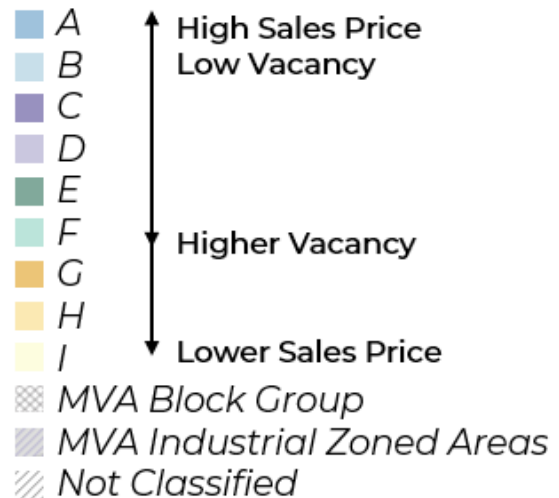


LRA OWNERSHIP

The City of St. Louis Land Reutilization Authority (LRA) owns a significant amount of land in the neighborhoods. Many of these parcels owned by LRA are vacant and some have structures remaining that area in poor condition due to neglect.



Market Type



RESIDENTIAL MARKET VALUE ANALYSIS (MVA)

A statistical tool used by the City of St. Louis and others to classify areas into various market types and identify unique needs of each neighborhood to aid in the distribution of resource allocation. "F" markets have housing values below the citywide average, more renters than owners, an above average share of distressed and investor sales, and the third highest share of renters receiving federal subsidy. "H" markets have below average housing values, low levels of permitting activity, more renters than owners, an above average share of distressed sales and investor sales, and the highest levels of vacant residential land and vacant residential buildings.

Neighborhood Analysis – Vacancy Composite



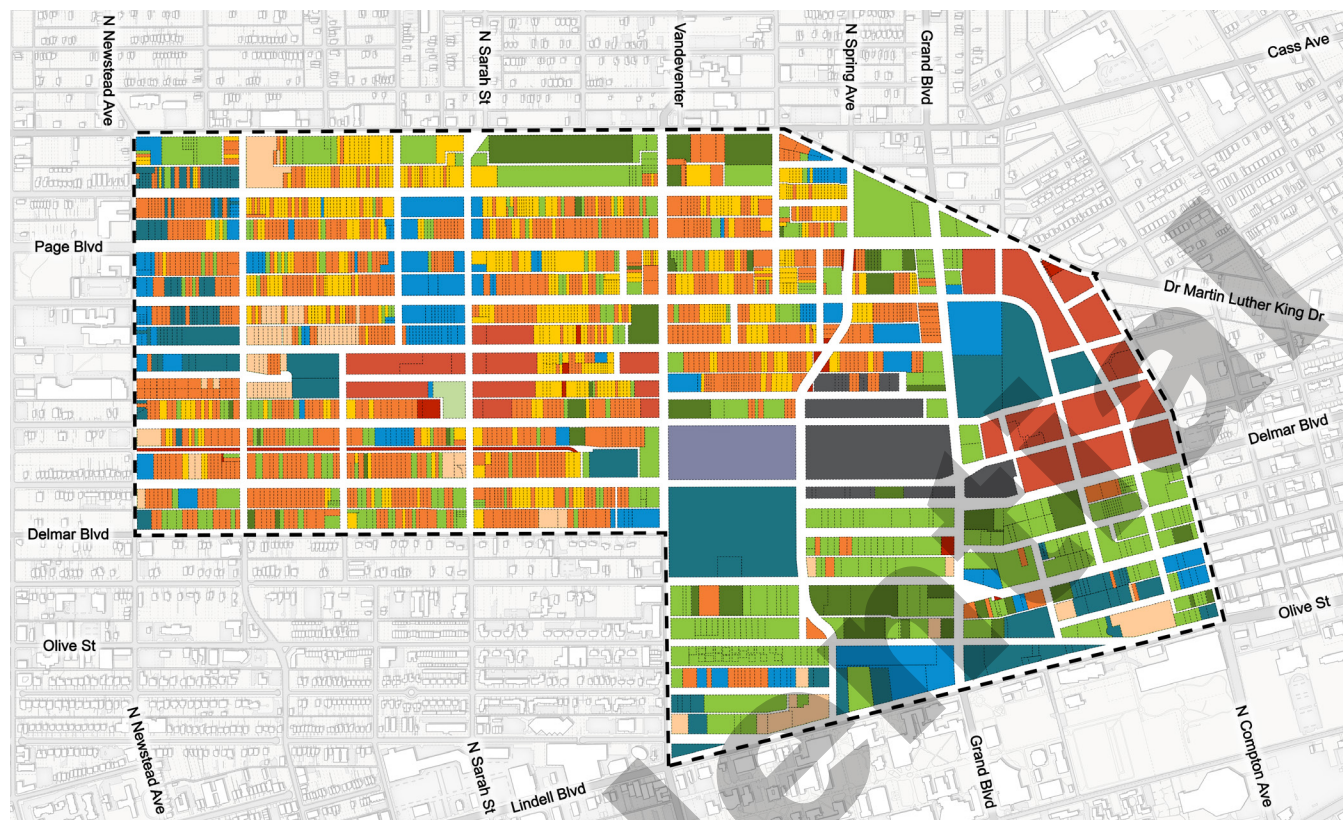
VACANCY

The neighborhood has 858 vacant parcels (22.5% of all parcels) 26% of all residential parcels are vacant. There are 110 vacant buildings in the study area.

LEGEND

- Vacant Parcels
- LRA Owned Parcels
- Vacant LRA Owned Parcels
- Vacant Buildings

Neighborhood Analysis – Ownership Composite



PARCEL OWNERSHIP

North Central has a diverse range of land owners with a significant amount being owned by various institutions and organizations. Another significant land owner is the City of St. Louis Land Reutilization Authority (LRA).

INSTITUTIONAL:

- Education
- Religious
- VA
- St. Louis Family Court
- Corporations
- Corp. Owners

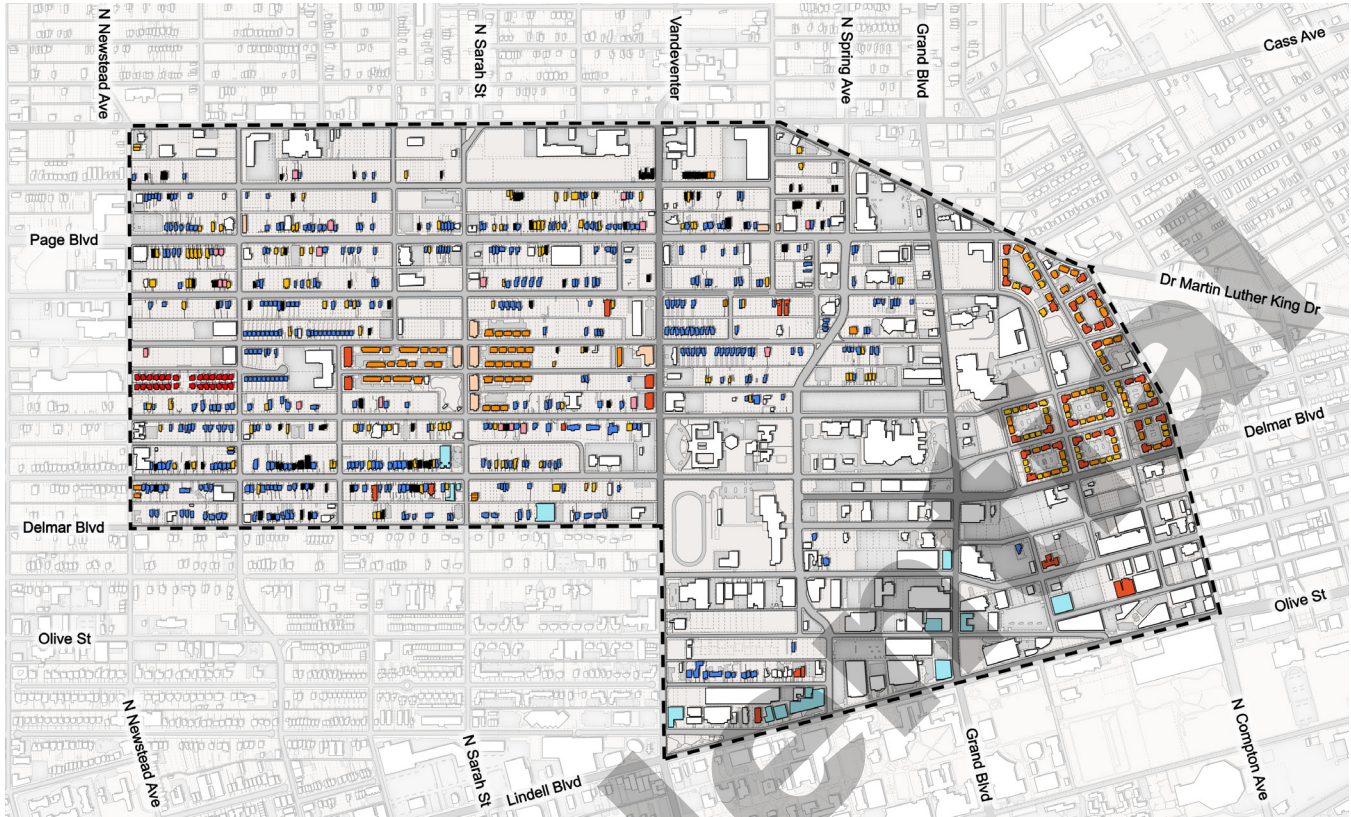
HOUSING:

- Individuals
- Housing Corporations
- Public Housing

PUBLIC:

- LRA
- St. Louis City

Neighborhood Analysis – Housing Types



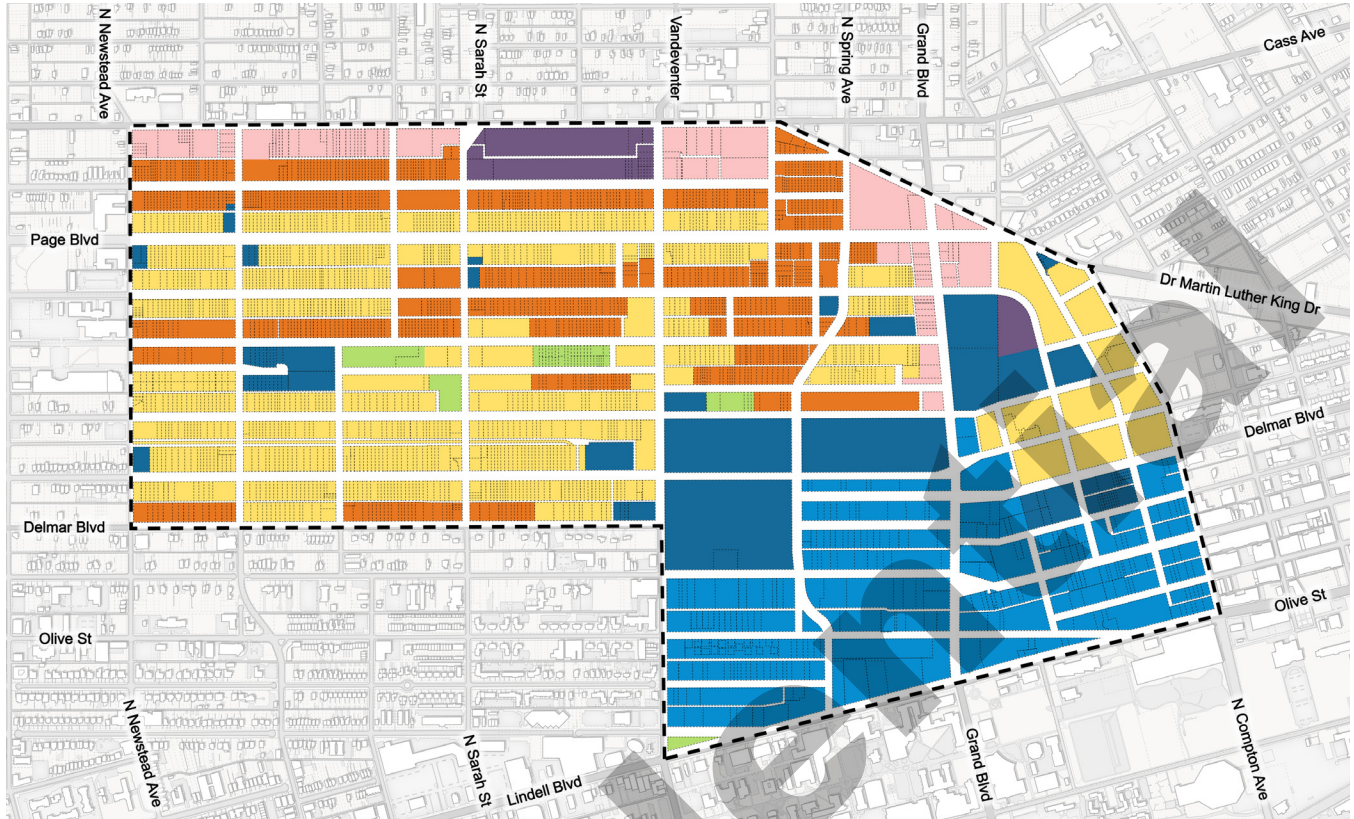
HOUSING TYPES

The study area is not homogenous in its housing types. There is a wide range of housing types, with a varying mix of types and scales along each street. The analysis was completed to assess the range of housing types in the neighborhood.

HOUSING TYPES

- Single Family Houses
- Duplex
- Fourplex
- Cottage Court
- Townhouse
- Multiplex
- Live Work
- Mid-Rise
- Vacant Buildings

Neighborhood Analysis – Regulatory Environment



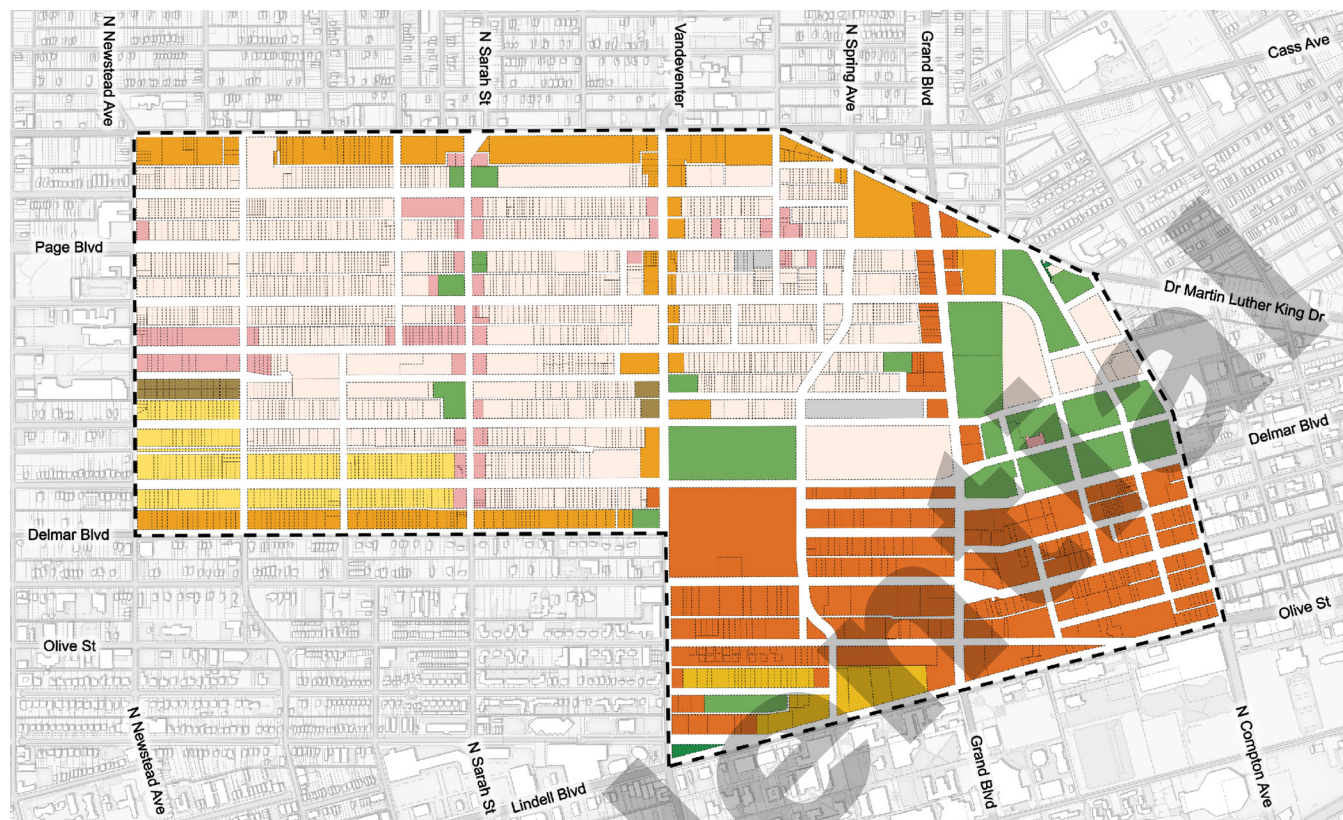
STRATEGIC LAND USE PLAN MAP

The North Central Urban Design Plan and development recommendations follow the general recommendations of the Strategic Land Use Plan. In general, Vandeventer is a separation between the Residential land uses and the more mixed-use non-residential land uses.

STRATEGIC LAND USE DISTRICTS

- Neighborhood Preservation Area
- Neighborhood Development Area
- Neighborhood Commercial Area
- Regional Commercial Area
- Recreational / Open Space Preservation and Development Area
- Business/Industrial Preservation Area
- Business/Industrial Development Area
- Institutional Preservation and Development Area
- Specialty Mixed Use Area
- Opportunity Area

Neighborhood Analysis – Regulatory Environment



ZONING

A majority of parcels in the North Central Plan area are Multi-Family Dwelling District and Area Commercial District. The Dwelling Districts in the area can support a range of Unit types from single family to multi-family. However the zoning allows greater density that is built in the neighborhood today. If vacant parcels are built out to the maximum zoning allows today, the neighborhood could add 4,220 dwelling units. Today the neighborhood has 2,149 dwelling units.

ZONING DISTRICTS

- Single Family Dwelling District
- Two-Family Dwelling District
- Multi-Family Dwelling District
- Multi-Family Dwelling District
- Multi-Family Dwelling District
- Neighborhood Comm. District
- Local Comm. & Office District
- Area Comm. District
- Central Business District
- Industrial District
- Unrestricted District
- Multi-Zoned Parcels

SOAR Analysis

A SOAR analysis identifies Strengths, Opportunities, and Aspirations for Results. Through the community-led planning process the community was asked to identify and define their Strengths, Opportunities, and Aspirations. This provided the foundation for the asset based planning approach for the North Central Plan. The SOAR Analysis methodology is described below.

» STRENGTHS

What characteristics make the North Central planning area unique? What are the community's proudest achievements? And what does the community view as their greatest assets –people, places, amenities, etc.?

What the Community Said...

» OPPORTUNITIES

What opportunities can the North Central Planning area capitalize on in pursuit of the community's values and vision? Consideration for resources provided by external forces and organizations; possible partners, organizations and stakeholders; and possible new markets. Challenges can be seen as exciting opportunities.

What the Community Said...

» ASPIRATIONS

What is the future vision of North Central? What does the community care deeply about (i.e., core values)? What is the community's preferred future? What strategic Initiatives support the community's aspirations?

What the Community Said...

» RESULTS

The North Central Plan through the implementation actions identifies measures by which to achieve the community's vision and goals as well as metrics by which the community can measure success based on their core values.

In addition to the community's responses, review of existing City plans, policies and initiatives as well as the existing conditions assessment identified further strengths and opportunities the community can build upon in order to achieve the community's core values, vision, and goals articulated through the planning process. The summary results of the SOAR analysis are presented on the following pages.



Community Comradery
Caring Neighbors
Neighborhood Location
Diversity
History
Institutions
Neighborhood Amenities
Accessibility
Connection with Officials
Previous Plan
Long Term Residents
Surrounding Communities
Growth

Resident Input – Community Strengths Mapping and Feedback Exercise



Housing
Safety
Community Building
Restoration of Housing
Community Comradery
Growth
Youth
Business Development
Jobs
Vacancy
Engaged Leaders and Officials
Racial Equity
Break the Delmar Divide
Long Term Neighbors
Stop Littering
Change the Narrative
Fiber WIFI
Attract More Church Members
Power of Commute Collaboration
Financial Literacy Education
Community Healing Garden

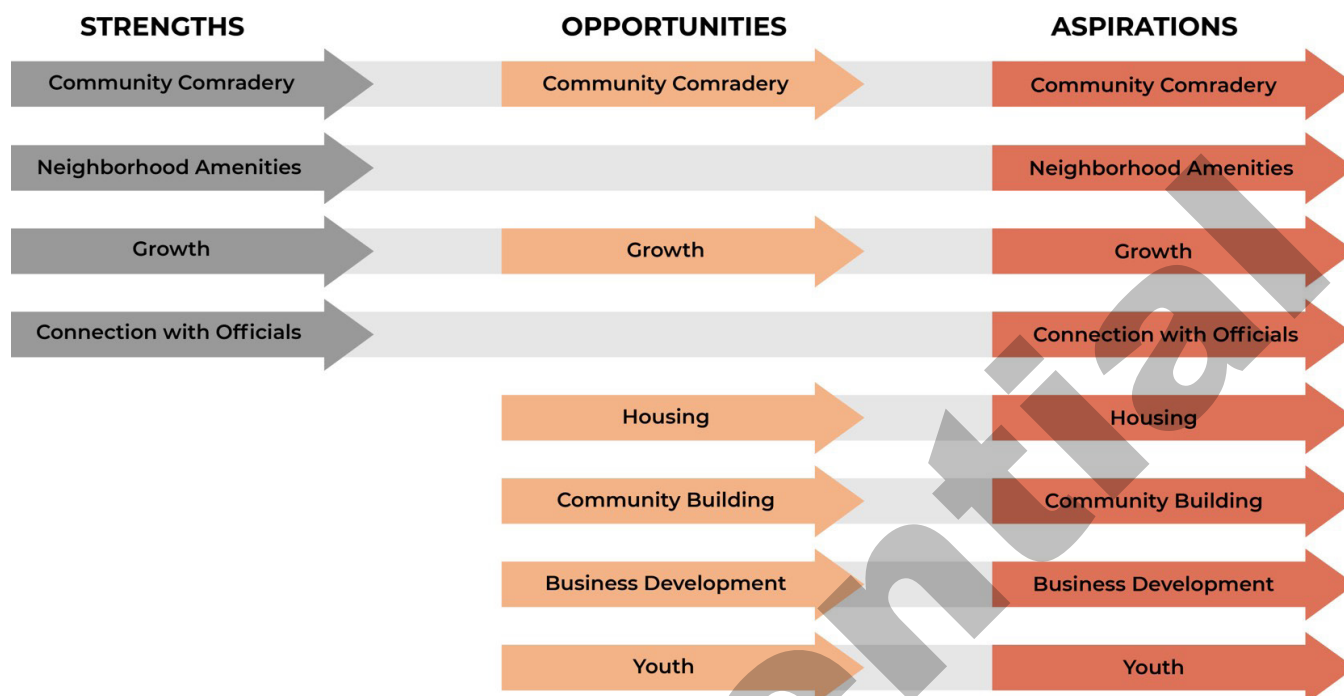
Resident Input – Community Opportunities Mapping and Feedback Exercise



Community Building
Housing
Business Development
Neighborhood Amenities
Beautification of Green Space
Freedom and Progress
Family Growth
Growth
Community Comaradery
Youth
Connection with Officials
Services to Prevent Crime

Resident Input – Community Aspirations Mapping and Feedback Exercise

SOAR Analysis Themes



THEMES emerged through the SOAR analysis with the community that served as a foundation for developing the Plan's Core Values, Vision and Goals. They are illustrated in the chart above.

SOAR Analysis Strengths

FROM THE COMMUNITY: *The community's identified strengths include the community itself, the camaraderie, collaboration, caring, participation, involvement, talent, diversity, and family as well as the desire to make change. The history and culture of the neighborhood, location of the neighborhood, and amenities including the faith community, institutions, and the Community Healing & Meditation Garden Park are viewed as strengths by the community and assets to build upon and protect in the plan.*

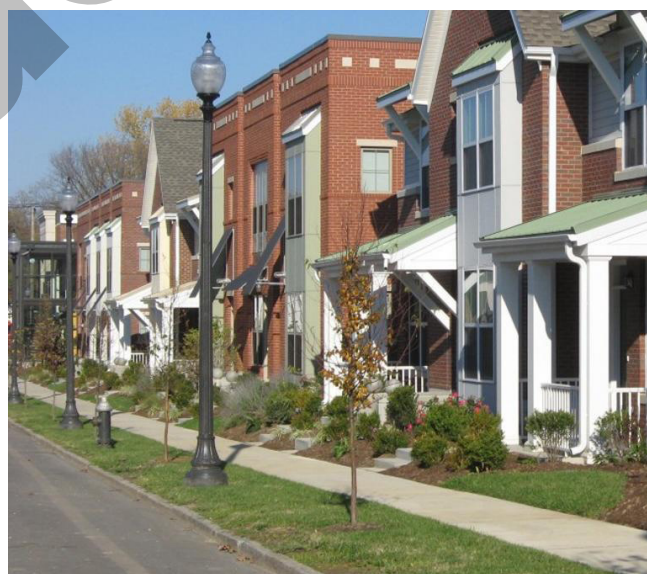


RANKEN MANUFACTURING INCUBATOR

The Robert W. Plaster Free Enterprise Center, located at 4301 Finney Avenue, is a Public/private project between Ranken Technical College in partnership with the City of St. Louis. This facility provides students with work-based training to develop 21st century technical and manufacturing skills, directly supporting pre-apprentice training, apprenticeship training, and entrepreneurial startups, as well as established industries.



Quality of Life Survey Responses – North Central Strengths

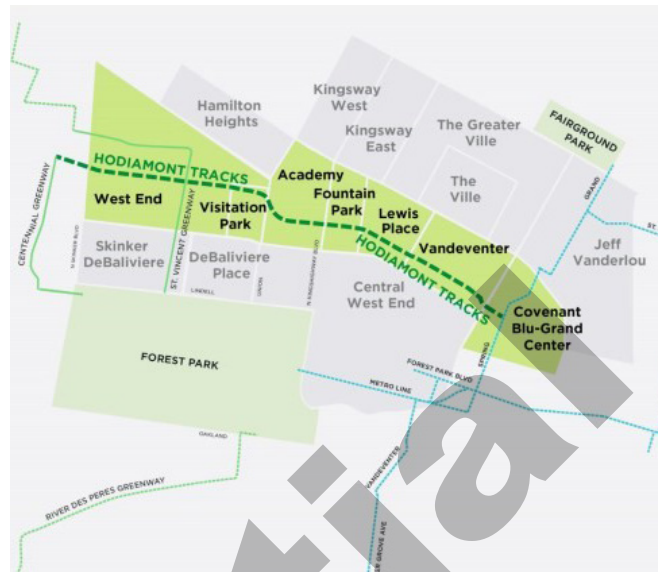


NORTH SARAH DEVELOPMENT

The North Sarah Development Plan completed by McCormack Baron Salazar along with St. Louis Housing Authority and Urban Strategies in the North Central area in St. Louis, MO was developed in 3 phases and includes a mix of market rate (35%), tax credit/ affordable (18%), and public housing-assisted (47%) units with a total of 300 units. The development included some live-work apartments (market rate units) and mixed-use properties.

SOAR Analysis Opportunities

FROM THE COMMUNITY: *The community sees opportunity for improved public health, to empower entrepreneurs provide programs for young people, and create jobs, for growth and prosperity in place. Continuing the community camaraderie is a stated opportunity which was identified as both a strength and an aspiration. The community views the vacant land, new housing that has been built, and the range of housing types as opportunities to be capitalized upon. Rehabilitation of existing structures, inclusive and equitable development, beautifying the neighborhood, and calming traffic, as well as safety in terms of peace and unity are opportunities expressed by the community.*



NORTH CENTRAL CORRIDOR

Neighborhoods immediately north of Delmar make up the North Central Corridor. For decades the Central Corridor has received the majority of investment and attention. The Central Corridor's investment and development interest has expanded to neighborhoods to the south. Investment and redevelopment interest north of the Central Corridor has been growing and can be seen in several projects such as the Hodiament Greenway and more.



NEW NGA CAMPUS

The new National Geospatial-Intelligence Agency (NGA) complex in north St. Louis, will have space for an additional 600 workers. In addition to many more job opportunities in surrounding new development.

Education
Access
Affordability
Health
Transit
Safety
Programs
Jobs
Parks
Roads
Youth
Housing
Security
Childcare

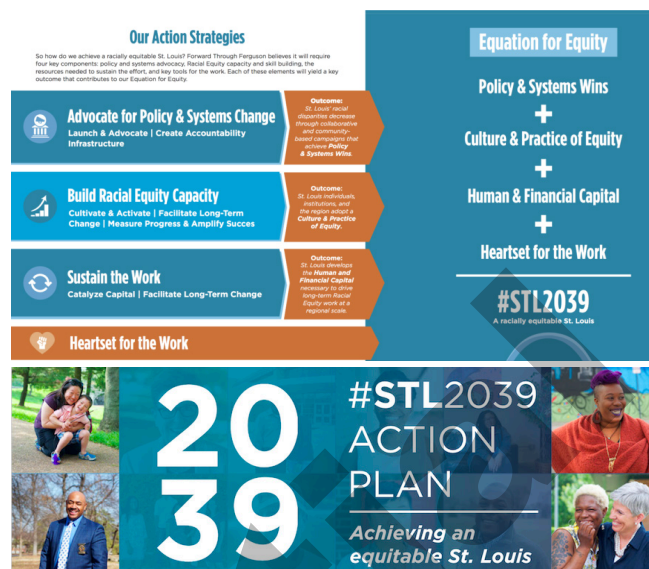
Quality of Life Survey Responses – North Central Opportunities

SOAR Analysis Aspirations

FROM THE COMMUNITY: *The community aspires for progress centered around fostering and continuing the community camaraderie. As the community progresses there is desire for multi-generational growth and wealth building, along with business development and entrepreneurship. The community aspires for an excellent quality of life with beautiful green spaces, a variety of quality housing, a clean and safe neighborhood with access to quality jobs and job training without gentrification or displacement. The community's aspirations include community building and connections with City officials in order to achieve the desired progress.*



Quality of Life Survey Responses – North Central Aspirations



FERGUSON COMMISSION & #STL2039

Building upon the Forward Through Ferguson Commission Report, #STL2039 sets a vision and action plan for “a transformed St. Louis region where, regardless of race and zip code, there is justice for all, the opportunity to thrive, and boundless possibility for all of our youth.”



VISION 2020: EQUITABLE ECONOMIC DEVELOPMENT PLAN

The Vision 2020 Framework Plan highlights Commercial Corridors to focus commercial activity and reinvestment. Dr. Martin Luther King Drive and Grand Boulevard are identified as a commercial corridor for economic development, with Grand being listed as an initial focus corridor. The Plan also notes Midtown Employment District key industries are education & training, business services, and health services.

Conclusion

Redevelopment interest is growing in North Central and the rest of the North Central Corridor. The North Central community is well positioned to capitalize on city-wide, regional and national plans, policies, and initiatives; area stakeholders and partners; and local development context in order to set the community up for success. The North Central Vision Action Plan responds to these opportunities by building community accountability and community-led growth within the areas of racial equality, stakeholder partnerships, and local market context.

RACIAL EQUITY INITIATIVES

In the last decade there have been several plans policies and initiatives put in place to work on recognizing, dismantling, and remedying structural racism that has led to racial disparities. At the national level, the US Center for Disease Control (CDC) on April 8, 2021, declared racism a public health threat. This initiative will further study how social determinants impact people's health. The City of St. Louis has completed multiple plans such as the Equitable Economic Development Framework Plan and the Equity Indicators 2018 Baseline Report, as well as the Ferguson Commission Report and #STL2039 initiative and action plan to achieve an equitable St. Louis. The North Central Plan builds upon these efforts.

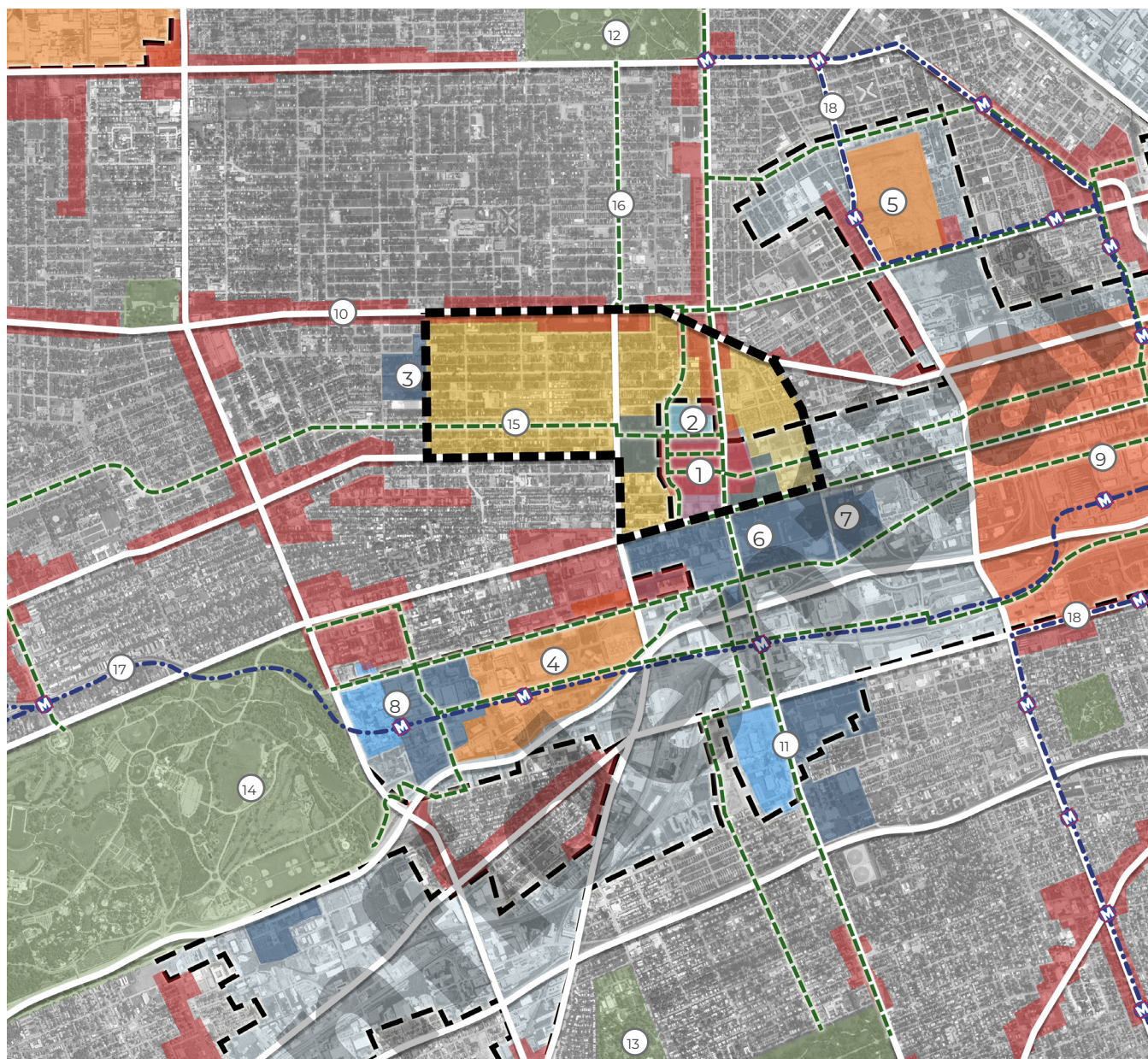
STAKEHOLDERS AND PARTNERS

The North Central Community has several partnership opportunities due to the significant number of organizations and institutions in and around the neighborhoods. Possible partners include educational institutions, arts organizations, health systems, and faith-based groups. This diverse range of stakeholders provide ample opportunities for partnerships for plan implementation including projects and programs. There are case study examples of these partnerships presented throughout the document.

LOCAL MARKET CONSIDERATIONS & DEVELOPMENT CONTEXT

North Central is located just north of the Central Corridor, a major destination for jobs in the region, inclusive of BJC Healthcare, Cortex Innovation District, Midtown, and Downtown. In the past several years there has been renewed commitment to redevelopment north of Delmar in the North Central Corridor aimed at dismantling the "Delmar Divide." St. Louis is a hub and regional leader for technology, manufacturing, healthcare, and bioscience industries. North Central is positioned within what is referred to as the Innovation Triangle which includes, Ranken, Cortex and the future NGA. Other development initiatives that will impact the neighborhood overtime include the regional Brickline & Hodiament Greenways. The Equitable Economic Development Framework Plan also recognizes the importance of commercial corridors to focus investment, support small businesses and improve neighborhoods, with Grand Avenue and Dr. Martin Luther King Drive identified as commercial corridors. The economic plan also indicates the Midtown Employment District has three growing market segments which include education and training, business services, and health services. The North Central area is positioned well to benefit from planned projects and future investment opportunities.


In conclusion, the SOAR analysis has uncovered several potential growth opportunities in order to strengthen the area as outlined above. North Central has significant assets to build upon, resources to leverage, and opportunities to pursue as the community works to achieve the vision and goals they have set out in this Plan.



Regional Context Map

MAP KEY

- | | |
|---|---|
| 1. Grand Center Arts District | 12. Fairgrounds Park |
| 2. VA Medical Center | 13. Tower Grove Park |
| 3. Ranken Technical College | 14. Forest Park |
| 4. Cortex Innovation District | 15. Hodiamont Greenway |
| 5. Planned NGA Campus | 16. Brickline Greenway |
| 6. St. Louis University Main Campus | 17. MetroLink Existing |
| 7. Harris-Stowe State University Campus | 18. MetroLink Proposed
North-South Expansion |
| 8. BJC and Washington University
Medical Campus | |
| 9. Downtown Core | |
| 10. Dr. Martin Luther King Drive
Commercial Corridor | |
| 11. St. Louis University Medical Campus | |



Community describes the interaction of people and the physical environment in which they live. Community revitalization, therefore, is not simply the buildings and infrastructure that define the physical environment. Rather, it is the creation and sustaining of an authentic place, made vital by the living, working, and playing of residents who call that place home.

Although the North Central Plan neighborhoods struggle with issues of disinvestment, lack of resources, and areas of poor physical conditions, the North Central Community—its residents—remain steadfast in their dedication to make North Central a vibrant and inclusive place to live, work, and play—now and in the future.

In order to ensure equitable and sustainable revitalization, the North Central Community has developed a Vision Statement and Community Values that are the foundation of the North Central Plan. Presented on the following pages, the Vision and Values inform three Community Revitalization Principles:

- » *Place* – Build a whole, healthy, and vibrant community.
- » *People* – Empower residents to achieve an excellent quality of life.
- » *Organization* – Organize for successful, equitable, and long-term implementation.

These Revitalization Principles form the three legs of the community's Vision—physical environment, residents, and achievable implementation—and organize the North Central Plan's recommendations into an actionable roadmap for future success.



COMMUNITY REVITALIZATION ACTION PLAN

Revitalization Principle 1:

Place – **Build a whole, healthy, and vibrant community.**



Revitalization Principle 2:

People – **Empower residents to achieve an excellent quality of life.**



Revitalization Principle 3:

Organization – **Organize for successful, equitable, and long-term implementation.**



- Goal 1: **Respect, celebrate, and build upon the diverse history of North Central.**
- Goal 2: **Create whole, healthy, and vibrant neighborhoods.**
- Goal 3: **Rehab existing homes and provide a diversity of new infill homes.**
- Goal 4: **Promote and support the creation and retention of viable community businesses and creative-arts industries, and promote entrepreneurship.**

- Goal 5: **Support and assist North Central residents to remain in place and build wealth and social capital.**
- Goal 6: **Connect and engage residents of all ages to sustainable employment and community services.**
- Goal 7: **Attract and provide access to high-quality recreational, educational, health, and cultural amenities and programs.**
- Goal 8: **Improve and enhance public infrastructure and public services.**
- Goal 9: **Improve neighborhood safety for all residents and visitors.**

- Goal 10: **Establish clear communication and accountability with the City of St. Louis.**
- Goal 11: **Create a participatory decision-making process for residents to guide the future of the community.**
- Goal 12: **Ensure a just, equitable, inclusive, resilient, and sustainable future for the North Central community.**



Rich in history and excellently-located in the St. Louis region, the North Central neighborhoods are well-positioned for sustainable, future success. While North Central has struggled with decades of exclusionary practices, disinvestment, and misguided “renewal” efforts that erased portions of the community, the community possesses innumerable assets. Lovely historic homes, vibrant church congregations, major educational institutions, and one of the region’s premier cultural destinations—Grand Center—all call North Central home. Through the efforts of residents—committed to North Central and its future success, neighbors will work to build whole, healthy, and vibrant community—for this generation and generations to come.

Place – **Build a whole, healthy, and vibrant community.**

- » **Respect, celebrate, and build upon the diverse history of North Central.**
- » **Create whole, healthy, and vibrant neighborhoods.**
- » **Rehab existing homes and provide a diversity of new infill homes.**
- » **Promote and support the creation and retention of viable community businesses and creative-arts industries, and promote entrepreneurship.**

Goals & Strategies

1. Respect, celebrate, and build upon the diverse history of North Central.

The North Central neighborhoods have a rich and multi-cultural history. Through decades of neglect, disinvestment, and attempts at urban renewal, much of this history has been forgotten by the broader community. Rediscovering and preserving this history as a framework for community revitalization is critical to North Central's future.

Strategy 1.1: Document the community history and assets of the neighborhood.

Strategy 1.2: Identify and preserve the existing significant historical architectural and cultural resources of the neighborhood in future developments.

Strategy 1.3: Develop community and educational programs around the local history and culture of North Central.

Goals & Strategies

2. Create whole, healthy, and vibrant neighborhoods.

Whole, healthy, and vibrant neighborhoods meet the daily needs and desires of residents in a safe, walkable, and physically-beautiful environment with multiple options for housing, transportation, mobility, and recreation. Building upon North Central's location in the region, the neighborhoods will provide a variety of assets for residents of all ages, backgrounds, and abilities, in order to support an excellent quality of life.

Strategy 2.1: Achieve and maintain a sustainable, transit-supporting mix of land-uses that balances housing types with the opportunity to support close proximity to transit, employment, and community and commercial facilities.

Strategy 2.2: New development, both residential and commercial, should reinforce the strengths of existing neighborhoods, combining new construction with rehabilitation to create a series of distinct places.

Strategy 2.3: Increase access to and the number of high-quality public parks, community gardens, school yards, and outdoor recreation amenities and connect and integrate with the existing parks and the Hodiament Greenway and Brickline Greenway.

Strategy 2.4: Create an integrated network of safe, comfortable, and walkable streets connecting parks, greenways, schools, and community gathering places, neighborhood centers and amenities.

Strategy 2.5: Develop connected, distinctive walkable districts with identifiable centers, edges, and gateways.

Strategy 2.6: Create a Beautification Committee, under the umbrella of the Community-Based Development Organization (*Strategy 11.1*), to monitor and assist in the maintenance and beautification of North Central.

Strategy 2.7: Build for sustainable, resilient, and just policies in future developments.

Strategy 2.8: Support social infrastructure and civic engagement for residents through physical design and programming.

Goals & Strategies

3. Rehab homes and provide a diversity of new infill homes.

A diverse population of residents requires a diversity of available housing options. Successful revitalization of North Central will build upon the neighborhoods' existing historic housing stock; achieve housing affordability through a variety of housing types; and provide high-quality housing opportunities for all households.

Strategy 3.1: Provide a diversity of housing types in North Central, including apartments for young adults and couples; homes for families; and accessible, easy-to-maintain houses for seniors aging in place.

Strategy 3.2: Connect qualified local developers with rehab opportunities.

Strategy 3.3: Facilitate construction of new infill housing on vacant land.

Strategy 3.4: Deploy resources to residents for home renovations and repairs.

Goals & Strategies

4. Promote and support the creation and retention of viable community businesses and creative arts industries, and promote entrepreneurship.

Strategy 4.1: **Develop creative-arts industries and local employment opportunities in partnership with the Grand Center Arts District.**

Strategy 4.2: **Revitalize existing commercial corridors and nodes with high-quality, community-supporting development.**

Strategy 4.3: **Leverage North Central locations for local business start-ups, including business incubators and live-work spaces.**

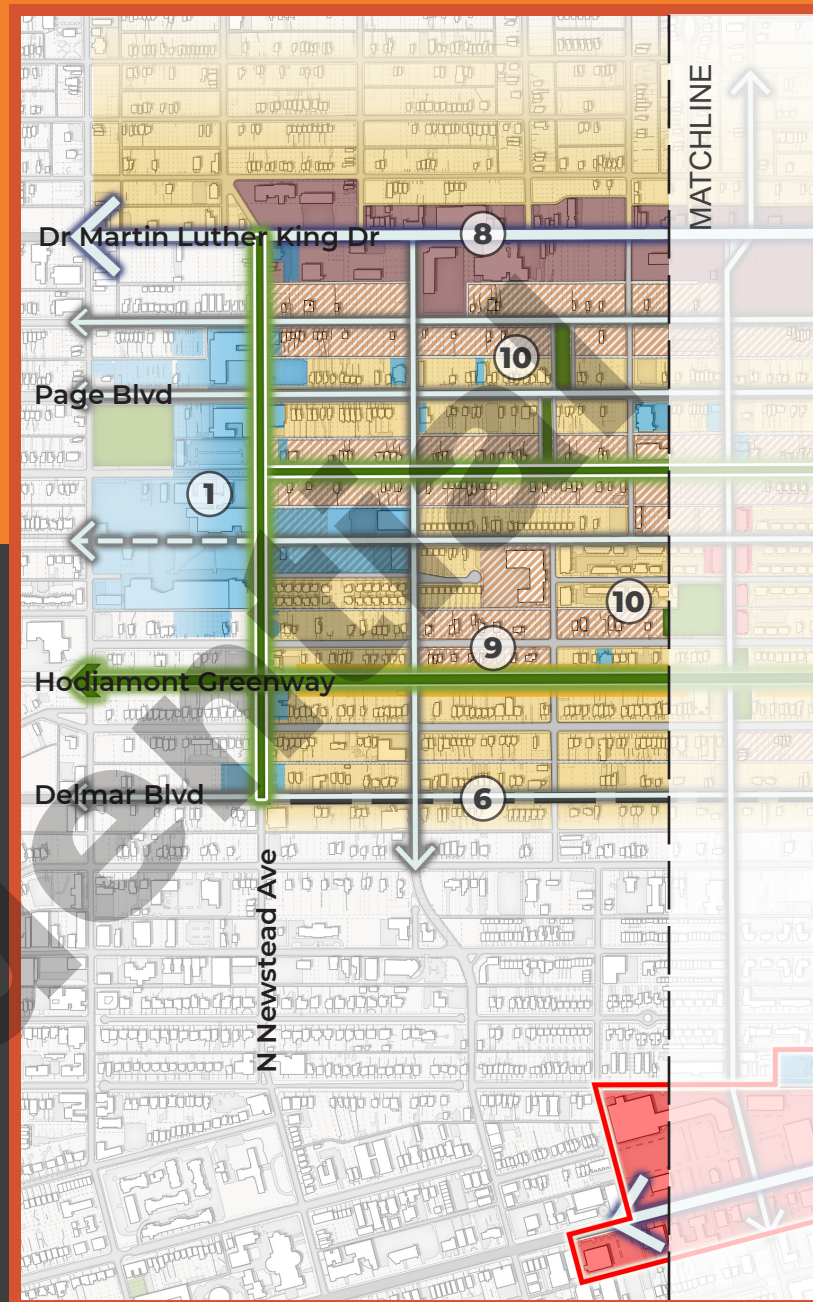
Strategy 4.4: **Work with local institutions and funders on programs that support North Central businesses and entrepreneurs.**

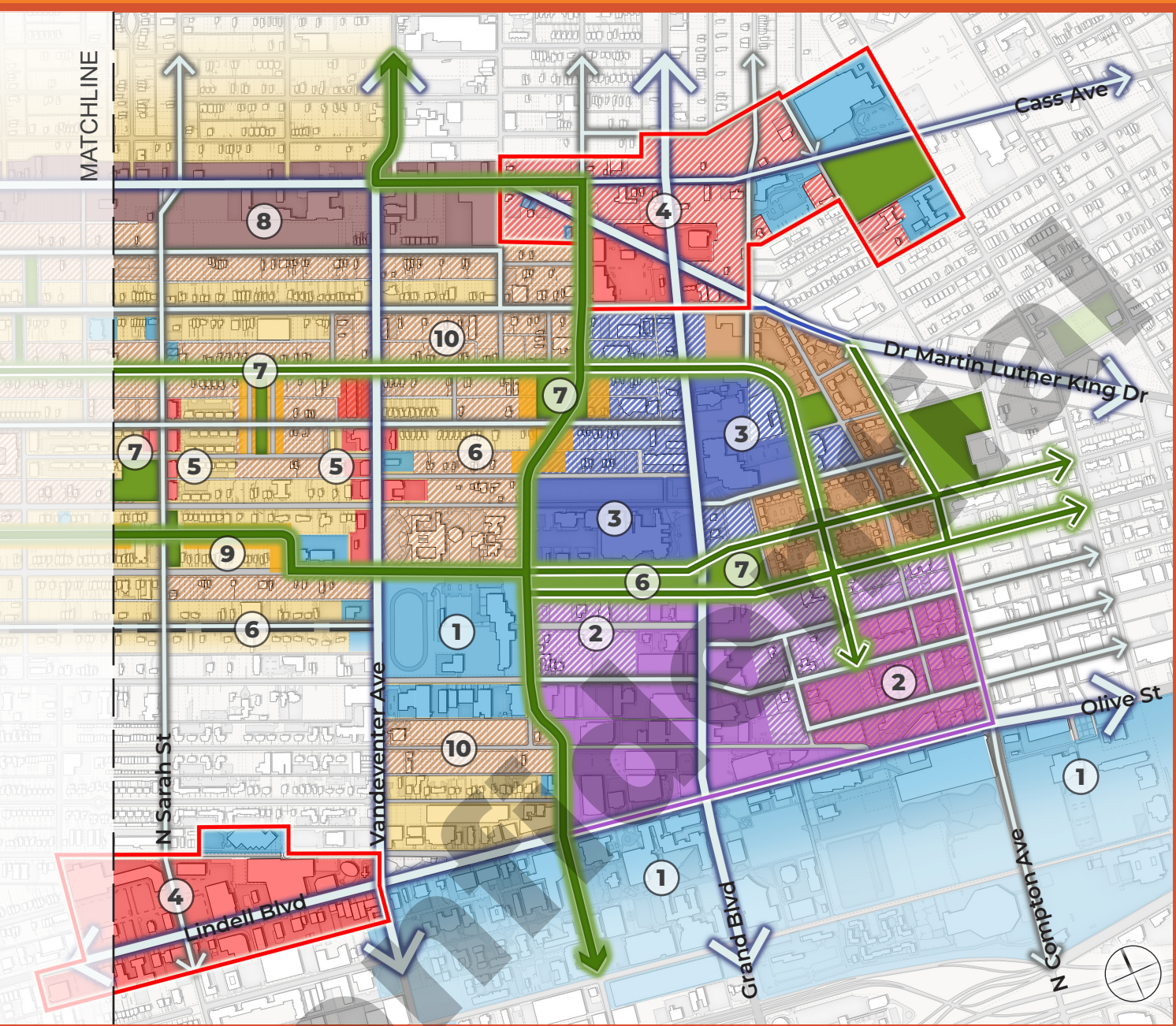
Strategy 4.5: **Establish community-based training and entrepreneurship programs, focusing a comprehensive range of skills.**

North Central Community Urban Design Plan

Focus Areas:

1. Partner with & leverage institutional anchors.
2. Grow the Grand Center Arts District.
3. Create a wellness district around Cochrane VA Medical Center.
4. Infill & strengthen community shopping centers.
5. Establish a neighborhood center around enhanced community amenities.
6. Revitalize Delmar as a residential boulevard and linear park.
7. Build small residential parks as a framework for new infill housing.
8. Develop Dr. MLK Drive and connect to north to The Ville.
9. Infill new housing along the Hodiamont Greenway linear park.
10. Rehab and infill neighborhood housing with a variety of house types on safe, beautiful streets.





THE NORTH CENTRAL PLAN



North Central Community Urban Design Plan

The revitalization of the North Central neighborhoods as a whole, healthy, and vibrant community is guided by the North Central Community Urban Design Plan. The Urban Design Plan synthesizes the five Goals for Place, and their respective strategies, with geographic and place specific strengths, opportunities, and assets within North Central.

The North Central Community Urban Design Plan consists of ten (10) individual focus areas, which address the entirety of the North Central Planning area. The focus areas are orchestrated by the North Central Urban Design Framework Plan, which sets out physical development and revitalization priorities—articulated by the North Central community and supportive of the Community Vision.

The Urban Design Framework Plan was developed in close partnership with the North Central Steering Committee. The Framework Plan is the product of a three (3) month, iterative process in which the Planning Team developed three (3) alternative scenarios for future revitalization. These scenarios were presented and vetted by the Steering Committee, and feedback was incorporated into a hybrid preferred option. This hybrid preferred option was then re-presented to the Steering Committee and to the whole North Central community. The preferred option Framework Plan was re-confirmed and revised based on further feedback.

Subsequent to the finalization of the Framework, the Planning Team then developed the detailed North Central Community Urban Design Plan, structured around the ten focus areas. This plan, and each focus area, is presented in detail on the following pages.

North Central Community Urban Design Plan

1.

Partner with & leverage institutional anchors.

CONTRIBUTING STRATEGIES

- 1.1: Document the community history and assets of the neighborhood.
- 1.2: Identify and preserve the existing significant historical architectural and cultural resources of the neighborhood in future developments.
- 1.3: Develop community and educational programs around the local history and culture of North Central.
- 2.3: Increase access to and the number of high-quality public parks, community gardens, school yards, and outdoor recreation amenities and connect and integrate with the existing parks and the Hodiamont Greenway and Brickline Greenway.
- 4.1: Develop creative-arts industries and local employment opportunities in partnership with the Grand Center Arts District.
- 4.3: Leverage North Central locations for local business start-ups, including business incubators and live-work spaces.
- 4.4: Work with local institutions and funders on programs that support North Central businesses and entrepreneurs.
- 4.5: Establish community-based training and entrepreneurship programs, focusing a comprehensive range of skills.
- 5.4: Strengthen coordination between neighborhood organizations in North Central.
- 6.5: Partner with community development financial institutions (CDFIs) for Plan implementation.
- 11.1: Establish a community-based development organization and funding sources for implementation of the North Central Plan and ongoing community-led development.

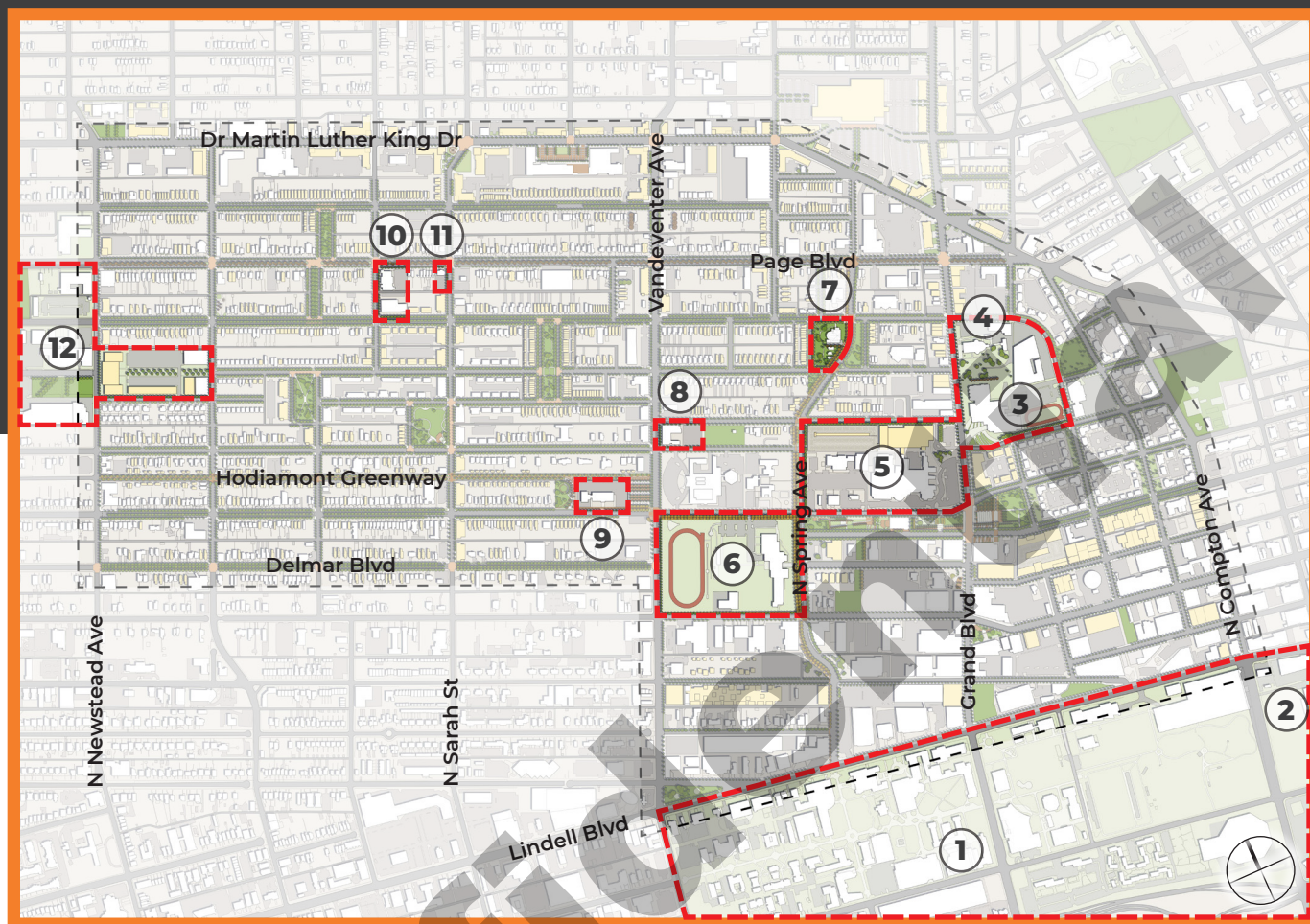
A key asset of North Central are the numerous community-based institutions located in and around the North Central neighborhoods. These institutions are vested stakeholders in the North Central community. They serve a regional population and draw visitors from throughout greater St. Louis.

These institutions provide a wide variety of programs and resources that can—and should—contribute to the equitable revitalization of North Central. Developing strong and long-term relationships with institutional partners is foundational for successful implementation of this Plan. Examples of partnership opportunities can include:

- » Working with Ranken Technical College to improve enrollment and participation by community residents in job training programs.
- » Working with Grand Center Inc. and constituent organizations on public art projects, programming, and neighborhood beautification.
- » Partnering with area churches to expand access to community assistance programs.

These examples are not exhaustive, and additional ideas and recommendations are provided in *Appendix: North Central Community Action Items*. In order to maximize the effectiveness of these partnerships, the North Central community must organize to advocate for itself through the creation of a community-based development organization (Strategy 11.1).

North Central Community Urban Design Plan



KEY INSTITUTIONS

1. Saint Louis University (SLU)
2. Harris-Stowe University
3. St. Louis Public Schools (SLPS) & Clyde C. Miller Career Academy
4. St. Alphonsus Liguori "The Rock" Roman Catholic Church
5. Cochrane VA Medical Center
6. Cardinal Ritter College Preparatory High School
7. Scruggs Memorial CME Church
8. Deaconess Center for Child Well-Being
9. Cole Elementary School
10. Transformation Christian Church (TCC)
11. TCC World Outreach Ministries
12. Ranken Technical College

North Central Community Urban Design Plan

2.

Grow the Grand Center Arts District.

CONTRIBUTING STRATEGIES

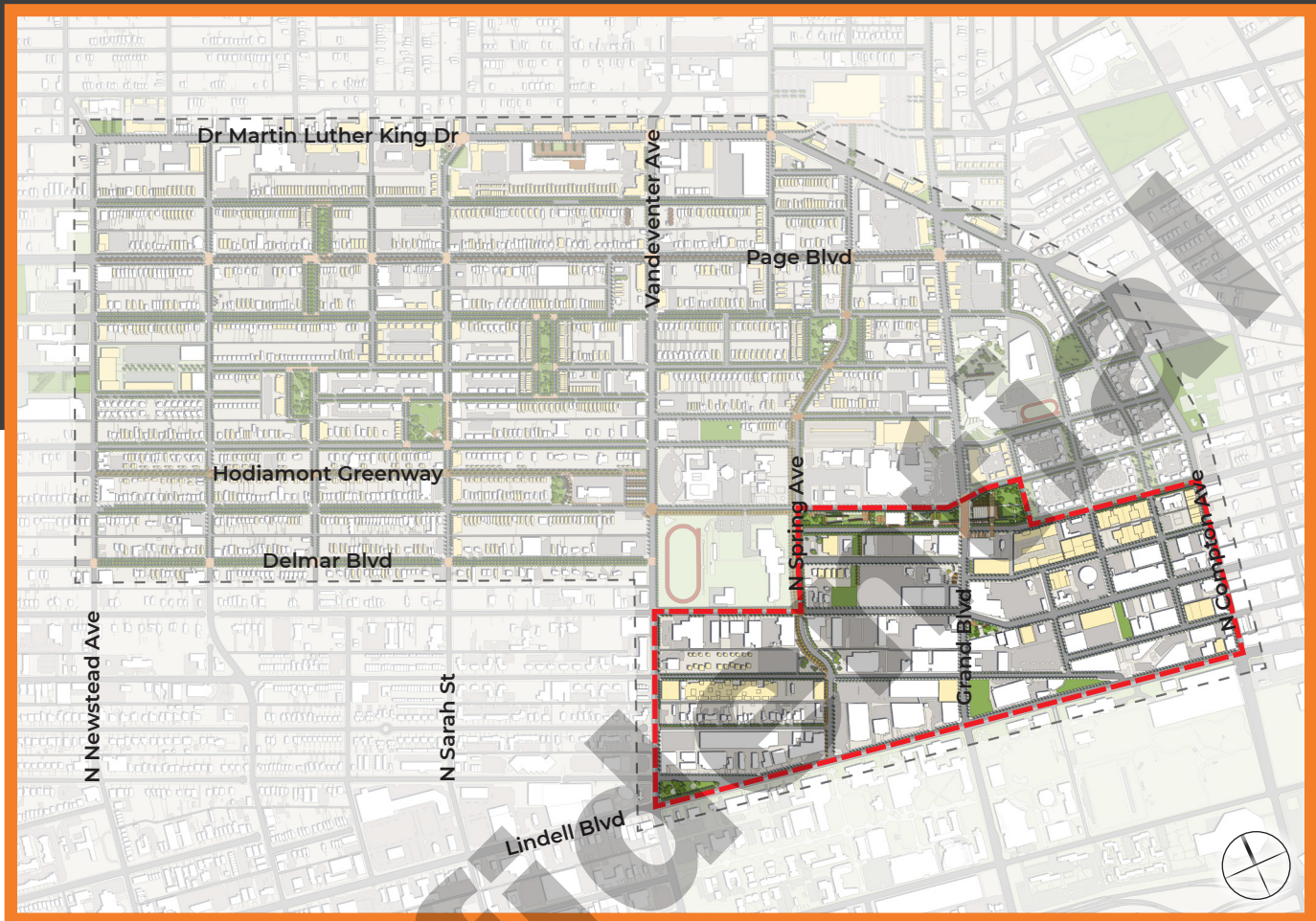
- 2.1: Achieve and maintain a sustainable mix of land-uses that balances housing types with the opportunity to support close proximity to transit, employment, and community and commercial facilities.
- 2.2: New development, both residential and commercial, should reinforce the strengths of existing neighborhoods, combining new construction with rehabilitation to create a series of distinct places.
- 2.5: Develop connected, distinctive walkable districts with identifiable centers, edges, and gateways.
- 3.1: Provide a diversity of housing types in North Central, including apartments for young adults and couples; homes for families; and accessible, easy-to-maintain houses for seniors aging in place.
- 3.2: Connect qualified local developers with rehab opportunities.
- 3.3: Facilitate construction of new infill housing on vacant land.
- 4.1: Develop creative-arts industries and local employment opportunities in partnership with the Grand Center Arts District.
- 4.4: Work with local institutions and funders on programs that support North Central businesses and entrepreneurs.
- 5.3: Streets are the focus of community life and should be designed to be safe for pedestrians, bicyclists, and drivers alike, and encourage civic engagement.
- 5.4: Strengthen coordination between neighborhood organizations in North Central.

Grand Center is the most regionally-identifiable aspect of North Central, and draws tens of thousands of regional visitors annually. While Grand Center has historically focused on Grand Boulevard, recent opportunities have seen Grand Center's development expanding east and west into the adjacent neighborhoods.

This expansion has resulted in a number of opportunities to connect both the physical development and programming of Grand Center with the North Central residential neighborhoods. Historically, the arts district has located its service functions—ancillary development, parking garages, etc.—to its east and west periphery. This has resulted in a kind of “no-man’s land” between the established residential neighborhoods of the Vandeventer and Covenant Blu Grand Center and the activity centers of the Grand Center Arts District. As a result, Grand Center has been an island, disconnected from the neighborhoods by “dead blocks” of parking lots and streets that prioritize vehicular traffic over walkability.

The North Central Plan recognizes that these development patterns provide a significant opportunity for infill development and increased efficiency of land use. Grand Center has the opportunity to improve the function of district parking by replacing existing surface parking with one or more centralized parking structures. This will free up land occupied by parking lots for new infill development.

North Central Community Urban Design Plan



In keeping with the character of the district, these areas can be infilled with loft-style mixed-use, multi-family and live-work units and creative office space. This development pattern has a precedent in the increase in development of student housing, housing for young professionals, and creative/arts industries that are being built around the North Central Plan area. Such development will effectively link the Grand Center Arts District east to Midtown and west to the Central West End—two established adjacent neighborhoods—and create vibrant, contextually-relevant neighborhoods in areas that are today characterized by vacancy and underdevelopment.

Grand Center is a stakeholder and partner in the creation of the North Central Plan, and has indicated their commitment to reconnecting to the broader North Central neighborhoods.

North Central Community Urban Design Plan

3.

Create a wellness district around Cochrane VA Medical Center.

CONTRIBUTING STRATEGIES

2.3: Increase access to and the number of high-quality public parks, community gardens, school yards, and outdoor recreation amenities and connect and integrate with the existing parks and the Hodiament Greenway and Brickline Greenway.

2.4: Create an integrated network of safe, comfortable, and walkable streets connecting parks, greenways, schools, and community gathering places, neighborhood centers and amenities.

2.5: Develop connected, distinctive walkable districts with identifiable centers, edges, and gateways.

2.7: Build for sustainable, resilient, and just policies in future developments.

2.8: Support social infrastructure and civic engagement for residents through physical design and programming.

7.4: Engage with regional partners to reduce racial and geographic disparities according to the St. Louis Equity Indicators Baseline Report.

8.2: Create a health and wellness district around Cochrane VA Medical Center and other existing healthcare facilities.

8.4: Consider the feasibility of developing a community center in North Central or partnering with existing centers to provide affordable access.

8.5: Implement comprehensive, year-round community programs for youth, seniors, and families.

8.6: Make existing arts and cultural amenities more accessible to North Central residents.

8.7: Provide resources that helps each child in North Central to flourish.

A significant need expressed by the North Central community is access to resources for health. This includes healthcare facilities, of course, but also includes amenities for healthy and active living. Recreational and fitness opportunities; healthy food; walkability and bikeability; healthy housing options; and activities with your neighbors all contribute to improved health, well-being, and quality of life.

Increasingly, this approach of collective impact—identifying the various issues that contribute to well-being and addressing them holistically—is recognized by healthcare and supportive service providers to improve quality of life at all stages of life. Utilizing partnerships with key institutions, the North Central Plan aims to create a health and wellness district to support the needs of the area's most at-risk populations.

OPPORTUNITIES ADDRESSED

- » Expanding availability and access to healthcare services.
- » Improving health outcomes for residents of all ages and stages of life.
- » Providing programming for seniors and youth.
- » Supporting at-risk residents, including seniors and veterans.
- » Supporting an excellent quality of life for all North Central residents.

North Central Community Urban Design Plan



KEY INITIATIVES

1. Partner with the Cochrane VA Medical Center and SLUCare to develop holistic healthy and active living programs and resources.
2. Partner with St. Louis Housing Authority to develop innovative housing solutions, with a focus on at-risk seniors and veterans.
3. Partner with St. Louis Housing Authority to expand Continuum of Care services with a focus on holistic healthy living.
4. Partner with St. Louis Public Schools and the Clyde C. Miller Career Academy to develop programs for youth.
5. Develop a new park, bounded by N. Grand Boulevard, Enright Avenue, Delmar Boulevard, and N. Theresa Avenue to provide excellent-quality recreation and passive experiences in nature.
6. Partner with St. Alphonsus Liguori "Rock" Church to provide community outreach supportive services.

Please refer to the following pages for additional information and details.



CASE STUDY: VITA PARTNERSHIP STAMFORD, CONNECTICUT

The Vita Health & Wellness Partnership is a network of local agencies working collectively to assist all who live throughout our community to be as healthy as possible. Our work ranges from expanding access to medical and mental health care to linking education with social services, to improving access to substance abuse prevention and treatment.

Beginning with a partnership of Charter Oak Communities and Stamford Hospital and swelling to over two dozen community providers, Vita has gained national recognition for turning Stamford's West Side into a health-themed neighborhood with a volunteer-powered, urban farm at its heart.

Applying the Social Determinants of Health, Vita Partnership members are encouraged to design and implement collaborative, community-based programs including housing, nutrition, education, healthcare, community, and jobs. The Vita Partnership has aligned around these Core Values:

- » Strengthen relationships between, and maximize the impact of, partners' collective efforts to improve health and wellness
- » Focus on prevention, addressing the upstream or social determinant causes of health, applying members' expertise to fill gaps in the social safety net
- » Engage the broader community, including member and non-member organizations and the general population, leveraging resources and involving multiple interests to achieve goals
- » Demonstrate the impact of our work through the collection, use and dissemination of qualitative and quantitative data.

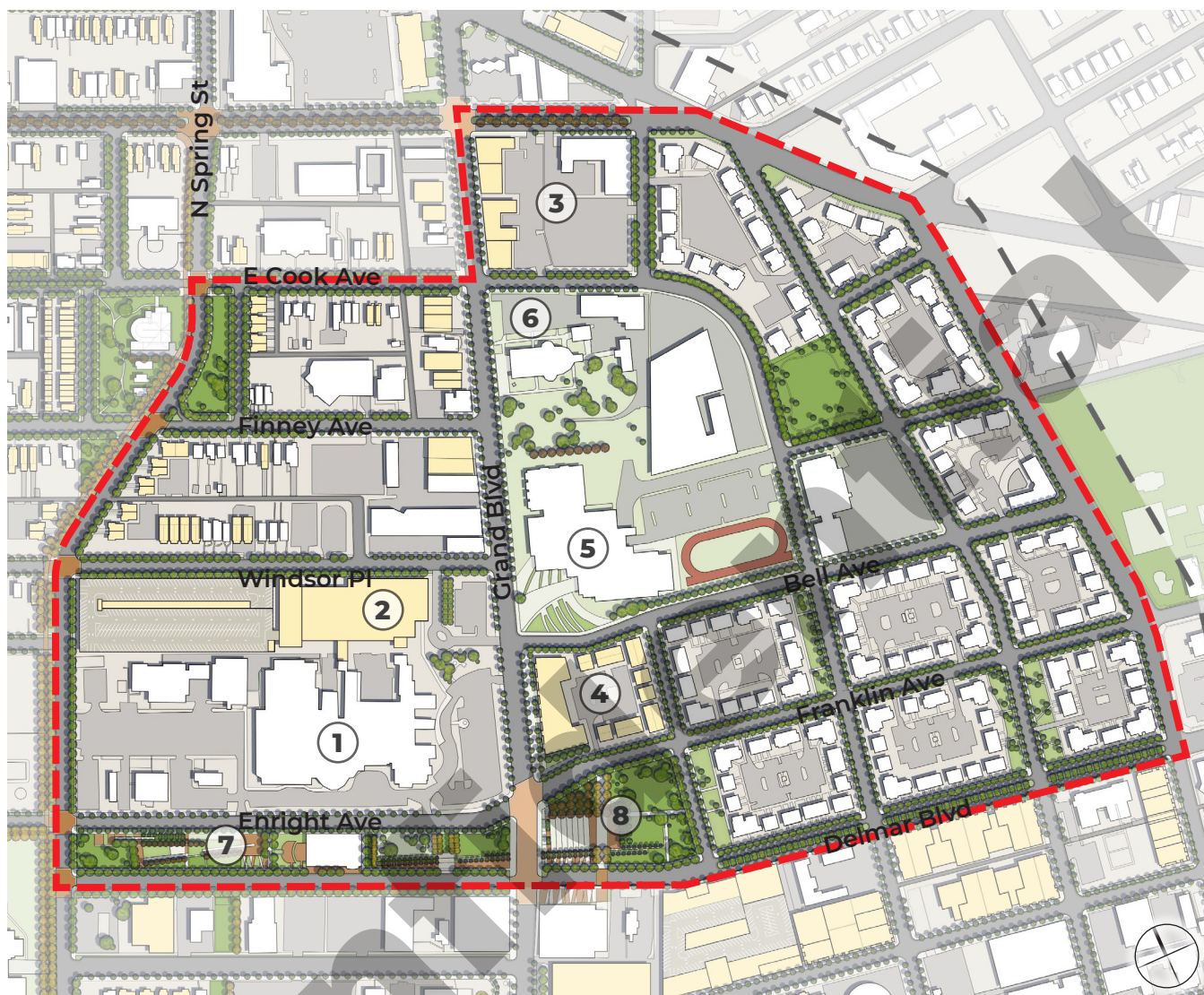
For additional information, please visit:
<https://vitastamford.com>

What is a Health + Wellness District?

A Health and Wellness District is a place where community development investments are targeted to improve community-wide health outcomes, inspire healthy behaviors, and improve community well-being and quality of life.

Healthy communities are those that thrive when they embrace the principles of walkability; active living; access to healthy food and healthy lifestyle choices; and promote sustainable job readiness through local jobs, facilitating the development of supporting businesses, and education and job skills training.

Utilizing a collective impact model, a health + wellness district is based on the concept that healthcare and health outcomes—a key component of every resident's quality of life—are related to and influenced by a community's access to food, activity, and awareness of healthy choices. Working holistically to enhance the quality of—and access to—these resources can reduce incidences of obesity, diabetes, cancer, miscarriage, pre-mature birth, and susceptibility to other diseases that not only shorten life expectancy and reduce quality of life, but also significant cost to healthcare facilities and the households they service. By proactively addressing the circumstances that contribute to pathologies and mortality, communities make themselves stronger and more sustainable through the health and vitality of their residents.



HEALTH + WELLNESS DISTRICT COMPONENTS & PARTNERS

1. Cochrane VA Medical Center.
2. Future proposed Cochrane VA Medical Center expansion.
3. St. Louis Housing Authority.
4. Future proposed St. Louis Housing Authority development.
5. Clyde C. Miller Career Academy / St. Louis Public Schools.
6. St. Alphonsus Liguori "Rock" Roman Catholic Church
7. Cochrane Healing Garden.
8. New Community Park.

North Central Community Urban Design Plan

4.

Infill & strengthen community shopping centers.

CONTRIBUTING STRATEGIES

- 2.1: Achieve and maintain a sustainable mix of land-uses that balances housing types with the opportunity to support close proximity to transit, employment, and community and commercial facilities.
- 2.2: New development, both residential and commercial, should reinforce the strengths of existing neighborhoods, combining new construction with rehabilitation to create a series of distinct places.
- 2.5: Develop connected, distinctive walkable districts with identifiable centers, edges, and gateways.
- 4.2: Revitalize existing commercial corridors and nodes with high-quality, community-supporting development.
- 4.3: Leverage North Central locations for local business start-ups, including business incubators and live-work spaces.
- 4.4: Work with local institutions and funders on programs that support North Central businesses and entrepreneurs.
- 7.1: Improve accessibility and reduce commuting time between North Central and major employment and retail centers.
- 7.2: Support the development of commercially-viable mixed-use corridors and neighborhood centers.
- 7.3: Facilitate development of local retail and commercial amenities.

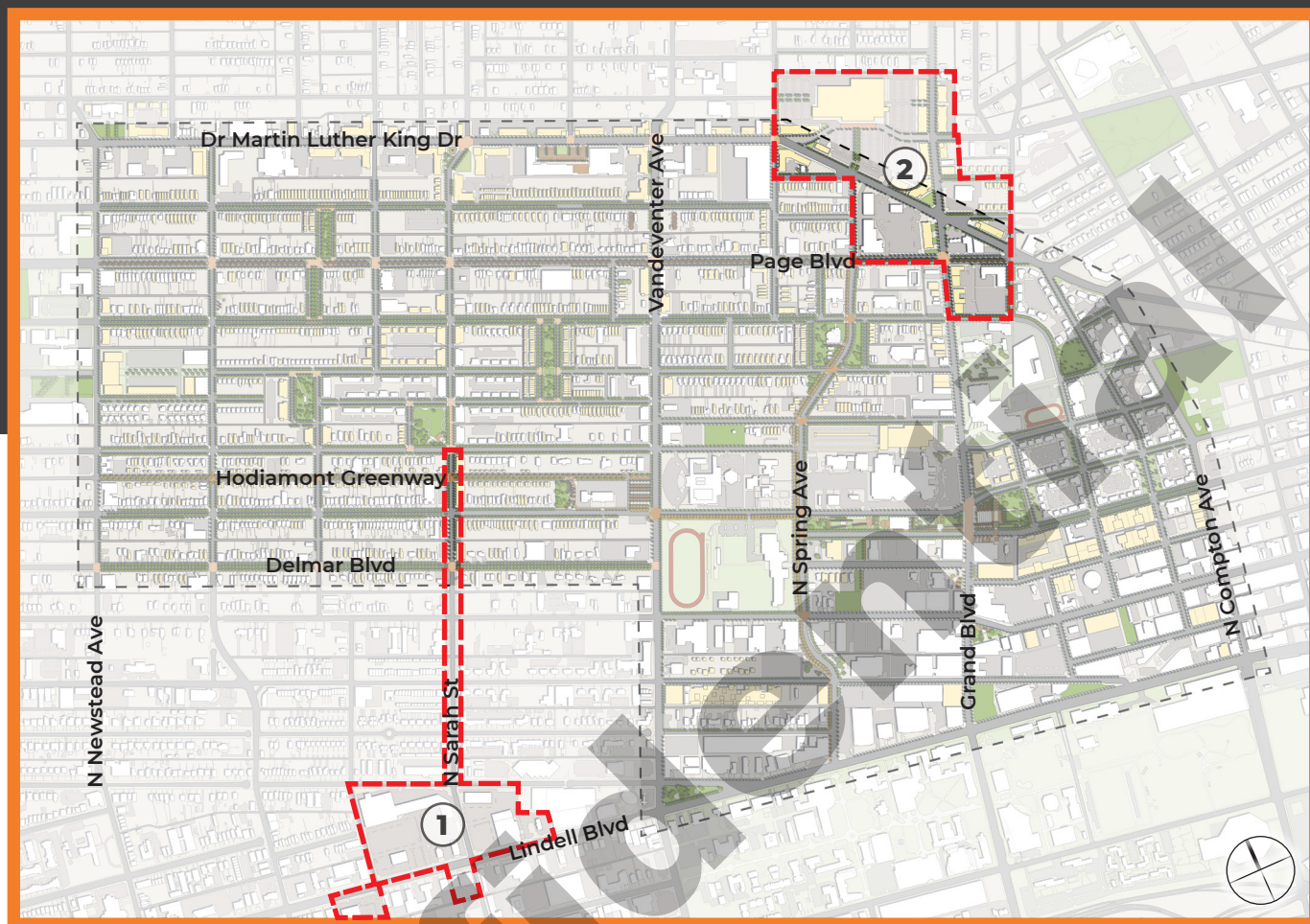
A key revitalization opportunity mentioned by North Central residents in this process is access to high-quality, day-to-day shopping opportunities. Like most communities in North St. Louis, North Central lacks the variety of shopping and retail amenities that other parts of the City enjoy.

However, there are two key retail centers located in or immediately adjacent to the North Central Plan area that provide a significant opportunity for enhanced, local shopping access for residents: Lindell Marketplace (located at Lindell Boulevard and N. Sarah Street) and MLK Plaza (located at Dr. MLK Drive, Cass Avenue, and N. Grand Boulevard).

OPPORTUNITIES ADDRESSED

- » Expanding access to retail and community service amenities, including grocery stores, retailers, healthcare facilities, banks, and pharmacies.
- » Creating economically-viable commercial corridors and centers.
- » Leveraging North Central locations for new business development
- » Addressing existing vacancy.
- » Furthering the environmental quality and beautification of North Central.
- » Contributing to the renewed identity of North Central and its individual districts.

North Central Community Urban Design Plan



KEY INITIATIVES

1. Enhance walkable and bikeable access to Lindell Marketplace by improving the streetscape of N. Sarah Street south of W. Belle Place.
2. Reconfigure and expand the existing MLK Plaza to create a new major commercial center at the intersection of Dr. MLK Drive and N. Grand Boulevard.

Please refer to the following pages for additional information and details.

Lindell Marketplace & Surroundings

Located in the Central West End neighborhood, Lindell Marketplace is only 1/3 mile from edge of the Vandeventer Neighborhood (and 1/2 mile from the Turner Park at the neighborhood's core). Lindell Marketplace includes a Schnuck's super-market, a pediatric medical care provider, two (2) pharmacies, a bank, six (6) fast-food/fast casual restaurants, and numerous other retailers.

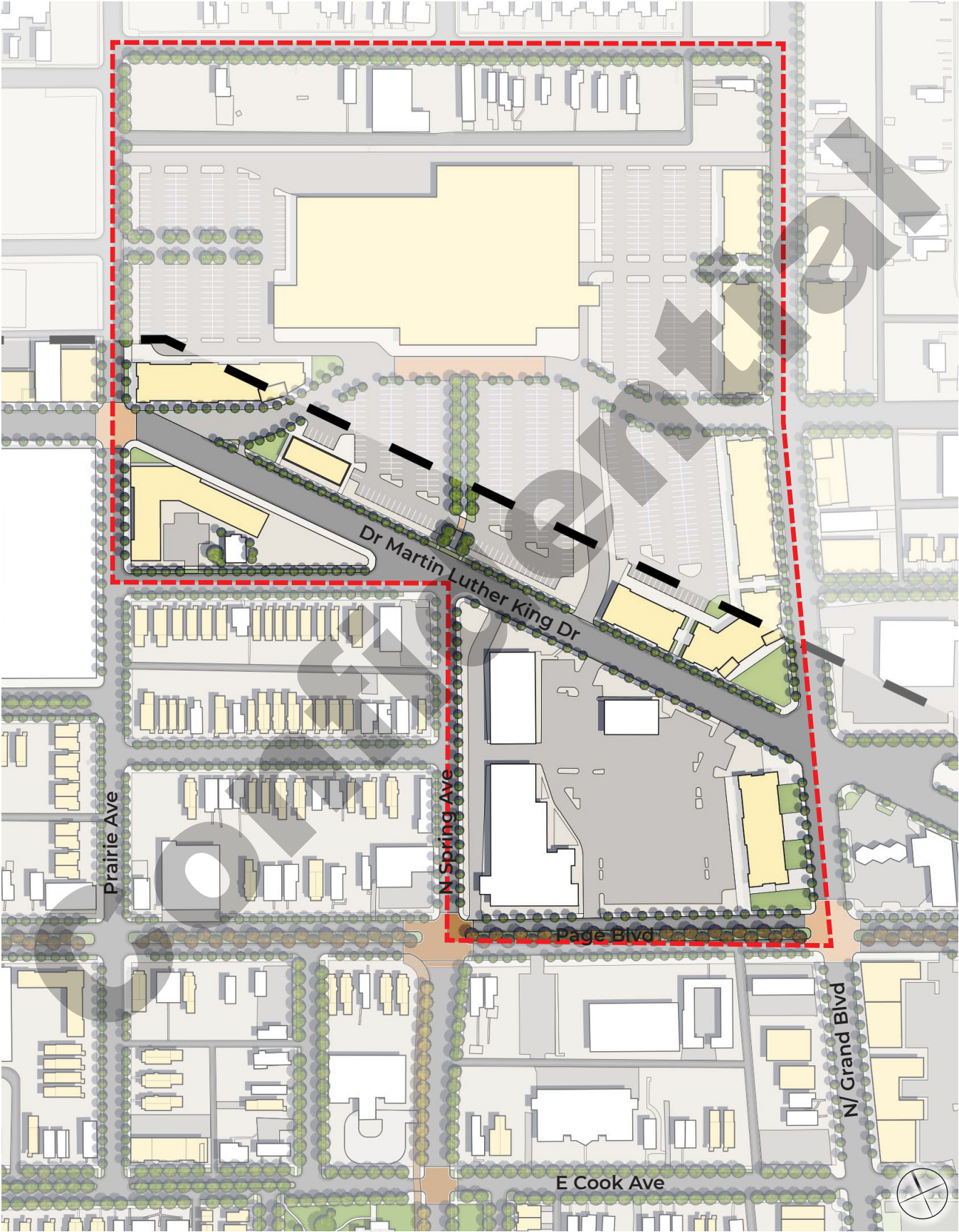
Lindell Marketplace is accessible by MetroBus from North Central, and within a ten (10) minute walk of approximately 30 percent of existing North Central households. However, the pedestrian environment of N. Sarah Street is of poor quality and does not promote easy walkability. Enhancements to N. Sarah's streetscape, including high-quality 6-foot sidewalks, consistent 8-foot tree lawns, regular street trees, intersection bump-outs, and designated crosswalks will improve pedestrian comforts and bikeable, walkable access for North Central residents.

MLK Plaza & Surroundings

Located at the north edge of the North Central Plan Area, MLK Plaza is within a ten (10) minute walk of approximately 50 percent of existing North Central Households and is well-served by transit. MLK Plaza features a Save-A-Lot grocery store, a pharmacy, and bank, along with other retailers. The pedestrian environment around MLK Plaza is of poor quality, and it is surrounded by numerous detrimental land uses (i.e. auto salvage) and vacant lots.

There is a major opportunity for expansion of MLK Plaza. It is recommended that the seven (7) blocks bounded by Cote Brillante Avenue (north), Dr. MLK Drive (south); N. Grand Boulevard (east), and E. Prairie Avenue (west) be consolidated and redeveloped as a large commercial and retail development. This development is comprised of 200,000 to 250,000 square feet of new retail space in a flexible format that could support [1] a large-format (i.e. "big box"), national retail anchor with [2] supporting small- to medium-size (1,400 to 10,000 square feet) stores and restaurants.

Located on the Brickline Greenway and the #70 Grand bus line, such a retail development would serve not only North Central but The Ville, Greater Ville, Midtown, JeffVanderLou, and other surrounding neighborhoods, as well as further the goals of the City's Equitable Economic Development Strategy for the Dr. MLK Drive corridor. This development would address numerous vacant parcels and un-supportive existing land uses. Furthermore, it would significantly improve the visual quality, identity, and function of N. Grand Boulevard, Dr. MLK Drive, and their intersection, creating a recognizable gateway to the Covenant Blu Grand Center neighborhood.



North Central Community Urban Design Plan

5.

Establish a neighborhood center around enhanced community amenities.

CONTRIBUTING STRATEGIES

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

2.3: Increase access to and the number of high-quality public parks, community gardens, school yards, and outdoor recreation amenities and connect and integrate with the existing parks and the Hodiamont Greenway and Brickline Greenway.

2.4: Create an integrated network of safe, comfortable, and walkable streets connecting parks, greenways, schools, and community gathering places, neighborhood centers and amenities.

2.5: Develop connected, distinctive walkable districts with identifiable centers, edges, and gateways.

2.8: Support social infrastructure and civic engagement for residents through physical design and programming.

4.2: Revitalize existing commercial corridors and nodes with high-quality, community-supporting development.

4.3: Leverage North Central locations for local business start-ups, including business incubators and live-work spaces.

5.3: Streets are the focus of community life and should be designed to be safe for pedestrians, bicyclists, and drivers alike, and encourage civic engagement.

6.5: Partner with community development financial institutions (CDFIs) for Plan implementation.

8.4: Consider the feasibility of developing a community center in North Central or partnering with existing centers to provide affordable access.

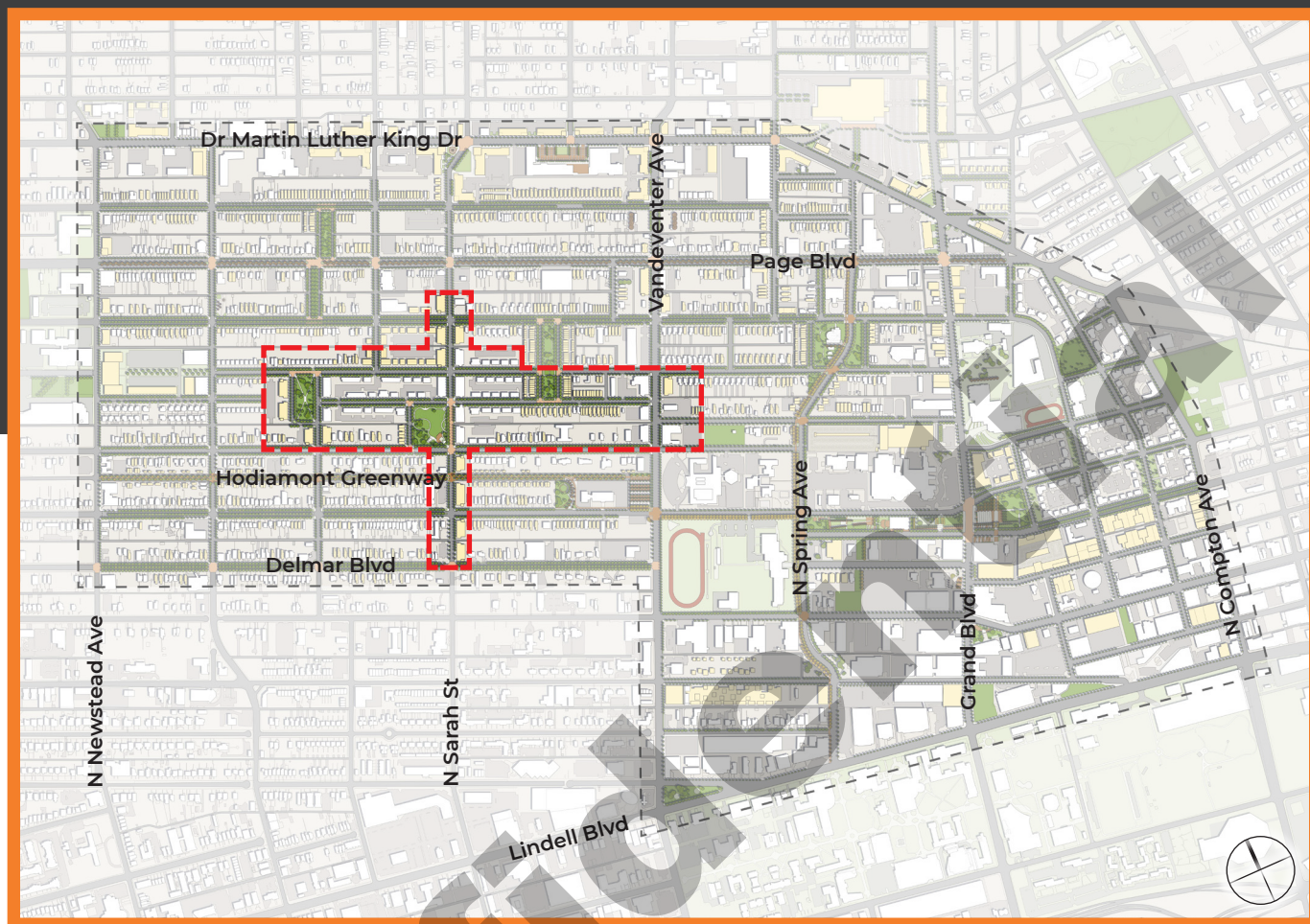
One of the most recognizable development projects that emerged from the original North Central Plan is North Sarah. This mixed-use development, surrounding Turner Park, is the de facto center of the Vandeventer Neighborhood.

The North Sarah development stretches along Finney Avenue, C.D. Banks Avenue, and W. Belle Place from the Deaconess Center on Vandeventer to the former Stevens Elementary School on Whittier Street. Though successful in its own right, North Sarah has been unable to catalyze broader development and reinvestment in its surroundings. With its distinctive mixed-use and live-work buildings on N. Sarah Street and N. Vandeventer, however, it is strategically-positioned in relationship to key neighboring amenities. The following improvements are recommended to establish an enhanced neighborhood center:

OPPORTUNITIES ADDRESSED

- » Leveraging North Central locations for new business development
- » Addressing existing vacancy.
- » Furthering the environmental quality and beautification of North Central.
- » Contributing to the renewed identity of North Central and its individual districts.
- » Providing outdoor space for recreation, and pedestrian connections through long blocks.

North Central Community Urban Design Plan



KEY INITIATIVES

1. Expand and reconfigure Turner Park with public streets on all faces of the park.
2. Adaptively reuse the vacant Stevens Elementary School site.
3. Construct a new residential park between W. Cook Avenue and C.D. Banks Avenue.
4. Infill vacant lots along N. Sarah Street with a mix of new live-work residential and mixed-use buildings.
5. Infill vacant lots and improve the streetscape of N. Vandeventer Avenue.
6. Infill vacant residential lots along east-west streets in the neighborhood center.

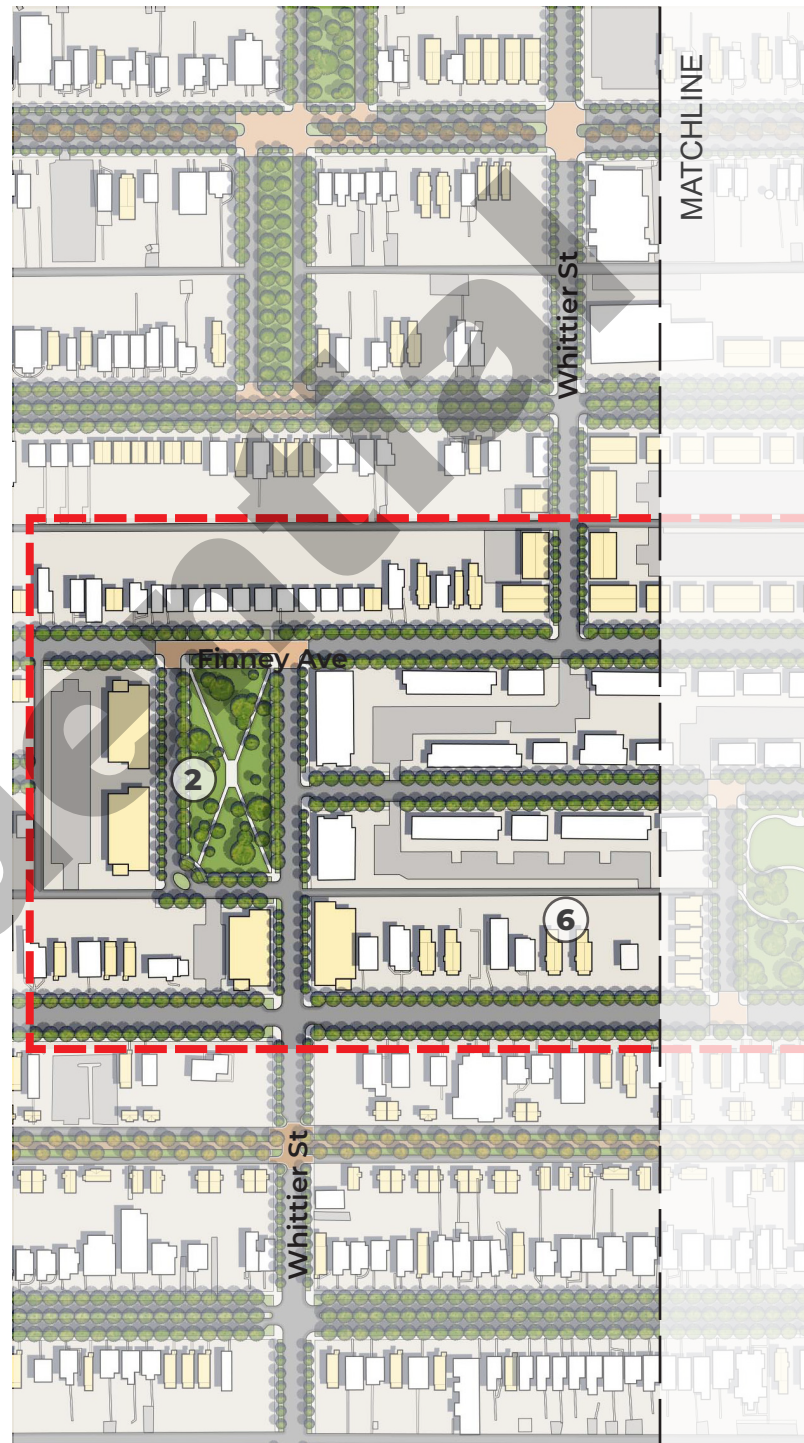
Please refer to the following pages for additional information and details.

Neighborhood Center

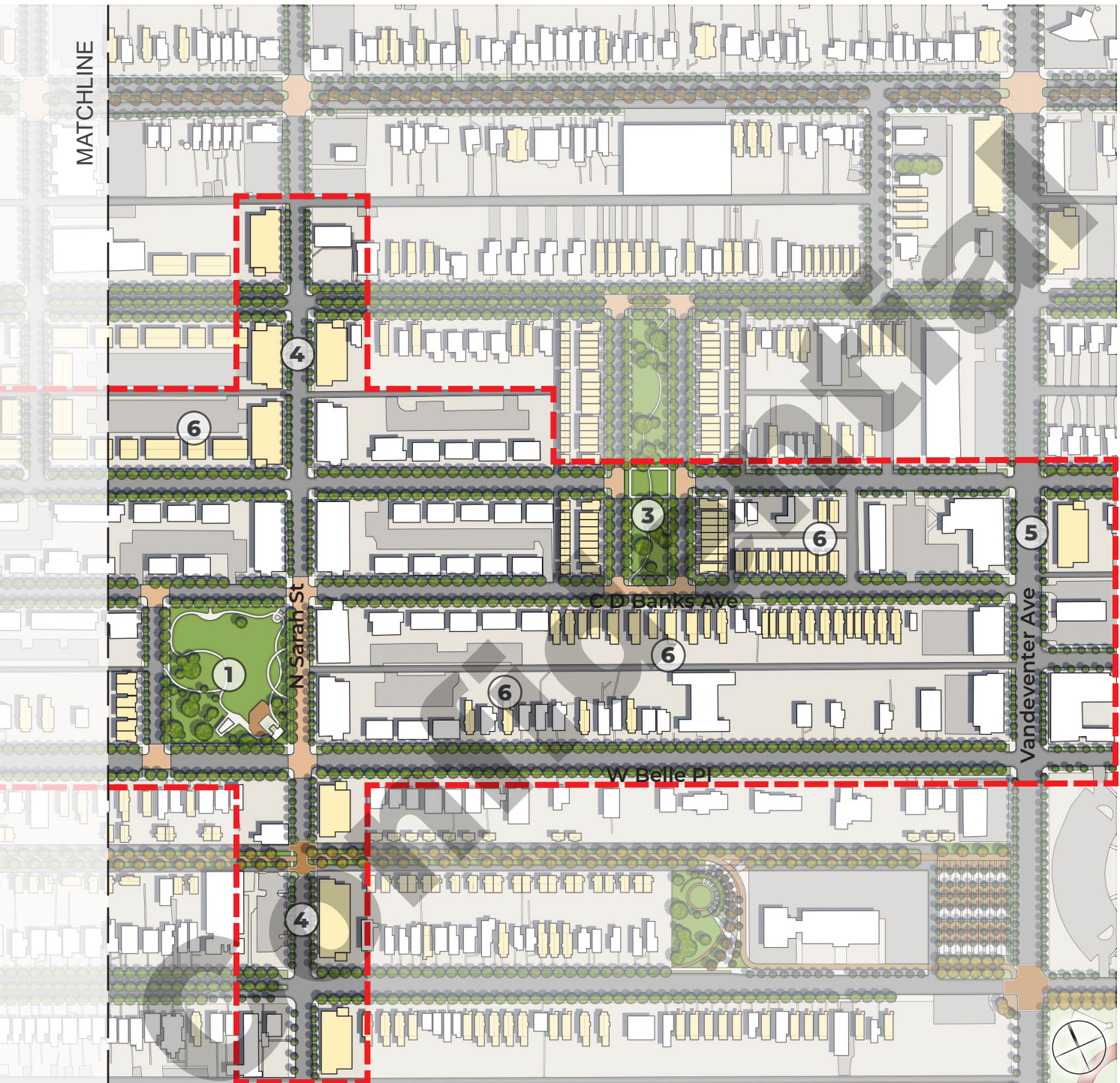
Building upon the existing asset of North Sarah, the North Central Plan recommends the establishment of an expanded and strengthened community center around enhanced neighborhood parks and amenities:

- 1. TURNER PARK:** In future planning efforts, the City should work internally and with the community to expand Turner Park to an existing parcel of land owned by the City of St. Louis, creating a rectangular park shape. Construct a new public street or pedestrian right-of-way on the west side of Turner Park to provide public frontages for all four (4) park edges. Public frontages have been shown to improve users perceptions of park safety and eliminate undesirable or nuisance behavior. Replat vacant lots west of Turner Park and build new, park-facing attached townhomes.
- 2. STEVENS ELEMENTARY SCHOOL:** Adaptively reuse the Stevens Elementary School site. Construct a new residential park ("Stevens Park") on the eastern half of the site, from Finney Avenue to the north to the service alley north of W. Belle Place to the south. Construct new public streets on the south and west edges of the new park. Infill the western half of the site with new, multi-family residential development.

Alternately, consider the redevelopment of the Stevens Elementary School as a community center or community recreation facility.
- 3. W. COOK AVENUE RESIDENTIAL PARK:** Construct a new residential park spanning from C.D. Banks Avenue north to W. Cook Avenue, between N. Vandeventer and N. Sarah Street. Refer to *Focus Area #7* on Page 115 for more detail.
- 4. NORTH SARAH STREET:** Infill vacant lots along N. Sarah Street with a mix of live-work residential and mixed-use buildings, extending the mixed-use center of North Sarah north to W. Cook Avenue and south to Delmar Boulevard. Construct enhanced streetscapes with consistent sidewalks, landscape zones, and street trees.



- 5. NORTH VANDEVENTER AVENUE:** Infill vacant lots and construct enhanced streetscapes along N. Vandeventer Avenue, from Finney Avenue south to Delmar Boulevard.



- 6. RESIDENTIAL STREETS:** Infill vacant lots along W. Cook Avenue, Finney Avenue, C.D. Banks Avenue, and W. Belle Place with a variety housing types. Refer to *Focus Area #10* on Page 134 for more detail.

North Central Community Urban Design Plan

6.

Revitalize Delmar as a residential boulevard and linear park.

CONTRIBUTING STRATEGIES

1.2: Identify and preserve the existing significant historical architectural and cultural resources of the neighborhood in future developments.

2.3: Increase access to and the number of high-quality public parks, community gardens, school yards, and outdoor recreation amenities and connect and integrate with the existing parks and the Hodiamont Greenway and Brickline Greenway.

2.4: Create an integrated network of safe, comfortable, and walkable streets connecting parks, greenways, schools, and community gathering places, neighborhood centers and amenities.

2.8: Support social infrastructure and civic engagement for residents through physical design and programming.

3.2: Connect qualified local developers with rehab opportunities.

3.3: Facilitate construction of new infill housing on vacant land.

5.3: Streets are the focus of community life and should be designed to be safe for pedestrians, bicyclists, and drivers alike, and encourage civic engagement.

6.5: Partner with community development financial institutions (CDFIs) for Plan implementation.

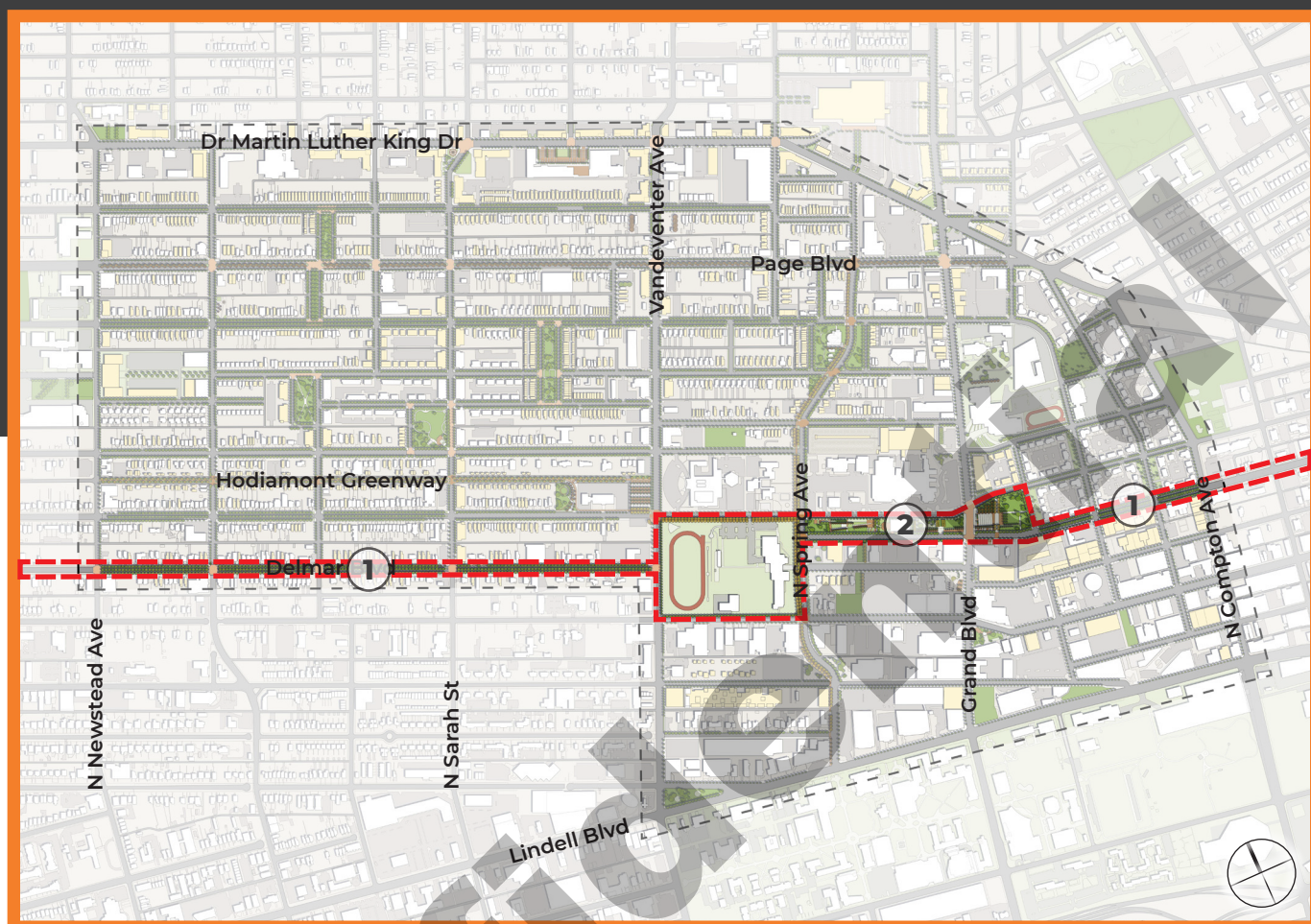
Delmar Boulevard is a key historical and cultural thoroughfare in St. Louis, associated today with the “Delmar Divide”—the demarcating line between the vibrant and prosperous central corridor and the struggling, disinvested neighborhoods of north St. Louis. In the 1950s and 60s in the North Central Plan Area, however, Delmar connected the heart of the Grand theater district to Gaslight Square, a thriving, racially-integrated, bohemian enclave of artists and entertainers.

The North Central Plan re-envisioned Delmar Boulevard as the spine connecting the Vandeventer Neighborhood to the West through the Grand Center Arts District to the Covenant Blu Grand Center Neighborhood and Midtown to the east.

OPPORTUNITIES ADDRESSED

- » Documenting and celebrating the culture and history of North Central.
- » Increasing access to the number of high-quality parks and open spaces.
- » Furthering the environmental quality and beautification of North Central.
- » Creating defined centers and gateways.
- » Contributing to the renewed identity of North Central and its individual districts.

North Central Community Urban Design Plan



KEY INITIATIVES

1. Reconstruct Delmar Boulevard—west of Vandeventer Avenue and east of N. Theresa Avenue—as a residential boulevard with broad sidewalks and tree lawns, a center median, and street trees.
2. Redevelop the blocks between Delmar Boulevard and Enright Avenue—from N. Spring Street to N. Theresa Avenue—as a linear park connecting through and providing a center-piece to the Grand Center Arts District.

Please refer to the following pages for additional information and details.

Residential Boulevard

Delmar Boulevard, both west of Vandeventer Avenue and east of N. Theresa Avenue, is a two lane street with an incredibly wide 70-foot right-of-way and minimal streetscaping, sidewalks, and public realm. Using excess right-of-way width, it is recommended that these sections of Delmar be redesigned with a center 12- to 16-foot median, widened 8-foot sidewalks, and consistent 10-foot tree lawns. Three rows of street trees—at the street edge and in the median—provide a distinctive, comfortable, and walkable public realm character to the boulevard.

Delmar Boulevard Park

Between the Cardinal Ritter campus and Grand Center, Delmar consists of a distinctive linear park the both connects through and provides a centerpiece for the Arts District. Travelling up hill from Vandeventer east to Grand, the narrow block between Delmar and Enright is redeveloped as an intimate park. Using the natural grade and topography of the block, this part provides a variety of multipurpose gathering spaces and venues for public art installations and activities. Sweetie Pie's Upper Crust is integrated into the center of the park.

East of Grand, the current surface parking lot is redeveloped as a major outdoor performance venue, physically-connected to Powell Symphony Hall. Like Old Post Office Plaza Downtown, this park will serve as both a passive day-to-day multipurpose park as well as a premier venue for outdoor special events.





DELMAR BOULEVARD PARK COMPONENTS

1. Community amphitheater and multi-purpose space.
2. Passive recreation area.
3. Seating grove.
4. Powell Hall entrance plaza.
5. Grand Boulevard Plaza and Lawn.
6. Grand Boulevard Sculpture Garden.
7. Sweetie Pie's Upper Crust and Banquet Center.
8. Sweetie Pie's garden.
9. Cochrane Healing Garden.
10. Delmar Sculpture Garden.
11. Spring Lawn.



Delmar Boulevard @ N. Leonard Ave – Existing Conditions



Delmar Boulevard @ N. Leonard Ave – Proposed Conditions



North Central Community Urban Design Plan

7.

Build small residential parks as a framework for new infill housing.

CONTRIBUTING STRATEGIES

1.2: Identify and preserve the existing significant historical architectural and cultural resources of the neighborhood in future developments.

2.3: Increase access to and the number of high-quality public parks, community gardens, school yards, and outdoor recreation amenities and connect and integrate with the existing parks and the Hodiamont Greenway and Brickline Greenway.

2.6: Create a Beautification Committee, under the umbrella of the Community-Based Development Organization (Strategy 11.1), to monitor and assist in the maintenance and beautification of North Central.

2.8: Support social infrastructure and civic engagement for residents through physical design and programming.

3.2: Connect qualified local developers with rehab opportunities.

3.3: Facilitate construction of new infill housing on vacant land.

5.2: Improve neighborhood safety through both physical improvements and enhanced relationships among residents.

6.5: Partner with community development financial institutions (CDFIs) for Plan implementation.

8.5: Implement comprehensive, year-round community programs for youth, seniors, and families.

9.6: Improve the quality and quantity of trees on public land.

12.2: Improve North Central property values.

12.3: Enhance the environmental quality of North Central.

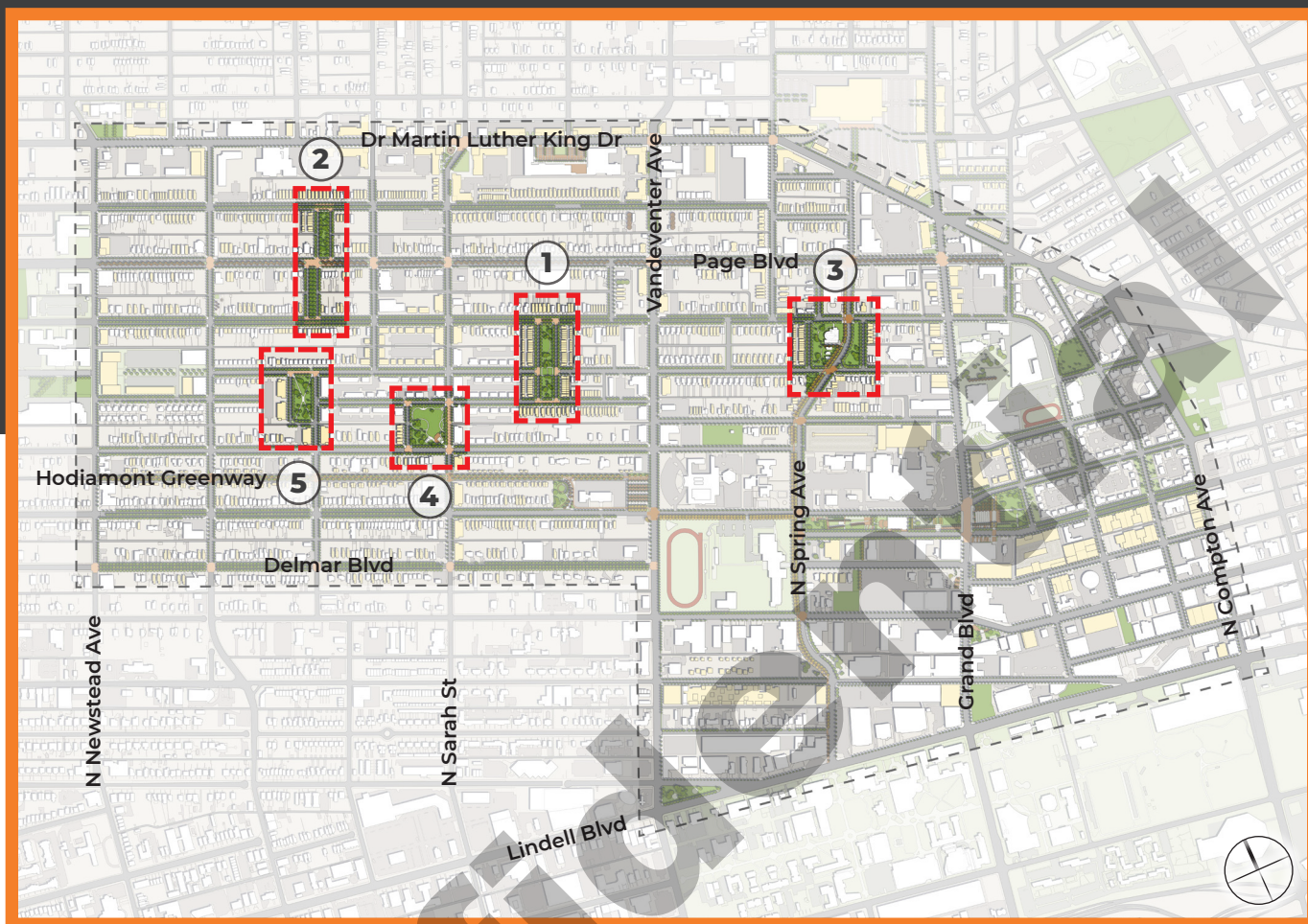
The original North Central Plan included an expansive network of large-scale parks. The intent of this park development was to provide an identifiable center to the community and an open space framework for organizing new development.

Unfortunately, this park network required substantial infrastructure improvements, including the realignment of major City-wide thoroughfares and the acquisition of large swaths of land covering multiple blocks and numerous individual property owners. Without an actionable plan for implementation, these large initiatives were never able to be achieved. Nevertheless, the development of new, residentially-oriented parks in the neighborhood is a priority that emerged from community engagement for the new North Central Plan.

OPPORTUNITIES ADDRESSED

- » Providing outdoor space for recreation, and pedestrian connections through long blocks.
- » Addressing existing vacancy.
- » Furthering the environmental quality and beautification of North Central.
- » Establishing a framework for excellent quality rehab and infill development.
- » Diversification of housing types in North Central to support a variety of households.
- » Contributing to the renewed identity of North Central and its individual districts.

North Central Community Urban Design Plan



KEY INITIATIVES

1. **COOK AVENUE PARK:** Located on the 4000-block of W. Cook Avenue and extending south to C.D. Banks Avenue, this park is located at the site of a 1912 armed resistance by Black homeowners against segregationists. This site of historical significance in the neighborhood is significantly vacant today.
2. **PAGE BOULEVARD PARKS:** Two (2) narrow parks are situated north and south of the 4200-block of Page Boulevard, taking advantage of concentrations of existing vacant parcels.
3. **SCRUGGS MEMORIAL PARK:** Scruggs Park utilizes the Church property as well as surrounding vacant parcels to create a park with the historic sanctuary at its center.
4. **TURNER PARK EXPANSION:** As described in *Focus Area #5*, Turner Park should be expanded and reconfigured.
5. **STEVENS ELEMENTARY SCHOOL PARK:** As described in *Focus Area #5*, Stevens Elementary Schools should be partially-redeveloped as a park.

Neighborhood parks are intended to be developed privately, as part of mixed-use and residential infill developments. Parks are intended to be maintained privately through maintenance agreements with developers or community organizations. These park locations are not exhaustive, and additional parks can be developed, following the precedent of these parks. Please refer to the following pages for additional information and details.



SITES OF ARMED BLACK RESISTANCE (4004 AND 4008 COOK AVENUE)

Cook Avenue is a street where occupied highly desired homes once stood. Today Cook Avenue is an experience of vacant lots and abandoned structure. The homes that once stood at 4004 and 4008 Cook Avenue were sites of violence against the Black families that moved into the neighborhood during desegregation in the City. The threats and violence against these Black families resulted in multiple events of armed Black resistance and self-defense in order to protect their properties and their families. These sites have been recorded by NAACP in the publication, *The Crisis*.

Cook Avenue Park

Cook Avenue Park is located on the 4000-block of W. Cook Avenue and extends south to C.D. Banks Avenue through Finney Avenue. Utilizing an aggregation of vacant lots spanning two blocks, this Park is located at the historical site of a 1912 armed resistance by Black homeowners against segregationists. This site of historical significance in the neighborhood, as documented by Joshua Aiken as part of *The Material World of Modern Segregation*, a joint program of Ames American Cultural Studies and Washington University in St. Louis (<http://web.artsci.wustl.edu/amcs/MWMS/sites/project/?site=20&Cook%20Avenue>).

Elements of this residential park include:

1. Two (2) new streets, running north-south between W. Cook Avenue and C.D. Banks Avenue on each side of the park.
2. New T-service alleys.
3. New attached townhouse development facing Cook Avenue Park.





Cook Avenue Park – Existing Conditions



Cook Avenue Park – Proposed Conditions

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Page Boulevard Parks

Page Boulevard Parks consist of two (2) narrow parks, situated north and south of the 4200-block of Page Boulevard. These parks take advantage of concentrations of existing vacant parcels, and are slotted in between existing occupied homes.

The northern park extends from Page Boulevard north to Evans Avenue. At the northwest corner of Evans Avenue, existing vacant parcels are reoriented 90 degrees to permit attached townhouses to face the new park.

The southern park extends from Page Boulevard south to W. Cook Avenue. Due to the limited width of vacant parcels between well-maintained, occupied houses, this park takes the form of a new street connection between Page and Cook, with a broad center meaning. Because of existing vacant properties, the eastern edge of this park is aligned with the western edge of the park to the north.

Elements of these residential parks include:

1. Four (4) new one-way streets; two (2) streets, running north-south between Page Boulevard and Evans Avenue, and two (2) streets running north-south between Page Boulevard and W. Cook Avenue, on each side of the parks.
2. New attached townhouse development facing Page Avenue Park North.





SCRUGGS MEMORIAL CME CHURCH

Scruggs Memorial Church was established in 1877. In 1872, a Methodist Sunday school began at 3700 Page Avenue. As the number of students grew, a Methodist society was established and, in 1877, this new congregation began construction of a church on the southeast corner of Cook and Spring Avenues.

The church was renamed after Mr. Scruggs in 1907, becoming the Richard M. Scruggs Memorial Episcopal Church, South. In 1925, the Cook Avenue church was sold to the African Methodist Church. They continue to worship in this building, now calling themselves the Scruggs Memorial Christian Methodist Episcopal (CME) Church.

Scruggs Memorial Park

Scruggs Memorial Park utilizes the Church property as well as surrounding vacant parcels to create a neighborhood park with the historic sanctuary building at its center. Located on the Brickline Greenway, this park will provide a culturally-significant attraction on the greenway route, as well as a celebratory and dignified setting the Scruggs Memorial Church.

Elements of this residential park include:

1. Realignment of Redd Foxx Street west.
2. One (1) new streets, running north-south between E. Cook Avenue and Finney Avenue on the east side of the park.
3. New T-service alleys.
4. New attached townhouse and fourplex development facing Scruggs Memorial Park.
5. Incorporation of the Brickline Greenway into the park's public space.
6. Incorporation of the Scruggs Memorial sanctuary building into the park.





Turner Park Expansion

As described in *Focus Area #5*, Turner Park should be expanded and reconfigured as part of the enhancement of the neighborhood center.

Elements of the Turner Park Expansion include:

1. In future planning efforts, the City should work internally and with the community to expand Turner Park to an existing parcel of land owned by the City of St. Louis. Expansion and reconfiguration of Turner Park will create a rectangular park shape.
2. Construction of a new public street or pedestrian right-of-way on the west side of Turner Park to provide public frontages for all four (4) park edges. Public frontages have been shown to improve users perceptions of park safety and eliminate undesirable or nuisance behavior.
3. Replatting of vacant lots west of Turner Park to face the park.
4. New attached townhouse and fourplex development facing Turner Park.





Turner Park – Existing Conditions



Turner Park – Proposed Expansion & New Development

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Stevens Elementary School Park

As described in *Focus Area #5*, Stevens Elementary Schools should be partially-redeveloped as a park as part of the enhancement of the neighborhood center.

Elements of the Stevens Elementary School Park include:

1. Construct a new residential park ("Stevens Park") on the eastern half of the site, from Finney Avenue to the north to the service alley north of W. Belle Place to the south.
2. Construct new public streets on the south and west edges of the new park.
3. Infill the western half of the site with new, multi-family residential development.



North Central Community Urban Design Plan

8.

Develop Dr. MLK Drive and connect to north to The Ville.

CONTRIBUTING STRATEGIES

2.3: Increase access to and the number of high-quality public parks, community gardens, school yards, and outdoor recreation amenities and connect and integrate with the existing parks and the Hodiamont Greenway and Brickline Greenway.

2.8: Support social infrastructure and civic engagement for residents through physical design and programming.

4.1: Develop creative-arts industries and local employment opportunities in partnership with the Grand Center Arts District.

4.2: Revitalize existing commercial corridors and nodes with high-quality, community-supporting development.

4.3: Leverage North Central locations for local business start-ups, including business incubators and live-work spaces.

4.4: Work with local institutions and funders on programs that support North Central businesses and entrepreneurs.

4.5: Establish community-based training and entrepreneurship programs, focusing a comprehensive range of skills.

6.5: Partner with community development financial institutions (CDFIs) for Plan implementation.

7.2: Support the development of commercially-viable mixed-use corridors and neighborhood centers.

7.3: Facilitate development of local retail and commercial amenities.

7.4: Engage with regional partners to reduce racial and geographic disparities according to the St. Louis Equity Indicators Baseline Report.

8.4: Consider the feasibility of developing a community center in North Central or partnering with existing centers to provide affordable access.

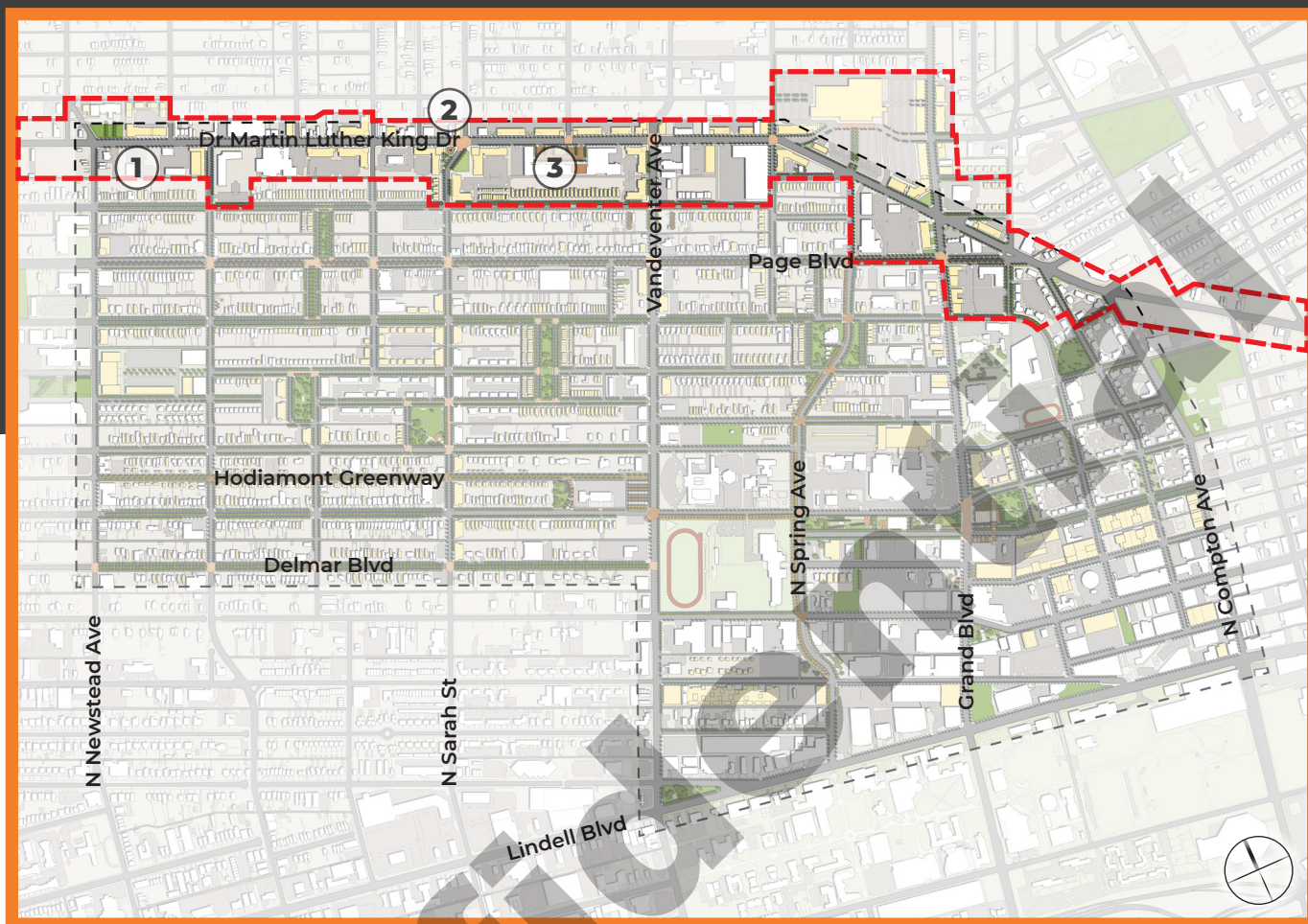
A historic street car line, the Dr. MLK corridor was once the heart of African-American commerce, shopping, and entertainment, and served as the seam between culturally-significant neighborhoods. Today, Dr. MLK Drive is characterized by vacancy and disinvestment.

While Dr. MLK Drive faces numerous challenges, it also possesses a number important assets and opportunities. New developments have addressed vacancy and provide necessary amenities. MLK connects local and regional destinations, including Wohl Community Center; Vashon High School and the NGA. Finally, Dr. MLK Drive is a focus corridors of the Equitable Economic Development Framework for St. Louis (EEDF).

OPPORTUNITIES ADDRESSED

- » Expanding access to retail and community service amenities, including grocery stores, retailers, healthcare facilities, banks, and pharmacies.
- » Creating economically-viable commercial corridors and centers.
- » Leveraging North Central locations for new creative arts and high-tech industrial business development.
- » Addressing existing vacancy.
- » Contributing to the renewed identity of North Central and its individual districts.

North Central Community Urban Design Plan



KEY INITIATIVES

1. **DR. MLK DRIVE & N. NEWSTEAD AVENUE:** One of several “offset” intersections along MLK, this intersection is the location of the vacant John Marshall Elementary School building. This school is a historic William B. Ittner school and an excellent mixed-use / residential development opportunity at a key gateway to North Central.
2. **DR. MLK DRIVE & N. SARAH STREET:** Another characteristic offset intersection, Dr. MLK Drive and N. Sarah Street is the identifiable gateway to The Ville. There is currently an small plaza on a traffic island with a column commemorating The Ville. This intersection is an excellent opportunity to create an significantly-enhanced gateway to both neighborhoods, with a beautiful public space surrounded by mixed-use development.

3. **KILLARK ELECTRIC SITE:** The largest single redevelopment site within the North Central Plan area, the Killark Electric site is a vacant former manufacturing facility. Located between N. Sarah Street and N. Vandeventer Avenue, this site is 14 acres with an 80,000 square foot industrial building. This site could include a variety of redevelopment and revitalization opportunities, including: adaptive reuse of the existing building; development of a large park and community center serving multiple neighborhoods; development of a large-scale, campus-type development; and other potential uses. The site is also strategically located at the foot of Bishop P.L. Scott / Warne Avenue, which connects north to Fairgrounds Park.

The North Central Plan outlines several potential redevelopment options for this site, which are presented on the following pages.



CASE STUDY: THE MOMENTARY BENTONVILLE, ARKANSAS

The Momentary, a satellite to Crystal Bridges Museum of American Art, is a contemporary art space in downtown Bentonville for visual, performing, and culinary arts. Occupying a decommissioned 63,000-square-foot cheese factory, the Momentary serves as a gathering place to relax, work, eat and drink, and discover today's art through programs, exhibitions, festivals, and more.

The mission of the Momentary is to champion contemporary art's role in everyday life and explore the unfolding story of contemporary American arts in an international context by actively commissioning and exhibiting outstanding works that explore new ideas and inspire action.

The Momentary invites visual artists from around the world to take up residence in one of our three dedicated studio spaces and work on projects in the middle of the Heartland. The artists-in-residence program also includes performing and culinary artists who may occupy spaces outside of the studios.

The Momentary also conducts a robust, regional community outreach program, including an Arts and Social Impact Accelerator Program, food security in partnership with the Northwest Arkansas Food Bank, housing and technology support in partnership with the Northwest Arkansas Continuum of Care, and support of regional artists in partnership with the Northwest Arkansas Regional Arts Council, among others.

For additional information, please visit:
<https://themomentary.org>

Killark Electric Site Option 1 Community Arts Center

Option 1 involves adaptive reuse of the existing Killark Electric building a community arts center. This could be accomplished in partnership with an existing Grand Center institution. A precedent project is The Momentary in Bentonville, Arkansas. Components of this Option include:

1. Adaptive reuse of the Killark building.
2. Parking and special event plaza on Dr. MLK Drive.
3. Mixed-use infill development on N. Sarah Street and N. Vandeventer Avenue.
4. Residential infill on Evans Avenue.

Killark Electric Site Option 2 Park & Community Center

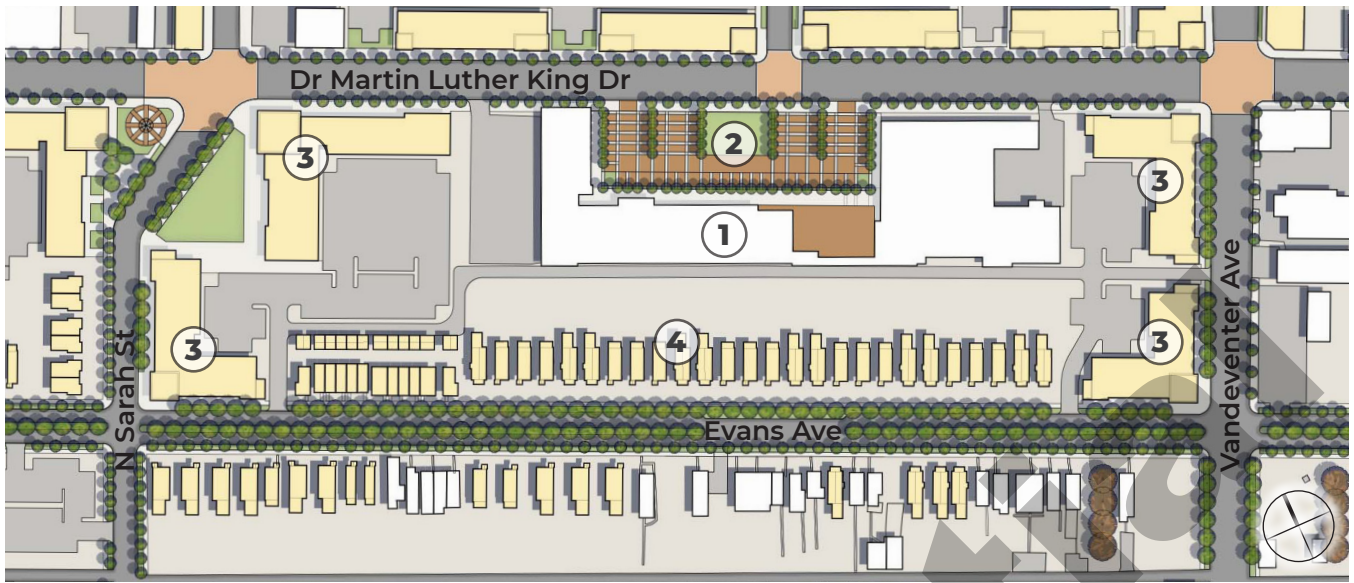
Option 2 involves redevelopment of the whole property as a 14-acre central park and community center. Components of this option include:

1. Two (2) regulation-size football fields.
2. Four (4) regulation-size basketball courts and two half-courts.
3. Multi-purpose field and large-event venue.
4. Performance stage, pavilion, and small-event venue with a seating grove.
5. Community playground and passive outdoor recreation space.

Killark Electric Site Option 3 High-Tech Innovation Campus

Option 3 involves redevelopment of the whole property as a high-tech innovation campus. This site will support 375,000 to 750,000 square feet of educational space, start-up incubators, and other programs. This option could be developed in conjunction with a local institutional partner. Components of this Option include:

1. Central plaza aligned with Bishop P.L. Scott / Warne Avenue.
2. Parking and special event plazas on Evans Avenue.
3. Redevelopment of the half-block south of Evans Avenue to the service alley.



North Central Community Urban Design Plan

9.

Infill new housing along the Hodiamont Greenway linear park.

CONTRIBUTING STRATEGIES

2.1: Achieve and maintain a sustainable mix of land-uses that balances housing types with the opportunity to support close proximity to transit, employment, and community and commercial facilities.

2.3: Increase access to and the number of high-quality public parks, community gardens, school yards, and outdoor recreation amenities and connect and integrate with the existing parks and the Hodiamont Greenway and Brickline Greenway.

2.6: Create a Beautification Committee, under the umbrella of the Community-Based Development Organization (Strategy 11.1), to monitor and assist in the maintenance and beautification of North Central.

2.7: Build for sustainable, resilient, and just policies in future developments.

2.8: Support social infrastructure and civic engagement for residents through physical design and programming.

3.1: Provide a diversity of housing types in North Central, including apartments for young adults and couples; homes for families; and accessible, easy-to-maintain houses for seniors aging in place.

3.3: Facilitate construction of new infill housing on vacant land.

5.2: Improve neighborhood safety through both physical improvements and enhanced relationships among residents.

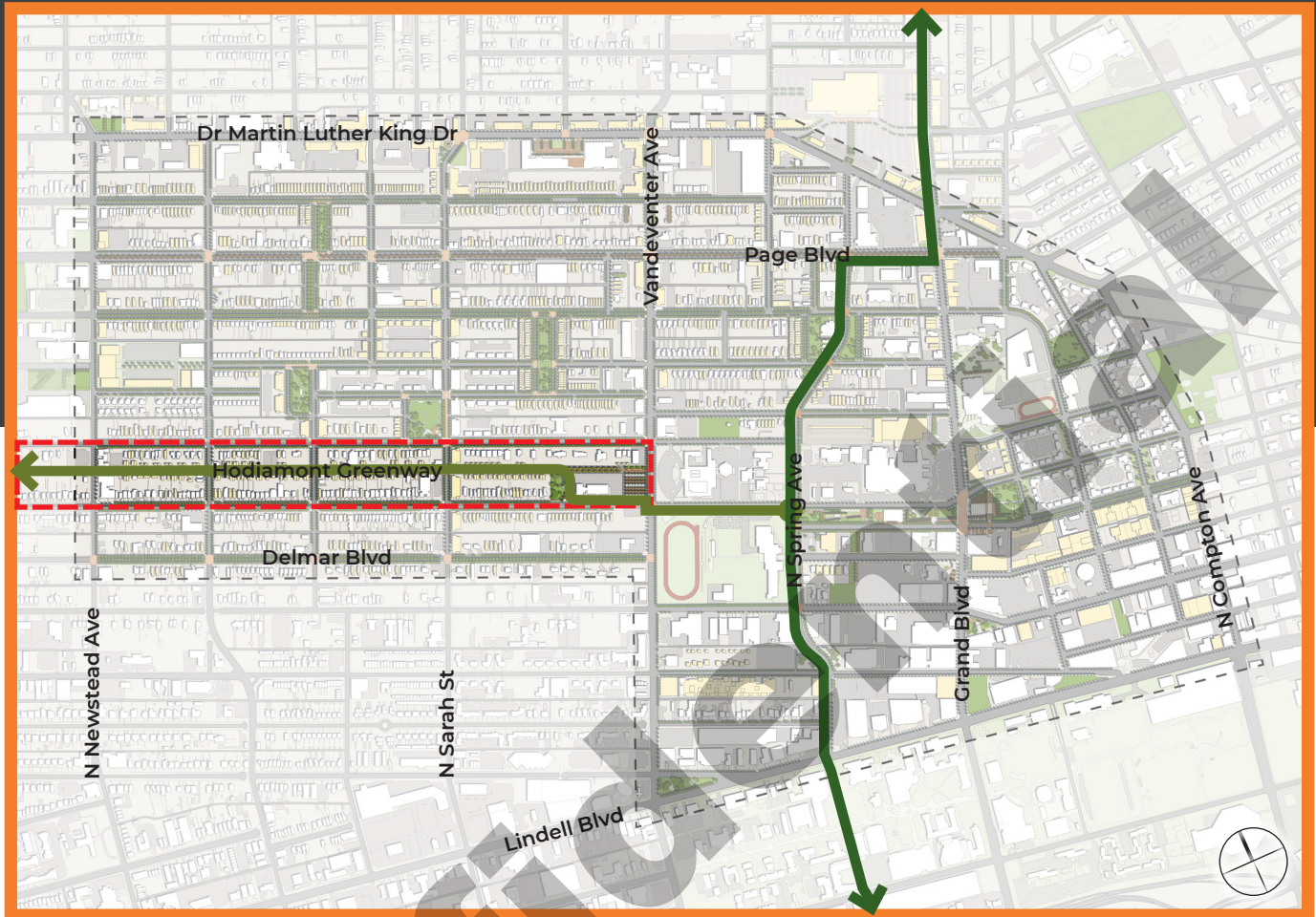
5.3: Streets are the focus of community life and should be designed to be safe for pedestrians, bicyclists, and drivers alike, and encourage civic engagement.

Hodiamont Greenway is major current initiative of Great Rivers Greenway, repurposing the former Hodiamont Streetcar right-of-way. Running mid-block from Vandeventer to the west City Limits, Hodiamont Greenway will be a significant linear park connecting the whole North Central corridor to GRG's expansive regional greenway network. As a mid-block frontage running behind existing homes, Hodiamont Greenway provides a unique opportunity to develop alley houses and other alternative house types, increasing housing diversity and providing a potential source of income for existing homeowners.



OPPORTUNITIES ADDRESSED

- » Diversification of housing types in North Central to support a variety of households.
- » Enabling long-term residents to age-in-place.
- » Maintaining affordable housing options and countering gentrification trends as North Central improves over time.
- » Supporting households to build wealth.
- » Improving housing values and desirability.

North Central Community Urban Design Plan



GREENWAYS:

-  Hodiamont Greenway
-  Brickline Greenway

Hodiamont Greenway Linear Park



KEY INITIATIVES

1. Require developers rehabbing homes or building infill housing on the south side of W. Belle Place and the north side of Enright Avenue to provide accessory dwelling units (ADUs)—i.e. “alley houses”—fronting Hodiamont Greenway.
2. Encourage homeowners to build ADUs as a source of household income.
3. Work with GRG to develop a community park and trailhead for Hodiamont Greenway, utilizing the vacant lots west of Cole Elementary School and the Urban League parking lot on Vandeventer Avenue.
4. Work with the City of St. Louis to ensure that ADUs are permitted by right.





Hodiament Streetcar Right-of-Way – Existing Conditions



Hodiamont Greenway – Proposed Conditions

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North Central Community Urban Design Plan

10.

Rehab and infill neighborhood housing with a variety of house types on safe, beautiful streets.

CONTRIBUTING STRATEGIES

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

3.1: Provide a diversity of housing types in North Central, including apartments for young adults and couples; homes for families; and accessible, easy-to-maintain houses for seniors aging in place.

3.2: Connect qualified local developers with rehab opportunities.

3.3: Facilitate construction of new infill housing on vacant land.

3.4: Deploy resources to residents for home renovations and repairs.

3.5: Develop and adopt a form-based code for North Central to regulate the type and character of new infill development and significant renovations to existing buildings.

6.2: Incentivize inclusionary zoning in future development.

6.3: Attract resources to provide support for community residents and property owners.

6.4: Promote and incentivize increased homeownership in North Central.

6.5: Partner with community development financial institutions (CDFIs) for Plan implementation.

7.4: Engage with regional partners to reduce racial and geographic disparities according to the St. Louis Equity Indicators Baseline Report.

9.3: Ensure that streets, sidewalks, and vacant lots are well-maintained.

12.2: Improve North Central property values.

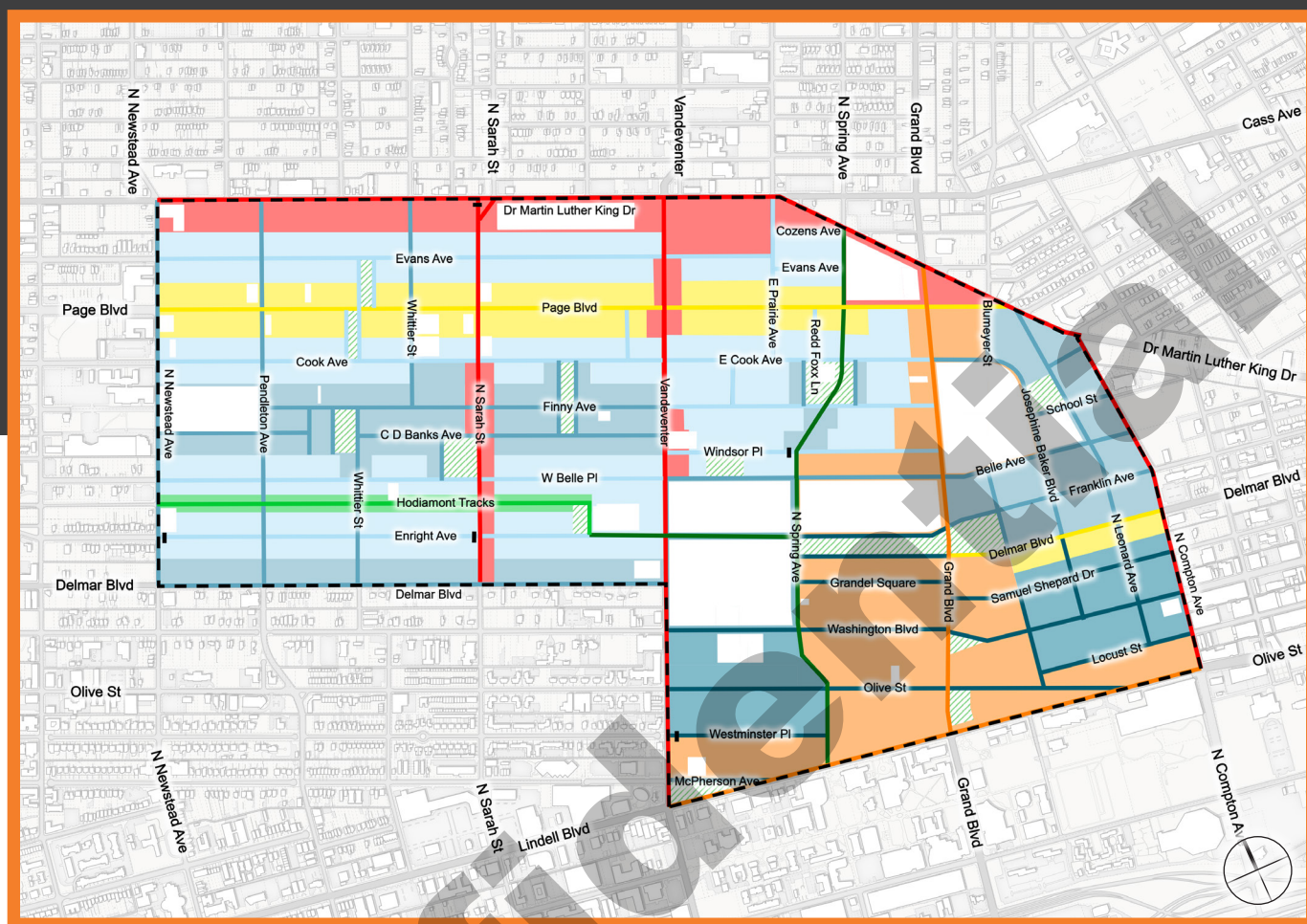
The North Central Plan outlines a strategic approach to incremental development of housing over time. Successful revitalization will build upon the neighborhoods' existing housing stock; maintain housing affordability through a variety of housing types; and provide high-quality housing opportunities for all households.

Through a detailed analysis of existing conditions, the Plan sets forth a system of housing and street types based on the existing character of each street and its buildings. This system provides a menu of housing types and streetscape improvements that are contextual to the neighborhoods and will strengthen the existing character of North Central. The City of St. Louis should work with community residents and developers to implement streetscape improvements that meet the community's needs and desires.

OPPORTUNITIES ADDRESSED

- » Diversification of housing types in North Central to support a variety of households.
- » Addressing widespread vacancy and the lack of a well-functioning housing market.
- » Enabling long-term residents to age-in-place.
- » Maintaining affordable housing options and countering gentrification trends as North Central improves over time.
- » Improving housing values and desirability.

North Central Community Urban Design Plan



KEY INITIATIVES

1. Work with the City to develop and adopt a Form-Based District for North Central.
2. Work with the City of St. Louis to ensure that ADUs are permitted by right.
3. Work with the City's Land Reutilization Authority (LRA) to connect LRA-owned properties with qualified local developers.
4. Purchase and land-bank existing vacant lots and vacant buildings.
5. Advertise vacant lots and vacant buildings and issue Requests for Proposals (RFPs) to qualified local developers.

Initiatives should be driven by the community through the community-based development organization (Strategy 11.1).

HOUSING TYPE:

- Neighborhood General Type 1
- Neighborhood General Type 2
- Neighborhood General Type 3
- Neighborhood Center Type 1
- Neighborhood Center Type 2
- Neighborhood Core
- Accessory Dwelling Unit (ADU)

STREET TYPE:

- Neighborhood Street Type 1
- Neighborhood Street Type 2
- Neighborhood Street Type 3
- Greenway Type 1
- Greenway Type 2
- Boulevard Type 1
- Boulevard Type 2
- Boulevard Type 3

OTHER:

- Park

What is Missing Middle Housing?



Missing Middle Housing are house-scale buildings with multiple units in walkable neighborhoods. These building types, such as duplexes, fourplexes, cottage courts, and courtyard buildings, provide diverse housing options and support locally-serving retail and public transportation options.

We call them “Missing” because they have typically been illegal to build since the mid-1940s and “Middle” because they sit in the middle of a spectrum between single-family homes and mid-rise apartment buildings, both in terms of form and scale, as well as number of units and often, affordability. In the diagram above, the Missing Middle types are shown in yellow, providing many housing options in between the single-family homes and higher intensity apartment buildings.

And while they are “missing” from our new building stock, these types of buildings are beloved by many who have lived in them. Ask around, and your aunt may have fond memories of living in a fourplex as a child, or you might remember visiting your grandmother as she grew old in a duplex with neighbors nearby to help her out. And today, young couples, teachers, single, professional women and baby boomers are among those looking for ways to live in a walkable neighborhood, but without the cost and maintenance burden of a single-family home. Missing Middle Housing helps solve the mismatch between the available U.S. housing stock and shifting demographics combined with the growing demand for walkability.

THE MARKET FOR MISSING MIDDLE HOUSING

A greater variety of household sizes and demographics require a greater variety of housing choices. Young, highly educated, technology-driven millennials desire mobile, walkable lifestyles. They are willing to exchange space for shorter commutes, mixed-use neighborhoods, and shared open spaces for community interaction.

At the same time, baby boomers are working and living longer. They want to stay mobile and active in their later years. They also want to find ways to stay in their community without having to care for a large home and yard.

Multigenerational homes have increased by 17% since 1940. The growing senior population, more families with working parents, diverse family cultures, and an increased desire to live in intergenerational neighborhoods all contribute to growing demand for multigenerational households.

Finally, housing affordability is a primary concern for many Americans. There is an increasing segment of the population that spends more than 30% of their income on housing, reducing their purchasing power. Smaller homes and apartments cost less to rent or purchase and maintain, while urban neighborhoods provide services and amenities within walking distance as well as a variety of affordable transportation options.

For more information, please visit Missing Middle Housing at <http://missingmiddlehousing.com>.

Neighborhood General Type 1

- » Detached Single-Family Homes
- » Duplex Homes



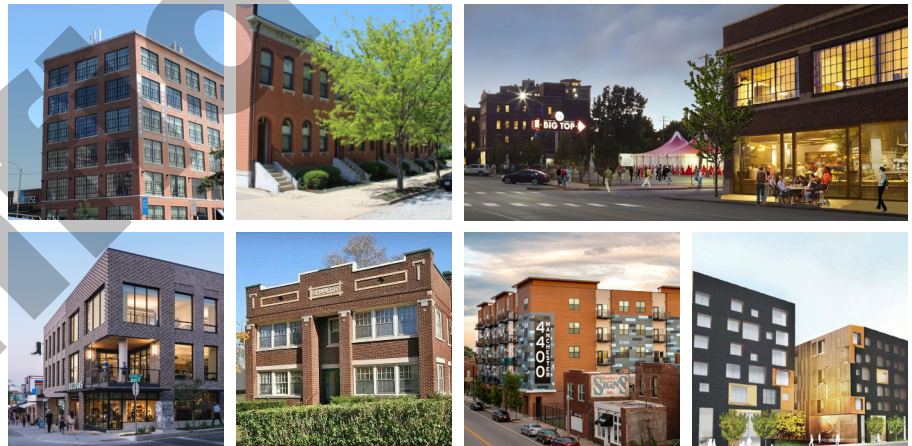
Neighborhood General Type 2

- » Duplex Homes
- » Stacked Fourplex
- » Courtyard Buildings
- » Cottage Courts
- » Attached Townhouses



Neighborhood General Type 3

- » Stacked Fourplex
- » Courtyard Buildings
- » Attached Townhouses
- » Stacked Triplex
- » Live / Work Units



Neighborhood Center Type 1

- » Stacked Fourplex
- » Courtyard Buildings
- » Stacked Triplex
- » Medium Multiplex (Walk-Up Apartment Homes; 6 to 10 units)



Neighborhood Center Type 2

- » Stacked Triplex
- » Live / Work Units
- » Mixed-Use Buildings (2 to 3 stories)



Neighborhood Core

- » Live / Work Units
- » Mixed-Use Buildings (3 to 6 stories)
- » Mid-rise Apartment Buildings (3 to 6 Stories)

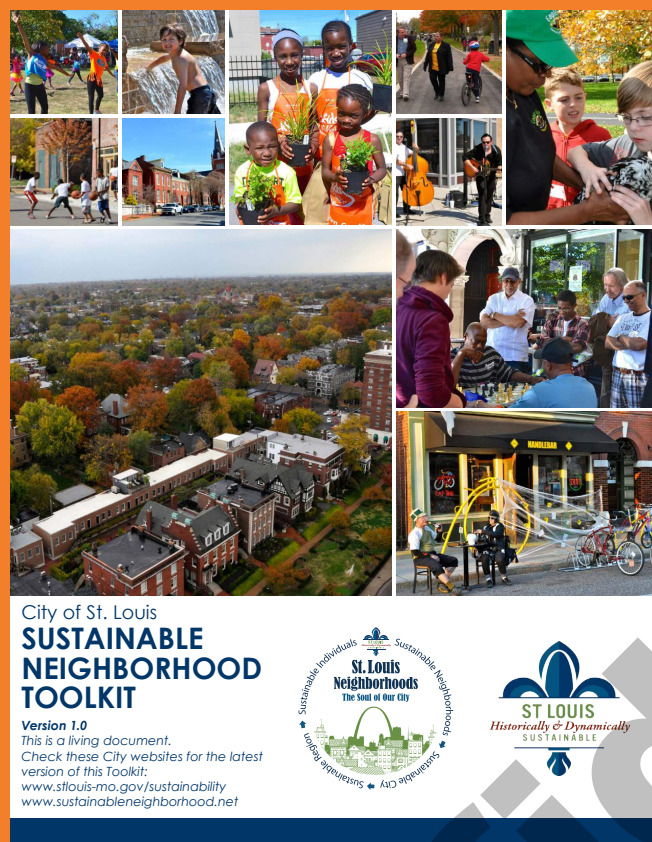


Accessory Dwelling Unit (ADU)

- » Alley Houses
- » Carriage Houses
- » Cottage Courts



Streetscape & Public Realm Implementation Tools



CITY OF ST. LOUIS SUSTAINABLE NEIGHBORHOOD TOOLKIT

Some of the most effective strategies for realizing a successful neighborhood-scale project are to build on the strength and energy of people in the community, and to partner with others who share common goals and interests. Implementing the tools in the Sustainable Neighborhood Toolkit will be easier and more effective when people work together. Below are some general recommendations for identifying an existing neighborhood organization in the City of St. Louis, as well as tips for starting a new one.

The Sustainable Neighborhood Toolkit provides a variety of actionable activities that communities can use to improve their neighborhoods. Example tools to “Clean the Streets & Beautify the Streetscape”. Refer to www.sustainableneighborhood.net for additional information.

GETTING STARTED...

- 1. Contact** Brightside St. Louis, part of the City's Parks, Recreation, and Forestry Department, and learn about their annual Project Blitz, the most well known street clean-up organization in St. Louis. Brightside will work with your neighborhood as long as you have a block captain that is organizing your community. To find out if you have a block captain, contact your neighborhood association. You can fill out a block captain form [here](#).
- 2. Organize** Your Block Captain will have to request tools. Brightside will supply trash bags and tools needed to host a clean-up day, as long as you prepare in advance. Step by step preparation instructions are available [here](#). Contact the Street Department or Missouri Botanical Garden for tips on plants.
- 3. Collaborate** Brightside St. Louis also has a Graffiti Removal Program, a Litter-Awareness Program, and the 'Lend Me A Hand Tool' Program that assists neighborhoods in clean-up efforts.
- 4. Work** You can host your own clean-up day by working closely with your neighborhood association. Helpful step-by-step organizing guides for planning, getting volunteers, advertising, getting tools, and implementing the day can be found [here](#):
 - » http://www.grassrootsgrantmakers.org/wp-content/uploads/2011/10/Neighborhood_Cleanup.pdf
 - » <http://lancaster.unl.edu/community/articles/organizedcleanup.shtml>
 - » <http://www.happynews.com/living/cleaningtips/organizing-community-cleanup.htm>
- 5. Work** When working independently, you may have to ask volunteers to bring tools such as garbage bags, gloves, rakes, lawn mowers, etc. Contact the Streets Department to request a large dumpster for bulk waste or to schedule your clean-up day around the bulk waste removal schedule, which occurs once a month and is included in standard waste service fees.
- 6. Beautify** Ask Gateway Greening or Brightside for yardwaste dumpsters to provide yardwaste disposal. To start beautification, create or rejuvenate planter boxes to add green landscape. They help with water, habitat, and clean air, and improve the image of your neighborhood. If your neighborhood does not have a green committee, start one with other interested residents to spearhead current and future green projects.
- 7. Rejuvenate** Rejuvenate existing planters before creating new planters. Create a schedule to maintain the planters with volunteers throughout the growing season. Work with artists, volunteers, and youth to paint or decorate the planters or to create an enhanced or more usable public space similar to the planters at St. Vincent Greenway and Ruth Porter Park.
- 8. Select** When creating new planters, contact the Streets Department to see if they can supply 'Schoemehl Pots' to match existing planters in your community.
- 9. Workday** If organized appropriately, planters can be ordered and installed by the City. Your neighborhood association may also be able to fund the project. In Forest Park Southeast, new corner planters are funded and maintained by Washington University Medical Redevelopment Center.
- 10. Maintenance** Maintain plantings by consistently watering, weeding, and mulching.

Neighborhood Street Type 1

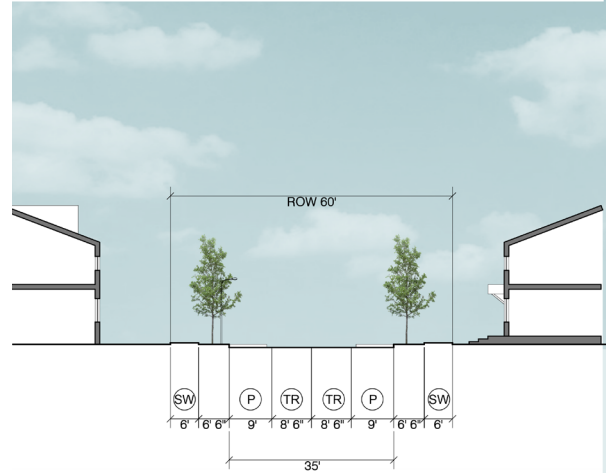
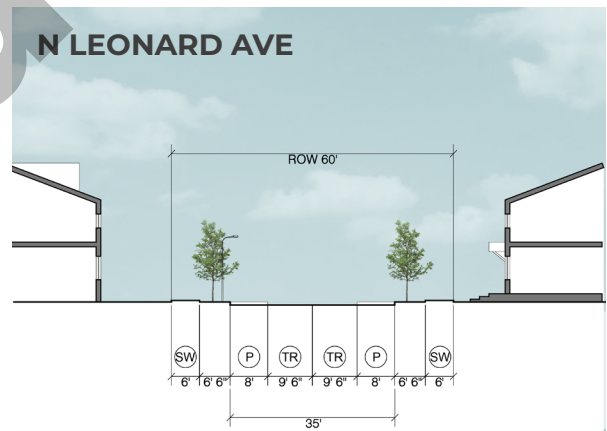
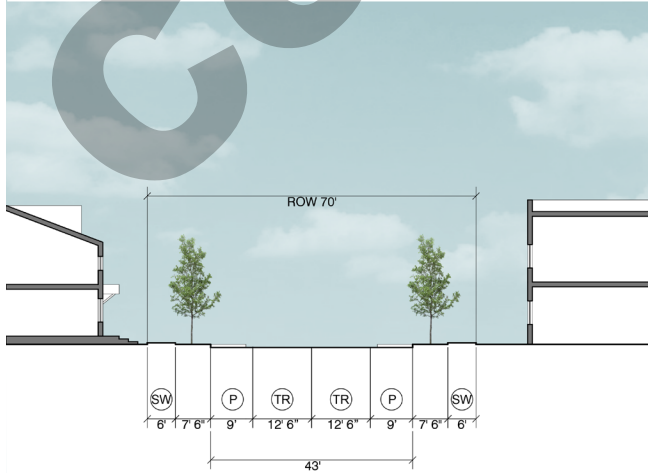
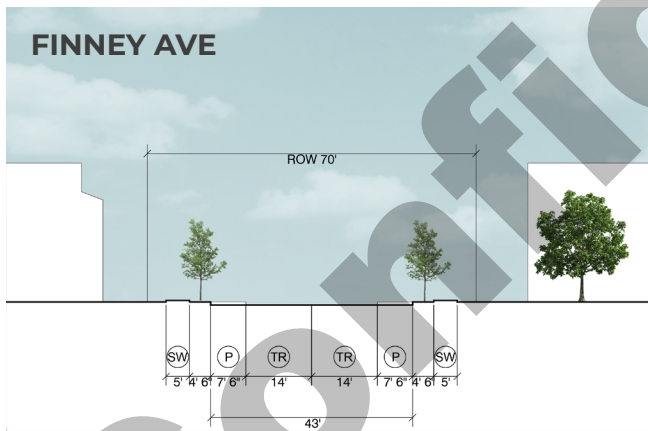
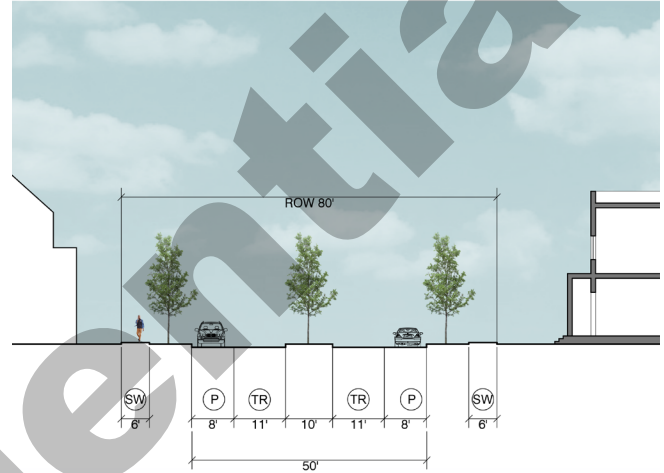
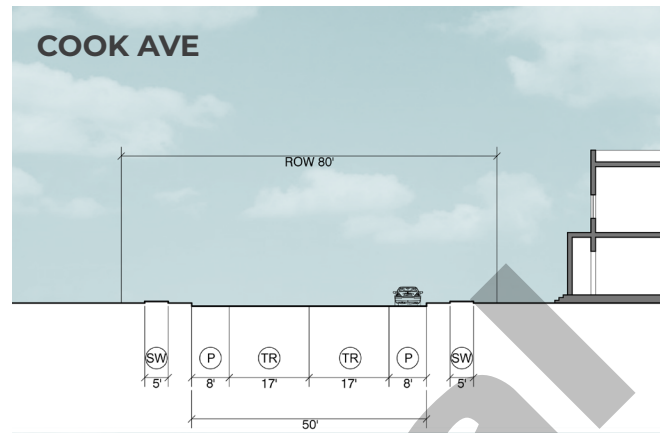
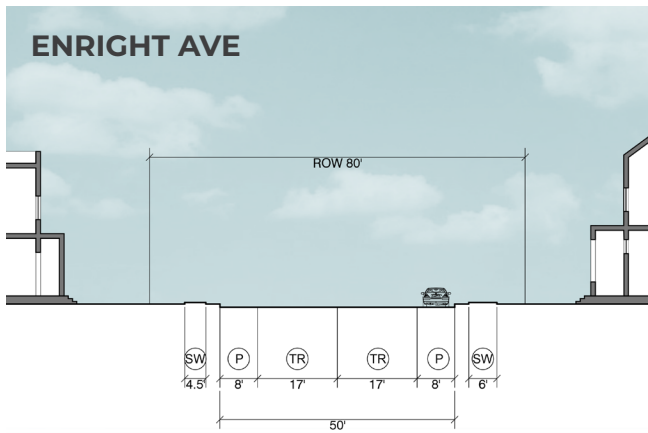
- » 6-foot Sidewalk and 8-foot Tree Lawn
- » Intersection Bump-out
- » 10-foot Median (when Right-of-Way [ROW] is 70 feet or greater)
- » Mid-block Crosswalk



Neighborhood Street Type 2

- » 6-foot Sidewalk and 8-foot Tree Lawn
- » Intersection Bump-out
- » 10-foot Median (when ROW is 70 feet or greater)
- » Mid-block Crosswalk
- » Mid-block Roundabout





Neighborhood Street Type 3

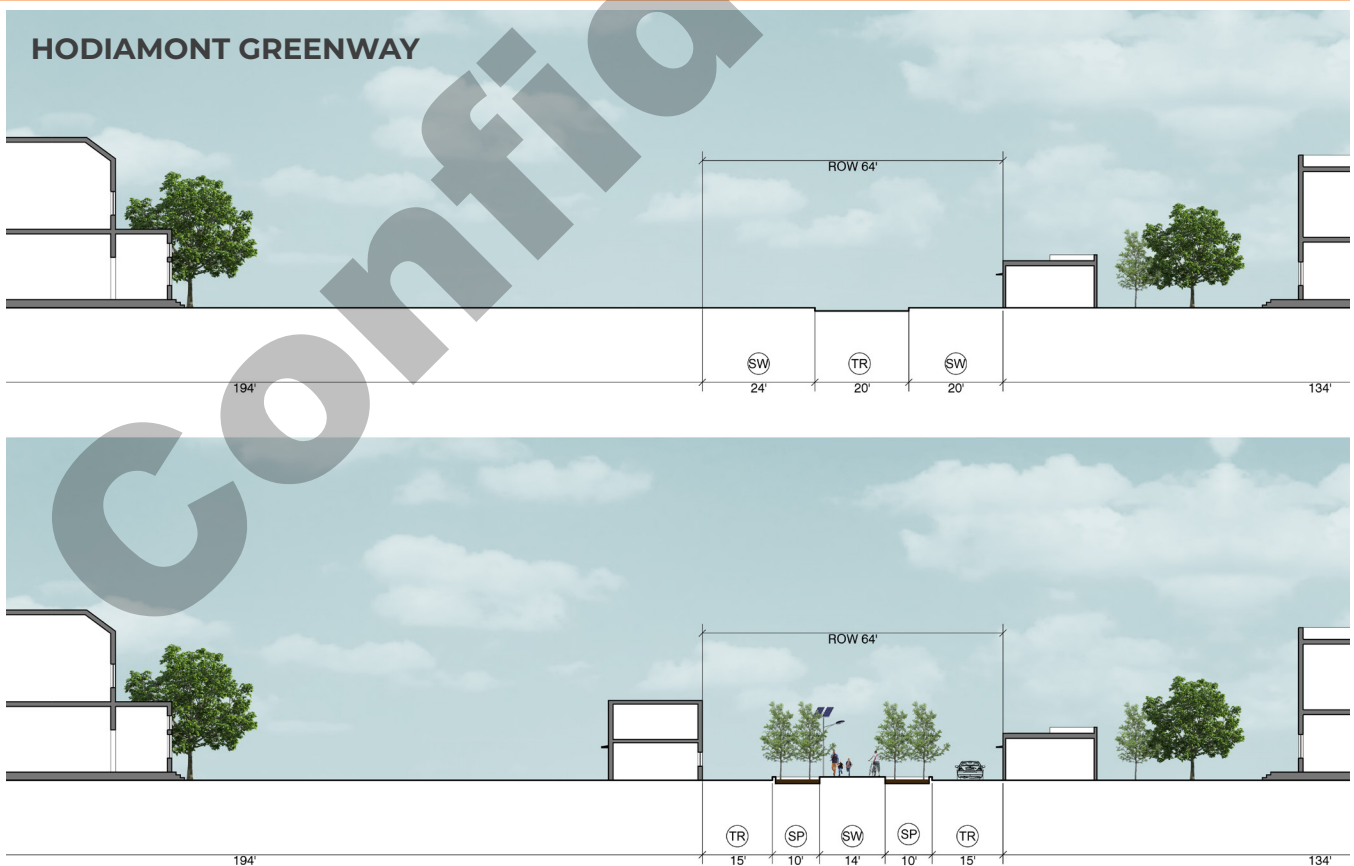
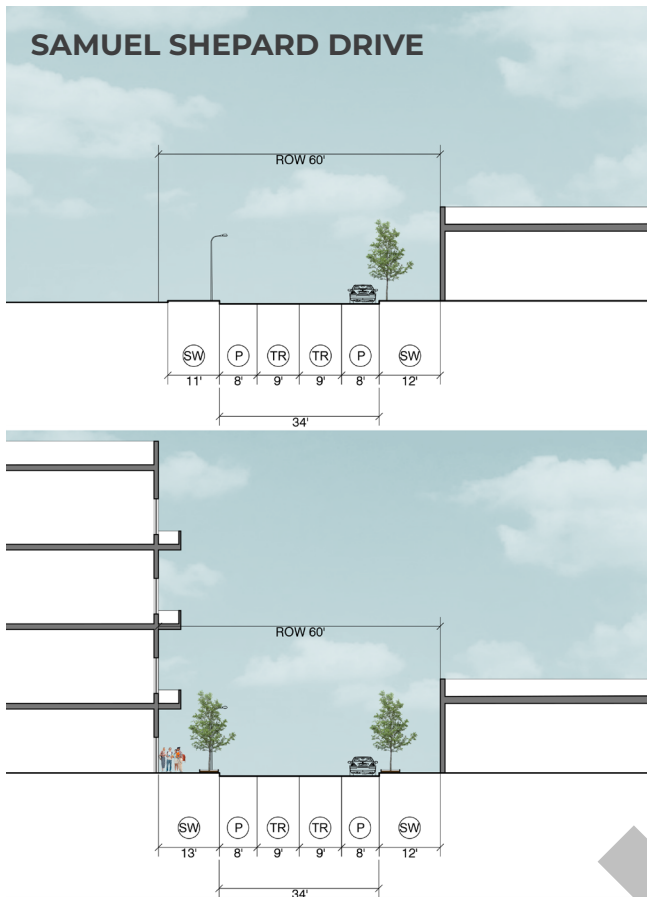
- » 12- to 14-foot Sidewalk (to curb) with 6-foot Tree Wells
- » Intersection Bump-out
- » Mid-block Crosswalk



Greenway Type 1

- » 32- to 36-foot linear park (in center of ROW)
- » 12-foot Greenway Path (in center of linear park)
- » 2 rows of trees (1 on each side of Greenway Path)
- » Intersection Bump Out (at all street crossings)





Greenway Type 2

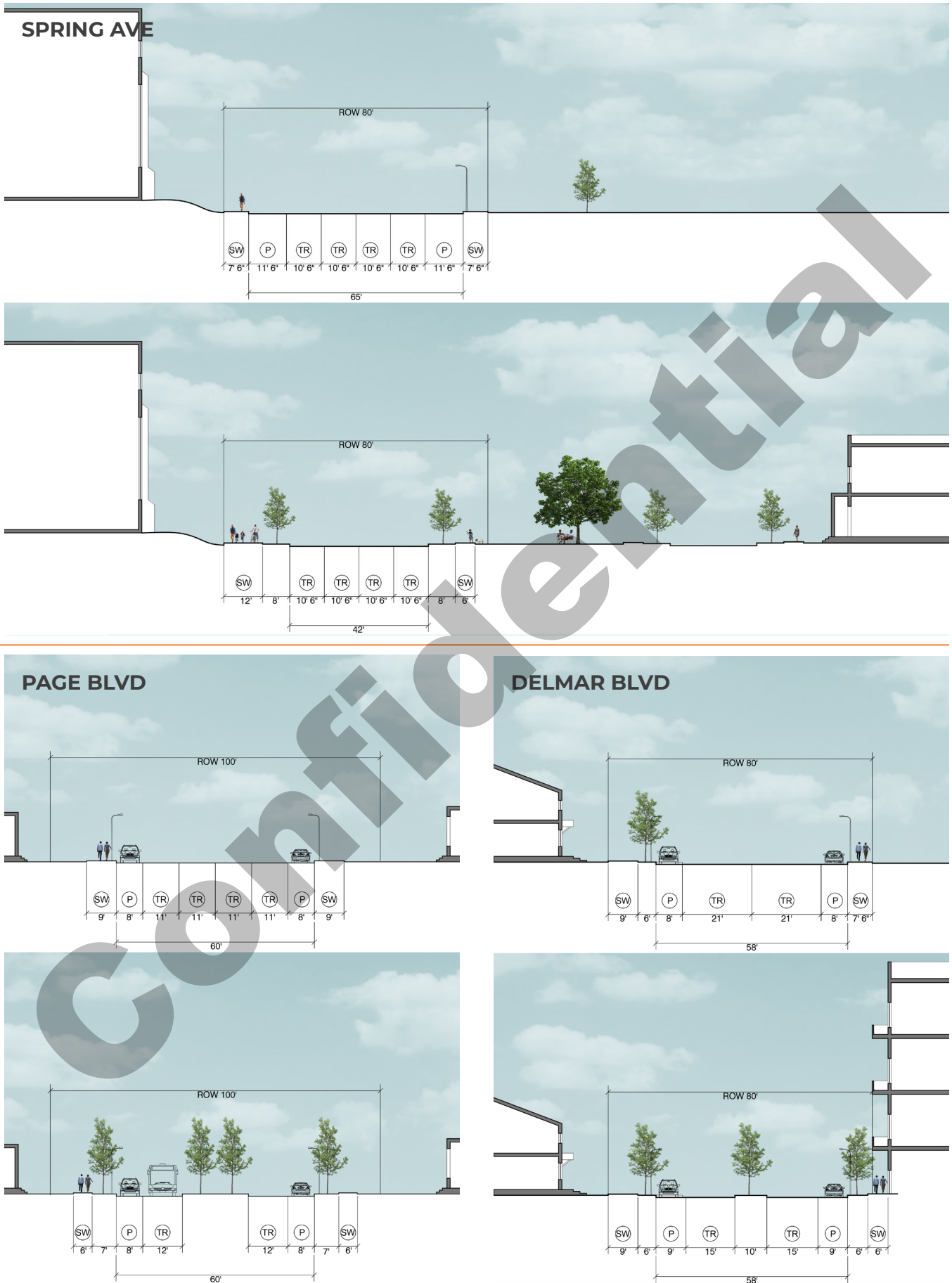
- » 12-foot Greenway Path and 8-foot Tree Lawn
- » 6-foot Sidewalk and 8-foot Tree Lawn (on opposite side)
- » Intersection Bump-out (parallel to Greenway Type 2 street only)



Boulevard Type 1

- » 6-foot Sidewalk and 8-foot Tree Lawn
- » Intersection Bump-out
- » 18- to 20-foot Median with 2 rows of street trees
- » Mid-block Crosswalk
- » Intersection Roundabout





Boulevard Type 2

- » 12- to 20-foot Sidewalk (to curb) with 6-foot Tree Wells
- » Intersection Bump-out
- » Mid-block Crosswalk

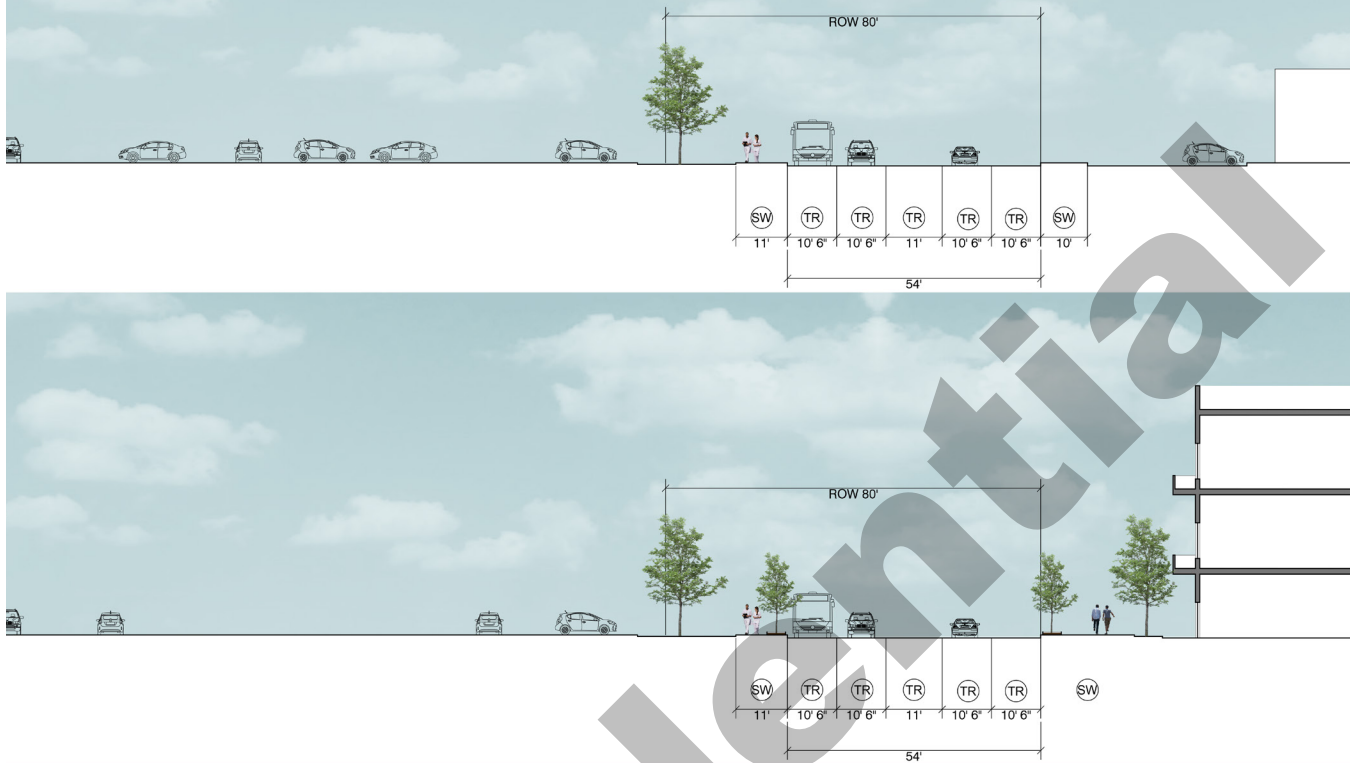


Boulevard Type 3

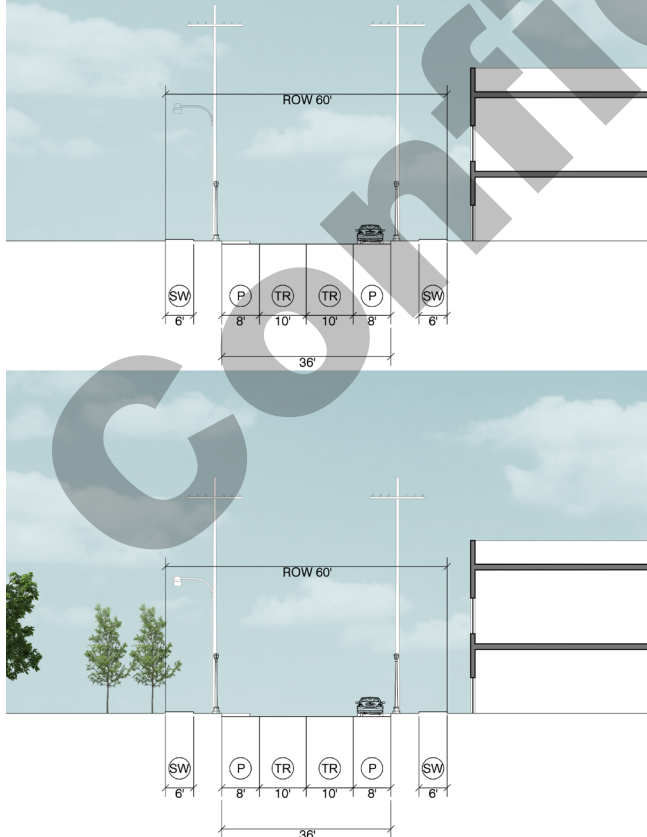
- » 6-foot Sidewalk and 8-foot Tree Lawn
- » Intersection Bump-out (parallel to Boulevard Type 3 street only)
- » Mid-block Crosswalk



GRAND AVE

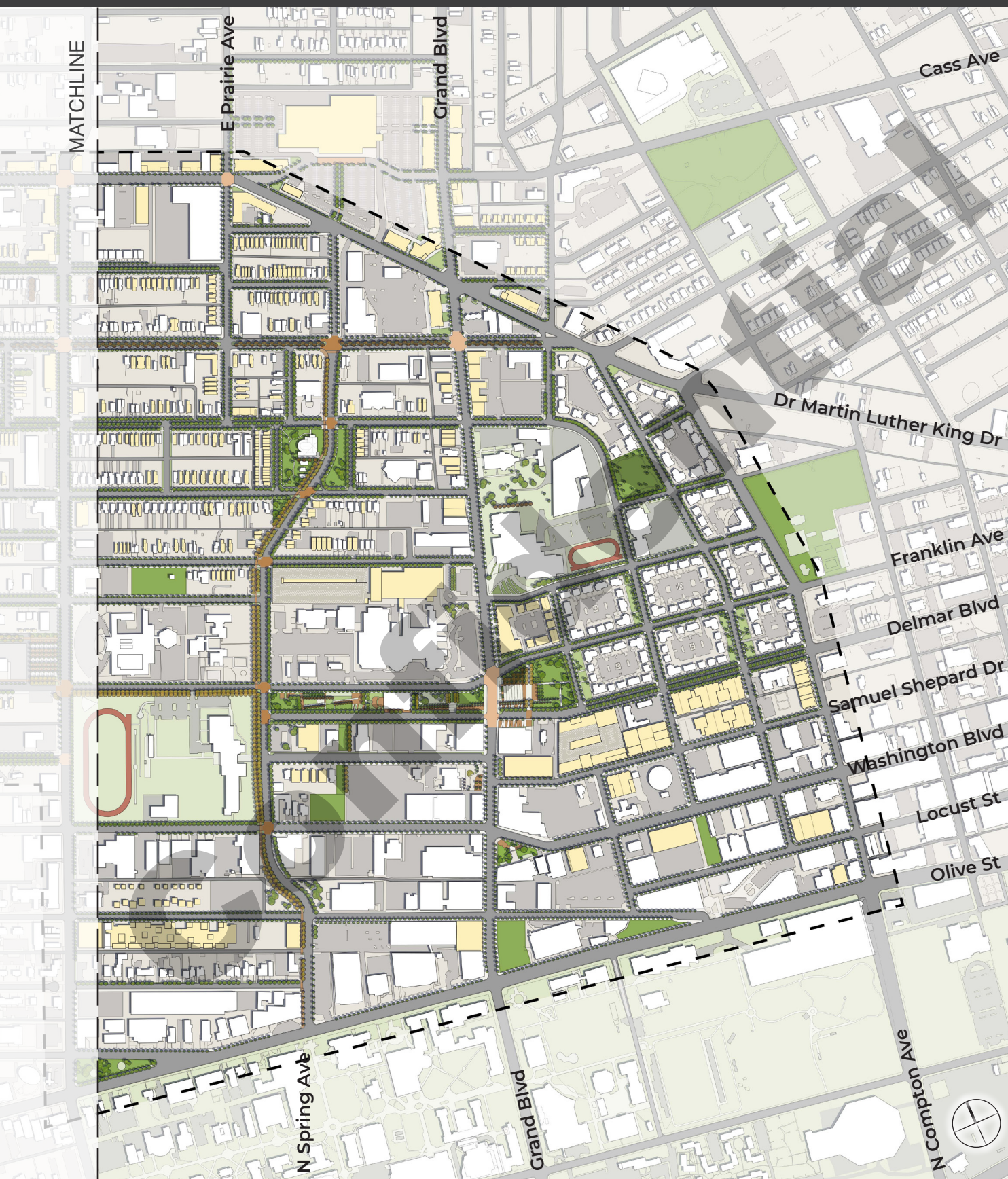


NORTH SARAH BLVD



North Central Community Urban Design Plan







The most important assets of the North Central neighborhoods are the people that call these neighborhoods home. Imbued with a deep sense of the pride, the people of North Central have demonstrated an enthusiasm and unwavering commitment to make sure that every resident is encouraged, empowered, and equipped for an excellent quality of life. The North Central Plan—with equity at the center—provides a toolkit to enhance the social fabric of the North Central community and ensure that all residents—regardless of age, income, or ability—have the resources they need to thrive.

People – **Empower residents to achieve an excellent quality of life.**

- » Support and assist North Central residents to remain in place and build wealth and social capital.
- » Connect and engage residents of all ages to sustainable employment and community services.
- » Attract and provide access to high-quality recreational, educational, health, and cultural amenities and programs.
- » Improve and enhance public infrastructure and public services.
- » Improve neighborhood safety for all residents and visitors.

Goals & Strategies

5. Improve neighborhood safety for all residents and visitors.

Like many communities in St. Louis, North Central suffers from both real crime and safety issues, as well as negative perceptions of safety. In order to position the community for future success and equitable revitalization, both real and perceived safety must be improved.

Strategy 5.1: Establish a resident-led committee and platform to re-envision public safety in North Central.

Strategy 5.2: Improve neighborhood safety through both physical improvements and enhanced relationships among residents.

Strategy 5.3: Streets are the focus of community life and should be designed to be safe for pedestrians, bicyclists, and drivers alike, and encourage civic engagement.

Strategy 5.4: Strengthen coordination between neighborhood organizations in North Central.

Strategy 5.5: Decrease overall crime rates in North Central.

Neighborhood Safety

The issue of community safety in North Central is complex and multi-faceted. Like other communities north of Delmar Boulevard, North Central has higher crime rates than the City as a whole. However, physical conditions in North Central—including dilapidated buildings; vacant lots; and illegal dumping—all contribute to negative *perceptions* of safety for residents and visitors alike.

Through the Community Well-Being Survey, 58% of residents identified feeling unsafe in North Central. Further conversation raised concerns about the rates of violence and lack of public safety infrastructure. Specific issues related to public safety in the North Central Neighborhoods that must be addressed are described below.

COMMUNITY INPUT

- » Traffic speeding, running stop signs and stop lights, and incidents between pedestrians and cars are one of the biggest safety concerns. This issues are endemic on Vandeventer, Sarah Street, Spring, Page, and Grand, as well as on residential streets.
- » Crime concerns typically tend to be property crimes, including car break-ins, car theft, and burglaries.
- » Illegal dumping, litter, and generally poor physical conditions of North Central perpetuate a cycle of negative perceptions of safety, lack of care, and continued issues.
- » Residents have expressed that relationships between the community and the St. Louis Metropolitan Police Department are generally positive. However, there is concern that policing is reactive rather than proactive, and do not deter instances of crime.

- » There is a lack of investment by the City of St. Louis in infrastructure repair and replacement (streets, sidewalks, lighting, etc.).
- » Residents expressed frustration that City departments are not responsive to community requests for clean-up and maintenance, including replacing street and alley light bulbs; pickup up trash and debris in alleys and vacant lots; and keeping lots mowed and clear of brush.

RECOMMENDATIONS

Effectively addressing neighborhood safety will require a close and innovative partnership between community representatives and the City of St. Louis. The North Central community should establish a resident-led Community Safety committee to re-envision public safety in North Central. This committee should engage in regular, generative discussions with public safety officials to ensure that the needs of the community are being met effectively, and that City services, property owners, and City infrastructure are accountable to community residents. Specific initiative should emerge from the community through this process.

Furthermore, improvement of physical conditions within North Central will assist in real and perceived neighborhood safety. For example, clearing vacant lots of brush, mowing grass, maintaining street and alley lights, and reconfiguring parks with public frontages on all sides serves to improve visibility throughout the neighborhood and reduces the secluded, poorly visible areas where undesirable activities occurs. The community should also work with City to conduct traffic studies to identify problem hot-spots, and prioritize street improvements to reduce traffic safety issues.

Please refer to *Appendix I: Community Action Plan* for detailed Action Items.

6. Support and assist North Central residents to remain in place and build wealth and social capital.

Community revitalization and reinvestment must benefit all residents. Moving forward, community residents must be supported through equitable housing and wealth-building opportunities, the ability to reap the rewards of their investment, and the ability to remain in place in the community.

Strategy 6.1: **Provide personal banking resources for residents.**

Strategy 6.2: **Incentivize inclusionary zoning in future development.**

Strategy 6.3: **Attract resources to provide support for community residents and property owners.**

Strategy 6.4: **Promote and incentivize increased homeownership in North Central.**

Strategy 6.5: **Partner with community development financial institutions (CDFIs) for Plan implementation.**

Inclusive and Equitable Community Revitalization

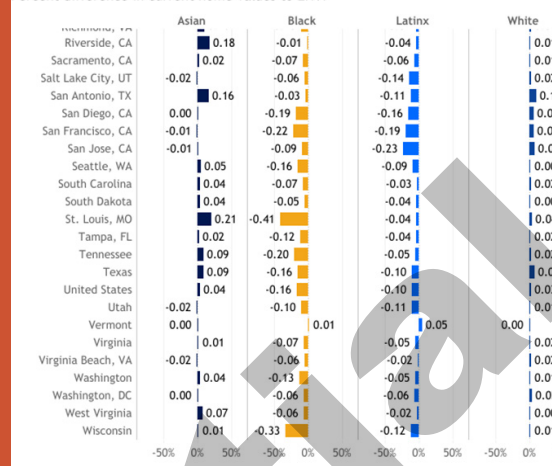
Ensuring an equity first outcome for on-going and future revitalization efforts is a critical component of this plan. North Central residents are supportive of efforts that increase home values, but are concerned that existing not be displaced and have the ability to remain in their homes, if they desire.

COMMUNITY INPUT

- » Existing homeowners should benefit from increasing property values, not driven from the neighborhood because of them.
- » Many seniors with fixed incomes need assistance with home repairs (both emergency and non-emergency) and property taxes.
- » Maintaining housing affordability is important, but large concentrations of low-income housing are seen as detrimental to the neighborhoods.
- » North Central has many multi-generational families; increasing home values are an important means of building and passing down wealth to future generations.
- » Homeownership in North Central should increase.

The Home Value Race Gap

Percent difference in current home values to ZHVI



ST. LOUIS DISPARITY IN BLACK-OWNED HOME VALUES

A report published by Zillow in December 2020 highlighted home value disparities between races in the U.S. Home value inequity varies greatly by state and metropolitan area. St. Louis metro was among the most unequal for Black-owned home values, 41% less on the dollar than overall home values in St. Louis, placing St. Louis as the fourth-largest gap among the 50 largest U.S. metro areas. In St. Louis the gap in value for black-owned homes has widened since the recession. Relatively, the national home-value gap for Black-owned homes is 16.2%. This disparity is an evident example of persistent inequities in wealth building and access to home equity across races in the U.S. housing market, and is especially glaring in St. Louis.



CASE STUDY: O'FALLON PARK NEIGHBORHOOD

The O'Fallon Park Neighborhood project is an \$81 million revitalization project. The project is a partnership between AMJ Investment Group, Kwame Building Group, St. Louis and Alderman John Collins-Muhammad. The project covers 10 blocks in the historic of the neighborhood.

The project consists of two phases. Phase one will cost approximately \$34 million and will demolish 66 parcels of property. A majority of the parcels are currently vacant. These parcels will be reallocated for new construction of retail, homes, community green spaces, and a city plaza. Phase two of the project will invest into rehabilitation 26 existing homes and constructing new single and multi-family homes.

RECOMMENDATIONS

Community wealth-building is the combined result of many initiatives, including overall community reinvestment and revitalization. The desirability of North Central—and the resultant housing and development market—will improve as the physical and safety conditions of the neighborhoods improve. Thus, steady and continual implementation of the Urban Design Plan is an important part of achieving this goal.

In parallel with the attracting new investment and improving the development market and property values, proactive steps must be taken to ensure inclusionary housing policies and prevent gentrification. As outlined in Strategy 11.1, a local community development corporation (CDC) can perform a critical role in ensuring that these values are upheld. Specific initiatives include:

1. Establishing a community-based Development Review Committee. This Committee will:
 - » Develop inclusionary zoning requirements to ensure that a minimum percentage of newly-developed housing units are affordable, regardless of the funding source requirements of the project.
 - » Review development proposals within the North Central Plan Area to ensure that they comply with inclusionary zoning requirements and achieve the community's Vision.
 - » Work with City of St. Louis departments, commissions, and elected officials to guide development to achieve this Vision, and prevent development that is contrary to the Vision.

2. Secure funding and partnerships to establish assistance programs for North Central homeowners, particularly those who are elderly, on fixed-incomes, or otherwise disadvantaged or at-risk:
 - » Building upon the City's Emergency Home Repair grant program, secure and deploy resources to North Central residents for emergency home repairs and small home improvement projects (under \$5,000); resources can be deployed as grants for emergency repairs and a low-interest or no-interest loans for qualifying low- to medium-income households.
 - » Establish a homebuyer assistance program to connect disadvantaged homebuyers to educational and financial management resources; provide downpayment assistance for qualifying homebuyers.
3. Establish a Community Housing Development Organization (CHDO)—that is accountable to the community—and ongoing funding source to purchase land-bank vacant lots and derelict buildings.
 - » Establish a community land trust to maintain housing affordability.
 - » Facilitate rehab of existing buildings by connecting qualified local developers with rehab opportunities
 - » Facilitate development of new infill housing by acquiring vacant property and issuing Requests for Proposals (RFPs) for developers.

Please refer to *Appendix I: Community Action Plan* for detailed Action Items.



CASE STUDY: COMMUNITY LAND TRUSTS

Community land trusts were developed as a way for way for African American farmers to work rural land for their own benefit. This fought against the reinforcement of white supremacy by denying property rights to these farmers. These farmers would work for themselves and in return give a portion of their crop to the landowner at the end of the year.

Nowadays, community land trusts are more often focused on housing. Now they are typically community-run, nonprofit landholding organizations that aim to help low-income buyers obtain homes. The land can be purchased or donated, allowing for community ownership of the land with individual ownership of houses. Terms for any future sale of the property are set prior, letting the homeowner build equity through appreciation in value, while ensuring the home remains affordable for future limited-income buyers.

7. Connect and engage residents of all ages to sustainable employment and community services.

The North Central neighborhoods are well-located in the region, with connectivity and access to major employers and retail centers. The Plan seeks to ensure that all residents of North Central are prepared and able to access these opportunities.

Strategy 7.1: Improve accessibility and reduce commuting time between North Central and major employment and retail centers.

Strategy 7.2: Support the development of commercially-viable mixed-use corridors and neighborhood centers.

Strategy 7.3: Facilitate development of local retail and commercial amenities.

Strategy 7.4: Engage with regional partners to reduce racial and geographic disparities according to the St. Louis Equity Indicators Baseline Report.

Jobs, Business Opportunities & Community Services

Access to high-quality employment opportunities, commercial and community services, and local business development have been repeatedly raised by the North Central communities as key opportunities to address.

North Central is geographically-located in the midst of numerous planned and existing employment and retail centers. The North Central neighborhoods are also home to many vacant or underdeveloped business and industrial properties, particularly along Dr. MLK Drive, as well as institutions operating in high-tech and emerging technology sections. Forging relationships between these assets and opportunities will be a key part of North Central's success.

COMMUNITY INPUT

- » Transit access between North Central and major employment and commercial centers can be improved.
- » Provide community-based practical skill training for North Central residents and youth, like a community car-repair garage.
- » Develop creative arts industry opportunities within North Central.
- » Develop high-tech industry opportunities within North Central.
- » Support community-based retail and commercial development for locally-owned businesses.
- » Provide incubators and other resources for community business start-ups.
- » Work with neighborhood partners like Ranken Tech to expand community access to job training and job readiness programs.



COMMUNITY ASSET: RANKEN TECH ADVANCED MANUFACTURING INCUBATOR

The Robert W. Plaster Free Enterprise Center, located at 4301 Finney Avenue, is a Public/private project between Ranken Technical College in partnership with the City of St. Louis. This facility provides students with work-based training to develop 21st century technical and manufacturing skills, directly supporting pre-apprentice training, apprenticeship training, and entrepreneurial startups, as well as established industries.



CASE STUDY: ARTIST VILLAGE INVOLVES NEIGHBORHOOD RESIDENTS

Downtown Macon is becoming increasingly expensive, making it much less affordable for artists. The Macon Arts Alliance got the idea to create a place within the city's core with affordable housing for artists. Locating this community within Fort Hawkins, one of the oldest neighborhoods in Macon will highlight its history. The community offers multiple programs and facilities.

The Bakers Collective is a shared bakery kitchen space in the community center. The space rents out to permanent bakers and has hourly rental options as well. Other facilities include a Tech Toolshed for anyone who uses technology for their work, soccer fields, green spaces and more. The community also has housing, 11 historic cottages half of which have been restored.

RECOMMENDATIONS

North Central has many local and nearby resources for job readiness and economic development. As outlined in Strategy 11.1, a local community development corporation (CDC) can perform a critical role in coordinating these resources for the benefit of the community. Specific initiatives include:

1. Partnering with Grand Center Inc. and constituent organizations to develop a creative arts incubator and arts-industry training program.
2. Partnering with Ranken Technical College, Harris-Stowe University, and the SLPS Clyde C. Miller Career Academy to expand access to job readiness and training programs for community residents.
3. Partnering with Ranken Technical College to establish a cooperative practical skills training incubator that also provides low-cost or free labor to community residents.
4. Work with the St. Louis Economic Development Partnership; regional foundations; Cortex; private incubators; and other economic development institutions to establish business incubators in North Central.
5. Establish an Economic Development Committee; work with experts to develop tenancing plans for vacant commercial properties and actively recruit and retain local, community-based retailers and commercial services.
6. Work with governmental agencies and local and national foundations to secure grants and other funding sources.

Please refer to *Appendix I: Community Action Plan* for detailed Action Items.



COMMUNITY ASSET: \$5M WELLS FARGO GRANT

Wells Fargo is donating \$400 million it received in Paycheck Protection Program (PPP) processing fees through a program called the Open for Business Fund to aid small businesses hardest hit by the pandemic. It is especially important for this grant to go to those businesses that are Black-owned or operated by entrepreneurs of color.

Justine Petersen, which provides capital, loans and other financial services to minority-owned small businesses and entrepreneurs in St. Louis, is receiving a \$5 million grant from Wells Fargo & Co. Justine Petersen is a nonprofit that connects families and individuals to loans. In the case of this loan the average size will be \$50,000 to \$100,000. There is no target number of loans, the goal is to help as many businesses as possible.



COMMUNITY ASSET: NEIGHBORHOOD SOLIDARITY FUND

Invest STL, has teamed together with community partners and neighborhood leaders, to develop a fund to support neighborhoods that have been hardest hit by the pandemic. The Neighborhood Solidarity Fund goal is to help with the recovery process with the three following opportunities.

The Neighborhood Innovations in Connectivity grant: This grant can be used to implement a solution to connect to their neighbors while upholding physical distancing guidelines.

The CDC Stability grant: This grant is neighborhood-focused community development organizations to maintain core operations, staff and healthy work environments

The Neighborhood Small Business Lift grant: This grant helps small businesses maintain staff, facilities and other essential costs.

8. Attract and provide access to high-quality recreational, educational, health, and cultural amenities and programs.

Strategy 8.1: Civic institutions such as schools and churches should have dignified settings and be integrated into their surroundings.

Strategy 8.2: Create a health and wellness district around Cochrane VA Medical Center and other existing healthcare facilities.

Strategy 8.3: Enhance support and private and public financial resources for schools within and around North Central.

Strategy 8.4: Consider the feasibility of developing a community center in North Central or partnering with existing centers to provide affordable access.

Strategy 8.5: Implement comprehensive, year-round community programs for youth, seniors, and families.

Strategy 8.6: Make existing arts and cultural amenities more accessible to North Central residents.

Strategy 8.7: Provide resources that helps each child in North Central to flourish.

Serving the Daily Needs of North Central Residents

North Central is blessed with a multitude of institutions and service providers providing a variety of programs to support residents and the community. Forging partnerships to expand awareness and access to these programs will enhance equitable opportunities and quality of life for North Central residents.

Throughout the community engagement process, residents expressed frustration about the lack of services and amenities within or immediately surrounding North Central. In many cases, desired services and amenities exist, but residents are either unaware of them, don't know how to access them, or don't find them relevant. More importantly, over 65% of residents report feeling pessimistic about the future of North Central in the Community Well-Being Survey.

COMMUNITY INPUT

- » There is a lack of easily-accessible programs and activities for kids, particularly in summer.
- » Day-to-day healthcare services are not available within the neighborhood.
- » There is little connection between the Grand Center Arts District and North Central residents, and residents don't feel that Grand Center is a place "for them".
- » There is a lack of programs, activities, and events for North Central seniors.
- » There is a lack of "wholesome" community activities and events for families.



COMMUNITY ASSET: BOYS & GIRLS CLUB OF GREATER ST. LOUIS

Mathews-Dickey Boys' & Girls' Club and Boys & Girls Club of Greater St. Louis will join together into one organization. This organization will then become one of the region's largest youth development agencies. The two organizations will be coming together under the name Boys & Girls Clubs of Greater St. Louis (BGCSTL).

Mathews-Dickey Boys' & Girls' Club is a organization providing educational, recreational and sports programs and support services to children and young men and women. The organization also has workforce development and cultural enrichment. Boys & Girls Club of Greater St. Louis has a mentoring program for elementary students, as well as Internship programs. Together the organization will serve over 10,800 children and teens.



CASE STUDY: HEALTH AND WELLNESS DISTRICT

A Health and wellness District is a place where community development investments are targeted to improve community-wide health outcomes, inspire healthy behaviors, and improve community well-being and quality of life.

Utilizing a collective impact model, a health + wellness district is based on the concept that healthcare and health outcomes—a key component of every resident's quality of life—are related to and influenced by a community's access to food, activity, and awareness of healthy choices. Working holistically to enhance the quality of—and access to—these resources can reduce incidences of obesity, diabetes, cancer, miscarriage, pre-mature birth, and susceptibility to other diseases that not only shorten life expectancy and reduce quality of life, but also significant cost to healthcare facilities and the households they service. By proactively addressing the circumstances that contribute to pathologies and mortality, communities make themselves stronger and more sustainable through the health and vitality of their residents.

COMMUNITY INPUT (CONTINUED)

- » There is no identified place in North Central that serves as a community gathering space and neighborhood center.
- » Relationships between residents can be improved through more community events and interaction.

RECOMMENDATIONS

Establishing a community-based organization to develop partnerships and build awareness between residents and community program and amenity providers is an important gap that needs to be filled. As outlined in Strategy 11.1, a local community development corporation (CDC) can perform a critical role in building these relationships. Examples include:

1. Establishment of a health and wellness district in partnership with Cochrane VA Medical Center and the St. Louis Housing Authority, as described in *Urban Design Plan Focus Area #3*.
2. Partnering with Grand Center Inc. and constituent institutions (including Kranzberg Arts Foundation, the Contemporary Art Museum; Pulitzer Foundation for the Arts; Big Muddy Dance Company; Big Brother Big Sisters; St. Louis Symphony Orchestra; and others) to expand local, community-based programming in the North Central neighborhoods.

3. Partnering with local schools, including Vashon High School, Cardinal Ritter College Prep, Cole Elementary School, and St. Louis University to develop community-based sports and recreation activities and access to sports and recreation facilities.
4. Developing relationships with local healthcare systems to expand access to day-to-day healthcare services, through a satellite facility or mobile clinics.
5. Partnering with local faith-based ministries to ensure that at-risk residents and households can access supportive services.
6. Developing and producing a variety of year-round community events and activities for youth, seniors, and families.

Please refer to *Appendix I: Community Action Plan* for detailed Action Items.



COMMUNITY ASSET: DOORWAYS

Doorways, an interfaith nonprofit that provides housing services for people living with HIV/AIDS. The organization currently owns and operates seven apartment buildings with 103 units around the city. The organization has acquired land at Martin Luther King Boulevard and Jefferson Avenue for a living campus for people with HIV/AIDS to further expand their network

The project is a 50 apartment campus costing \$7 million. In addition to housing this new campus will provide a new headquarters for Doorways. The campus is designed to expand, Doorways President says that they hope to build 30 more units within the next five years.

More than half of people living with HIV/AIDS will become homeless this campus will provide them the opportunity to live independently, as well as rent and utility assistance to people struggling to make ends meet.

9. Improve and enhance public infrastructure and public services.

Disinvestment in North Central has been manifest not only in vacancy and a lack of development activity, but also in the continued deterioration of streets, sidewalks, and landscape. Improving and enhancing the quality and condition of the public realm demonstrates that this community is cared for by residents, stakeholders, and the City as a whole.

Strategy 9.1: Improve access to and quality of service to public transit services.

Strategy 9.2: Improve the quality, coverage, and accessibility to broadband and internet services.

Strategy 9.3: Ensure that streets, sidewalks, and vacant lots are well-maintained.

Strategy 9.4: Eliminate illegal dumping.

Strategy 9.5: Improve the maintenance and cleanup of alleys and vacant land.

Strategy 9.6: Improve the quality and quantity of trees on public land.

Partnership with the City and Regional Agencies

One major issue facing North Central are the poor and deteriorating conditions of publicly-owned land and infrastructure. This issue comes in three (3) primary forms; crumbling streets and sidewalks; alleys and vacant lots that are overgrown and cluttered with illegally-dumped trash; and reduced-quality public services (namely transit and broadband internet access) compared to communities to the south in the Central Corridor.

One of prevailing perceptions among residents is that North Central (and other historically-disadvantaged neighborhoods in St. Louis) are not afforded the attention and responsiveness that more affluent neighborhoods in St. Louis receive. Moving forward, the North Central community must forge a partnership with the City and other regional agencies to demand accountability for public services as well as to assist with enhancements.

COMMUNITY INPUT

- » Sidewalks and crosswalks are inconsistent, with many missing or crumbling sections.
- » There is a lack of street trees.
- » Alleys and vacant lots, including City-owned lots, are often overgrown and littered with trash.
- » North Central is not served by cutting edge broadband internet service.
- » Bus stops lack amenities like rain shelters and trash cans.
- » There is a perception that the City of St. Louis is not very responsive when it comes to mowing vacant lots, picking up trash, replacing street and alley lots, and other maintenance activities.

RECOMMENDATIONS

Effectively addressing public infrastructure and public services will require a close partnership between community representatives, the City, and other agencies providing services. As outlined in Strategy 11.1, a local community development corporation (CDC) can perform the dual role of organizing and conducting community-executed initiatives, as well as serving a representative liaison between North Central, the City, and other agencies and advocacy for North Central on the community's behalf. Examples include:

1. Formation of a Community Beautification Committee, to:
 - » Secure funding and administer community-led clean-up and beautification activities, such as hiring local lawn and garden contractors to mow and de-brush vacant lots in between the Forestry Department's scheduled mowings.
 - » Organize volunteer-based clean-up and beautification activities with residents and organizations including Forest ReLeaf of Missouri, Gateway Greening, Operation Brightside, and the Missouri Botanical Garden.
 - » Monitor and report problems to the Citizens' Service Bureau and other City agencies, and monitor resolution of these problems.
2. Engage with Alderpersons and Neighborhood Improvement Specialists (NIS).
3. Engage with Metro / Bi-State Development Agency, utility providers, and other community services to advocate for North Central needs.

Please refer to *Appendix I: Community Action Plan* for detailed Action Items.



Authentic and successful revitalization must be led by the residents. The North Central Plan articulates the vision that residents hold for their future and the future of this place. It is their voice, therefore, that must steer the conversation to make North Central the place that they want it to be. Although this community has been historically fragmented, residents understand the value and need to come together as single community, united under a common purpose and working toward a common goal of generational and lasting change.

Organization – **Organize for successful, equitable, and long-term implementation.**

- » Establish clear communication and accountability with the City of St. Louis.
- » Create a participatory decision-making process for residents to guide the future of the community.
- » Ensure a just, equitable, inclusive, resilient, and sustainable future for the North Central community.

10. Establish clear communication and accountability with the City of St. Louis.

Successful community revitalization is a partnership between the residents, stakeholders, and City government. It is critical that engagement between the North Central community and the City be facilitated, and that all partners are accountable to one another and to the residents.

Strategy 10.1: Improve the proactivity, responsiveness of, and resources for City services in North Central.

Strategy 10.2: Provide educational resources on residents' rights and responsibilities.

Strategy 10.3: Enhance high levels of engagement between residents and City officials.

11. Create a participatory decision-making process for residents to guide the future of the community.

While partnership with the City of St. Louis is important, successful implementation of this Plan must be led by the North Central residents themselves through organizing the community for action and inclusive, accountable engagement.

Strategy 11.1: Establish a community-based development organization and funding sources for implementation of the North Central Plan and ongoing community-led development.

Strategy 11.2: Establish a Residents' Council to engage with and serve as a forum for community residents; and to serve as a liaison between residents and the City of St. Louis.

Strategy 11.3: 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.

12. Ensure a just, equitable, inclusive, resilient, and sustainable future for the North Central community.

Through implementation of this Plan, all residents of North Central must be represented, empowered, and uplifted. This Plan belongs to the residents of North Central, and it is of and for the North Central community.

Strategy 12.1: **Provide free or very low-cost community-wide internet access in North Central through neighborhood Wi-Fi hotspots to create a smart community.**

Strategy 12.2: **Improve North Central property values.**

Strategy 12.3: **Enhance the environmental quality of North Central.**

Strategy 12.4: **Provide equitable mobility opportunities for all North Central residents, regardless of age, income, or ability.**

Strategy 12.5: **Expand neighborhood participation and representation in the civic process.**

Confidential

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Establish a community-based organization for Plan implementation.

WHAT KINDS OF ACTIVITIES CAN THIS ORGANIZATION DO?

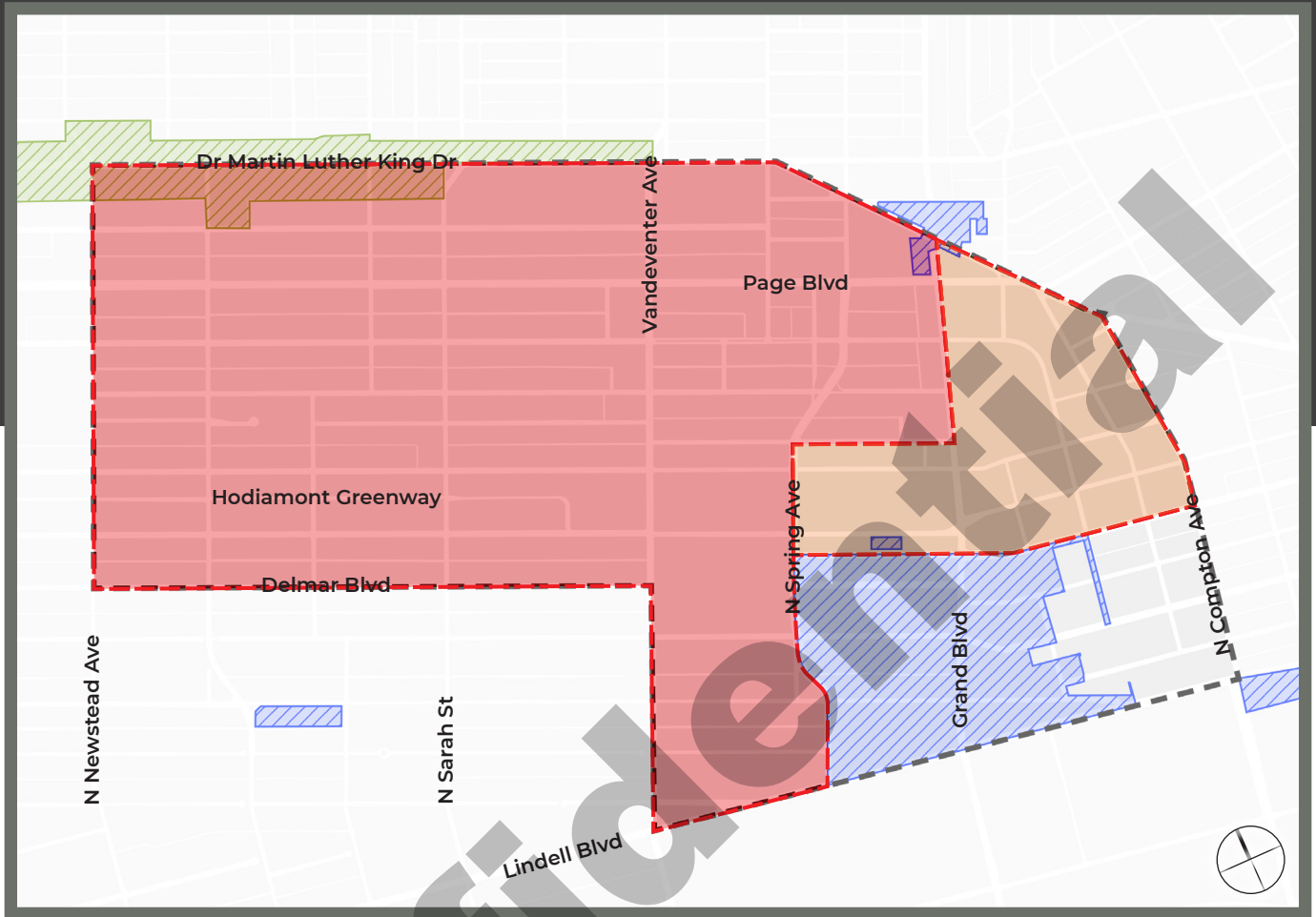
- » Provide community programs and services to neighbors.
- » Partner with the City of St. Louis and others to provide financial resources (i.e. home repair funds).
- » Purchase and land-bank derelict and vacant properties.
- » Consolidate properties for development opportunities.
- » Issue Requests for Proposals (RFPs) to developers.
- » Review development proposals (with support of area Alderpersons).
- » Work with neighboring institutions, banks, grantors, and other funding sources to secure funding for projects and programs.

The North Central Vision Action Plan is an ambitious and truly transformational vision for the North Central community. Successful implementation of this plan is dependant on a community-based and locally-accountable entity whose sole goal and focus—the thing that they wake up every morning and think about—is achieving the North Central Plan’s recommendations and initiatives. This role is best filled through a North Central-specific community-based development organization (CBDO) and supporting organizations.





Sometimes referred to as a community development corporation, a CBDO is non-profit corporation with staff, operating under a representative governing body or board. CBDOs are empowered to receive funding from a variety of sources, including: membership and developer fees, sponsoring organizations, and grants.

CBDO’s can engage in a variety of community development, revitalization, programming, community services, and community events activities. Furthermore, CBDO’s can collect revenue from events that they produce (for example, a small admission fee to a concert, or the sale of donated food or beverages).

Detailed case studies of community based implementation organizations are presented on the following pages as examples of possible programming, development, and funding initiatives.



SPECIAL DISTRICTS:

-  North Central CBDO – Minimum Boundary
-  North Central CBDO – Optional Expanded Boundary
-  Grand Center Arts District CID
-  Greater Ville Special Business District

CDC Case Study: Skinker DeBaliviere Community Council



VISION & MISSION STATEMENT

Founded in 1966, the mission of the Skinker DeBaliviere Community Council is to serve and promote the community and advocate on behalf of the residents to enhance their quality of life.

The Skinker DeBaliviere Community Council aims to be the connector, coordinator and facilitator of all aspects necessary to maintain and enhance the diverse, desirable and thriving community of Skinker DeBaliviere.

SDCC PROGRAMS & ACTIVITIES

BLOCK UNIT PROGRAM

As a block captain, you get to know your neighbors and build partnerships with the police and city government. By organizing a neighborhood watch, business watch, or apartment watch, you serve as a leader for your block and encourage neighborhood involvement.

HOMESHARE ST. LOUIS

This program matches graduate students seeking off-campus housing with homeowners who are older adults (65 years of age or older). Wash U graduate students pay monthly rate to live with older adult homeowner.

LANDLORDS & RESIDENTIAL INVESTORS

Quality rental property is important to maintaining a diverse and lively neighborhood, like providing all types of housing to people of all incomes.

NEW NEIGHBORS

Skinker DeBaliviere offers multiple resources for new neighbors to familiarize them with the neighborhood.

- » New Neighbor Packet
- » Volunteer Opportunities
- » Social Media
- » Email List

COMMUNITY GARDENS

Skinker DeBaliviere is home to two thriving community gardens.

- » Block Unit 1035 Community Garden
- » McPherson Community Garden

HOMEOWNER ASSISTANCE

For those struggling to maintain ownership of your house to rising property values, high maintenance costs or an unmanageable mortgage Skinker DeBaliviere provides resources to help.

AGING IN PLACE PROGRAM

Skinker DeBaliviere has free monthly workshops for independent seniors.

- » **March:** Choosing a Home Contractor: Tips for Seniors
- » **April:** Be Smart with Your Money: Financial Literacy Workshop for Seniors
- » **July:** Ice Cream Social for Seniors
- » **July:** Disaster Preparedness Information and the Functional Needs Registry

Formation & Organization Recommendations

In order to minimize start-up time, cost, and build upon existing organizational experience and capacity, the community should consider instituting the North Central CBDO in partnership with the Deaconess Center for Child Well-Being, or another non-profit located and working in the North Central neighborhoods. Instituting the North Central CBDO should, at a minimum, include:

1. The position of an Executive Director, salaried through one or more funding commitment(s) from community partners, to share office space, administrative, and logistical resources with the Deaconess Center or another non-profit.
 - » The Executive Director shall work exclusively within the boundary of the North Central Plan area on implementation of the North Central Vision Action Plan;
 - » The Executive Director will have access to the existing staff and organizational capacity of the partnering non-profit for support;
 - » The Executive Director will operate from the non-profit's office, in the North Central Plan area;
 - » At such time that dedicated office space is available in the North Central Plan area, CBDO shall relocate to that space.
2. The position of one (1) part-time community development specialist to work on the North Central Vision Action Plan; to be funded by grant funding from City of St. Louis, for a term of three (3) years.

During this initial term, the North Central CBDO should be developed into a funded, permanent organization. Additional capacity and staff should be brought on board as dictated by responsibilities and funding availability.

Establishing a dedicated, North Central CBDO, as described herein, is the top implementation priority of this plan.



CASE STUDY: SKINKER DEBALIVIERE COMMUNITY HOUSING CORPORATION

Founded in 1988, the Skinker DeBaliviere Community Housing Corporation is a non-profit that works closely with the Skinker DeBaliviere Community Council. The Housing Development Corporation is organized to be the “buyer of necessity” for “combating community deterioration and improving the quality of life by promoting and undertaking neighborhood improvement and housing development activities within service areas defined by the Board of Directors.”

PARTNERSHIPS & INITIATIVES

CITY OF ST. LOUIS

- » Loan to purchase failed development project: Rosedale Square Apartments

OPERATION IMPACT

- » Revolving loan fund – insurance for R. S. Apartments & property acquisition

COMMUNITY DEVELOPMENT ADMINISTRATION

- » Guidance and planning
- » Loans and grants for private developers

OWNER-OCCUPANTS & PRIVATE DEVELOPERS

- » Sought out owner-occupants and developers to purchase and rehab CDCHC-owned properties
- » Issued forgivable purchase and rehab loans and/or grants to owner occupant purchasers and redevelopers

Certified Community-Based Development Organizations

Upon meeting certain requirements, CBDOs are also eligible to receive CDBG funds as a sub-grantee to the entitlement jurisdiction (St. Louis City). These requirements, as outlined in the Central Federal Register, include:

1. Is an association or corporation organized under State or local law to engage in community development activities (which may include housing and economic development activities) primarily within an identified geographic area of operation within the jurisdiction of the recipient, or in the case of an urban county, the jurisdiction of the county; and
2. Has as its primary purpose the improvement of the physical, economic or social environment of its geographic area of operation by addressing one or more critical problems of the area, with particular attention to the needs of persons of low and moderate income; and
3. May be either non-profit or for-profit, provided any monetary profits to its shareholders or members must be only incidental to its operations; and
4. Maintains at least 51 percent of its governing body's membership for low- and moderate-income residents of its geographic area of operation, owners or senior officers of private establishments and other institutions located in and serving its geographic area of operation, or representatives of low- and moderate-income neighborhood organizations located in its geographic area of operation; and
5. Is not an agency or instrumentality of the recipient and does not permit more than one-third of the membership of its governing body to be appointed by, or to consist of, elected or other public officials or employees or officials of an ineligible entity (even though such persons may be otherwise qualified under paragraph (c)(1)(iv) of this section); and
6. Except as otherwise authorized in paragraph (c)(1)(v) of this section, requires the members of its governing body to be nominated and approved by the general membership of the organization, or by its permanent governing body; and

7. Is not subject to requirements under which its assets revert to the recipient upon dissolution; and
8. Is free to contract for goods and services from vendors of its own choosing.

CBDOs can use CDBG funding for initiatives subject to the CDBG program requirements, namely a demonstrated benefit to low- to moderate income (60% to 80% AMI) households; and/or low-mod area benefits (geographies where 51% or more households are low-mod). Typical activities (eligible for CDBG funding), include:

1. Neighborhood revitalization projects, including activities of sufficient size and scope to have an impact on the decline of a geographic location within the jurisdiction of a unit of general local government (but not the entire jurisdiction) designated in comprehensive plans, ordinances, or other local documents as a neighborhood, village, or similar geographical designation; or the entire jurisdiction of a unit of general local government which is under 25,000 population;
2. Community economic development projects, including activities that increase economic opportunity, principally for persons of low- and moderate-income, or that stimulate or retain businesses or permanent jobs, including projects that include one or more such activities that are clearly needed to address a lack of affordable housing accessible to existing or planned jobs and those activities specified at 24 CFR 91.1(a)(1)(iii); activities under this paragraph may include costs associated with project-specific assessment or remediation of known or suspected environmental contamination;
3. Energy conservation projects, including activities that address energy conservation, principally for the benefit of the residents of the recipient's jurisdiction; and
4. To carry out a project means that the CBDO undertakes the funded activities directly or through contract with an entity other than the grantee, or through the provision of financial assistance for activities in which it retains a direct and controlling involvement and responsibilities.



CASE STUDY: GUADALUPE NEIGHBORHOOD AUSTIN, TEXAS

In 1979, Austin, Texas leaders made plans to expand the French Legation Historic Site in the Guadalupe Neighborhood, which would have displaced at least 11 families. Residents rallied to block the expansion and redirect federal block grant funds to support a new community development plan for Guadalupe. To implement the plan, neighborhood leaders formed the Guadalupe Neighborhood Development Corporation (GNDC), which has become a pioneer in its diverse deployment of community-driven strategies over the past 35-plus years to mitigate the displacement of vulnerable residents.

STRATEGIES & TOOLS

- » **Community development corporation.** The Guadalupe Neighborhood Development Corporation, created and governed by leaders from the neighborhood, has been integral to the success of the neighborhood's displacement mitigation programs.
- » **Early and strategic land acquisition.** In GNDC's early years, the organization purchased vacant properties in strategic locations on as many blocks as possible—for long-term control and to bar assembly for commercial redevelopment. GNDC became a large property owner in the area providing additional clout in zoning battles. Buying lots early was also smart from an affordability perspective: In the 1980s, the average lot price was \$5,000; today full lots sell for \$500,000 to \$650,000.

- » **Preference policy.** Low-income residents and former residents with historical ties to the two zip codes served by GNDC receive priority placement on GNDC's long waiting list for affordable rental and homeownership opportunities.
- » **Community land trust.** GNDC created the first community land trust in Texas to provide for homeownership that is permanently affordable. GNDC maintains ownership of the land, while the family obtains a mortgage to purchase the home. A fixed rate of appreciation ensures that CLT homes can be resold at affordable prices, while allowing owners to recoup their investment and build additional equity.
- » **Property tax breaks for permanently affordable properties.** GNDC has led efforts at the Texas Legislature and the local appraisal district to reduce property taxes on community land trust and other income-restricted homes—ensuring that these homes remain affordable for the low-income families renting or purchasing them.
- » **Creative utilization of infill properties.** Since purchasing lots is no longer feasible in Guadalupe, GNDC has become an innovator in Austin in developing affordable accessory dwelling units on lots that can support a second unit.

KEY OUTCOMES (AS OF 2018)

- » 91 long-term affordable units under community control in Guadalupe through two community development corporations, including 26 units underway (out of 170 total homes in the neighborhood in 1980, when GNDC's displacement-mitigation work began)
- » Average rent of GNDC units: \$583; average income of GNDC renters: \$28,700
- » 8 affordable homeownership units, including the first CLT home in Texas

CASE STUDY: SOUTH BALTIMORE COMMUNITY LAND TRUST

“Land trusts have this potential to really engage the community in a way that’s not just perfunctory, not just holding a meeting one time to get people’s input, but to have ongoing community control over their own development,” Matt Hill—commissioner of Baltimore’s Affordable Housing Trust Fund—says.

Sometime later this year, or early next, the South Baltimore Community Land Trust will cut the ribbon on its first project: eight new, energy-efficient housing units behind Benjamin Franklin High School, sold to people in the Curtis Bay neighborhood who earn less than 50 percent of the area median income, and kept affordable in perpetuity through community control of land. Like other land trusts, the SBCLT will maintain ownership of the land underlying the new homes and sell the improvements to low-income buyers. When those buyers decide to move out, they’ll split any equity they may have built with the land trust, which will then sell the house to another low-income buyer.

Meleny Thomas, executive director of the South Baltimore Community Land Trust, says the group is hoping to find buyers “that have roots in Baltimore city and understand the true beauty that we have here.”

“We hear so much negativity about Baltimore, but there’s some amazing things going on,” Thomas says. “And we want to make sure that our residents and the community can partake in what is happening.”

One of the “amazing things” happening in Baltimore is the evolution of the South Baltimore Community Land Trust itself, and other groups like it. Some of the land trust’s members got their start in activism as early as high school, organizing to prevent a new trash incinerator from being built in Curtis Bay. Over time, working with groups like United Workers, those organizers translated their efforts into a broader vision for “development without displacement” in communities like Curtis



Bay. They were instrumental in campaigning to create the city’s new Affordable Housing Trust Fund, and later pressuring the city to put money into it. Those efforts are starting to show returns. Last month, the Baltimore Department of Housing and Community Development announced that it was awarding \$2.25 million to three community land trusts, SBCLT among them, to support the development of 26 new units of housing. It’s the Trust Fund’s first award to community land trusts in Baltimore. And though the awards are modest, Thomas says, they directly support the improvement of the communities that helped create them.

“The reason grants like these are vital to community land trusts is because the subsidy is never wasted, but stays with the home to preserve and create long-term affordability,” Thomas says.

In addition to community land trusts, the Affordable Housing Trust Fund has so far helped to support construction and preservation of rental housing and inclusionary housing in multifamily projects. All of its awards are aimed at serving families that earn less than half of AMI, which, for Baltimore, equates to a cap of \$52,000 a year for a family of four.

Implementation Committee & Residents' Forums

The North Central Steering Committee, convened to provide directed input and guidance in the development of the North Central Vision Action Plan, is comprised key North Central residents who have the ear of the broader community, as well as key community partners and stakeholders who can be instrumental in implementation of the North Central Plan. As this Plan moves into implementation, a new North Central Implementation Committee should be established.

The Implementation Committee should utilize existing capacity and expertise of some of the Steering Committee members, and bring on new capacity and partnerships with potential implementors. Recommended North Central Implementation Committee tasks include:

- » Hold quarterly Implementation Steering Committee meetings over the course of five (5) years to identify implementation actions, funding sources, partnerships, outreach, and other initiatives to advance implementation of the North Central Vision Action Plan.
- » Hold quarterly Community Forums to elevate the voices of all North Central residents.
- » Lead organizational initiatives including the development of community-based committees, task forces, and application to community stakeholders and other funding partners for program funding.
- » Coordinate with the new North Central CBDO, existing community housing development organizations, and other Implementation Partners.

Resident Committees & Task Forces

During the course of the North Central planning process, ideas for the formation of standing resident committees emerged. Three (3) committees are recommended to be convened:

1. Residents' Council forum;
2. Community Safety Committee; and
3. Beautification Committee.

These committees will work with the North Central CBDO, Implementation Steering Committee, City of St. Louis, and other implementation partners. These committees will also serve as the primary liaison between North Central residents and City of St. Louis staff and representatives. The goal of these committees and task forces is to develop community-based initiatives, conduct community outreach, and build local capacity for grassroots community improvement.

City-wide & Regional Plan Alignment

The North Central Vision Action Plan is built around the guiding principles of Equity at the Center, Asset-based Revitalization, and Holistic Sustainability. These principles are aligned with the City of St. Louis' current approach to neighborhood planning, and they result in close coordination with numerous adopted City-wide plans and other regional plans and studies that underpin the City's neighborhood planning approach.

Furthermore, City of St. Louis Neighborhood and Topical Plans must achieve minimum requirements of alignment with these other plans. Required plans for alignment include:

ADOPTED CITY OF ST. LOUIS PLANS

- » City of St. Louis Sustainability Plan
- » Vision 2030 Equitable Economic Development Strategy
- » Strategic Land Use Plan

OTHER CITY-WIDE & REGIONAL PLANS AND REPORTS

- » Forward Through Ferguson Report
- » Great Rivers Greenway Citizen-Driven Regional Plan
- » East-West Gateway Connected 2045
- » OneSTL Plan for Regional Sustainability
- » Metro – Moving Transit Forward
- » Community Health Improvement Plan
- » Citywide Market Value Analysis (MVA)
- » GeoFutures Strategic Report
- » Equity Indicators Baseline Report

On the following pages, a detailed assessment is provided of the alignment of the North Central Vision Action Plan with the required plans for alignment. Each of the North Central Plan's 12 *Goals* is evaluated according to each of the 12 listed plans, and alignment with those plans is indicated on the following tables.

Additionally, each of the North Central Plan's 58 *Strategies* is further assessed for alignment with the nine (9) Equity Indicators articulated in the 2018 Equity Indicators Baseline Report. This assessment ensure that the North Central Vision Action Plan does position Equity at the Center..

City-wide & Regional Plan Alignment

	Adopted City-wide Plans			Non-Adopted City-wide & Regional Plans & Reports									Equity Indicators Baseline Report - Equity Indicators									
	City of St. Louis Sustainability Plan	Equitable Economic Development Strategy	Strategic Land Use Plan of the St. Louis Forward	Forward Through Ferguson Report	Great Rivers Greenway Citizen-Driven Regional Plan	East-West Gateway Connected 2045	OneSTL	Metro - Moving Transit Forward	Community Health Improvement Plan	Citywide Market Value Analysis	GeoFutures Strategic Report	Equity Indicators Baseline Report	Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
Goal 1: Respect, celebrate, and build upon the diverse history of North Central.	✓	✓	-	✓	✓	-	✓	-	-	✓	-	✓										
1.1: Document the community history and assets of the neighborhood.																		○				
1.2: Identify and preserve the existing significant historical architectural and cultural resources of the neighborhood in future developments.																○	○					
1.3: Develop community and educational programs around the local history and culture of North Central.															○	○					○	

CITY WIDE PLANS:

✓ Direct Alignment

EQUITY INDICATORS

● Direct Alignment

○ Secondary Alignment

City-wide & Regional Plan Alignment

	Adopted City-wide Plans			Non-Adopted City-wide & Regional Plans & Reports									Equity Indicators Baseline Report - Equity Indicators										
	City of St. Louis Sustainability Plan	Equitable Economic Development Strategy	Strategic Land Use Plan of the St. Louis Forward	Forward Through Ferguson Report	Great Rivers Greenway Citizen-Driven Regional Plan	East-West Gateway Connected 2045	OneSTL	Metro - Moving Transit Forward	Community Health Improvement Plan	Citywide Market Value Analysis	GeoFutures Strategic Report	Equity Indicators Baseline Report	Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement		
Goal 2: Create whole, healthy, and vibrant neighborhoods.	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	-	✓											
2.1: Achieve and maintain a sustainable, transit-supporting mix of land-uses that balances housing types with the opportunity to support close proximity to transit, employment, and community and commercial facilities.																●	●	○			○		
2.2: New development, both residential and commercial, should reinforce the strengths of existing neighborhoods, combining new construction with rehabilitation to create a series of distinct places.																○	○	○			○		
2.3: Increase access to and the number of high-quality public parks, community gardens, school yards, and outdoor recreation amenities and connect and integrate with the existing parks and the Hodiamont Greenway and Brickline Greenway.																	●	●			○		
2.4: Create an integrated network of safe, comfortable, and walkable streets connecting parks, greenways, schools, and community gathering places, neighborhood centers and amenities.																○	●	●		○	○		
2.5: Develop connected, distinctive walkable districts with identifiable centers, edges, and gateways.																	○	○			○		
2.6: Create a Beautification Committee, under the umbrella of the Community-Based Development Organization (Strategy 11.1), to monitor and assist in the maintenance and beautification of North Central.																	●	○			○		
2.7: Build for sustainable, resilient, and just policies in future developments.																○	○	○		○	●		
2.8: Support social infrastructure and civic engagement for residents through physical design and programming.														○	○	○	○				○		

City-wide & Regional Plan Alignment

	Adopted City-wide Plans			Non-Adopted City-wide & Regional Plans & Reports								Equity Indicators Baseline Report - Equity Indicators									
	City of St. Louis Sustainability Plan	Equitable Economic Development Strategy	Strategic Land Use Plan of the St. Louis Forward	Forward Through Ferguson Report	Great Rivers Greenway Citizen-Driven Regional Plan	East-West Gateway Connected 2045	OneSTL	Metro - Moving Transit Forward	Community Health Improvement Plan	Citywide Market Value Analysis	GeoFutures Strategic Report	Equity Indicators Baseline Report	Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement
Goal 3: Rehab homes and provide a diversity of new infill homes.	✓	✓	✓	✓	✓	-	✓	-	-	✓	-	✓									
3.1: Provide a diversity of housing types in North Central, including apartments for young adults and couples; homes for families; and accessible, easy-to-maintain houses for seniors aging in place.													○		○	●	●	○			○
3.2: Connect qualified local developers with rehab opportunities.																●	○			○	
3.3: Facilitate construction of new infill housing on vacant land.																●	●	●			○
3.4: Deploy resources to residents for home renovations and repairs.														○	●					○	

CITY WIDE PLANS:

✓ Direct Alignment

EQUITY INDICATORS

● Direct Alignment

○ Secondary Alignment

City-wide & Regional Plan Alignment

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Goal 4: Promote and support the creation and retention of viable community businesses and creative arts industries, and promote entrepreneurship.	✓	✓	✓	✓	-	-	✓	-	-	✓	-	✓										
4.1: Develop creative-arts industries and local employment opportunities in partnership with the Grand Center Arts District.																●	●	○				
4.2: Revitalize existing commercial corridors and nodes with high-quality, community-supporting development.																●	●				○	
4.3: Leverage North Central locations for local business start-ups, including business incubators and live-work spaces.																●	●					
4.4: Work with local institutions and funders on programs that support North Central businesses and entrepreneurs.																●	○	○			○	
4.5: Establish community-based training and entrepreneurship programs, focusing a comprehensive range of skills.																●	○	○			○	

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Goal 5: Improve neighborhood safety for all residents and visitors.	✓	-	-	✓	✓	✓	✓	-	-	✓	-	✓										
5.1: Establish a resident-led committee and platform to re-envision public safety in North Central.													○				○	●	●	○	○	
5.2: Improve neighborhood safety through both physical improvements and enhanced relationships among residents.													○		○	○	○	●	○	○	○	
5.3: Streets are the focus of community life and should be designed to be safe for pedestrians, bicyclists, and drivers alike, and encourage civic engagement.																		●	○	○	○	
5.4: Strengthen coordination between neighborhood organizations in North Central.																			○	○	●	
5.5: Decrease overall crime rates in North Central.													○					●	○	○	○	

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Goal 6: Support and assist North Central residents to remain in place and build wealth and social capital.	✓	✓	✓	✓	-	-	✓	-	-	✓	-	✓										
6.1: Provide personal banking resources for residents.													○			●	○					
6.2: Incentivize inclusionary zoning in future development.																●	●					
6.3: Attract resources to provide support for community residents and property owners.																●	●	○				
6.4: Promote and incentivize increased homeownership in North Central.																●	○	○				
6.5: Partner with community development financial institutions (CDFIs) for Plan implementation.													○			○	○					

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Goal 7: Connect and engage residents of all ages to sustainable employment and community services.	✓	✓	✓	✓	-	✓	✓	✓	-	✓	-	✓										
7.1: Improve accessibility and reduce commuting time between North Central and major employment and retail centers.														○		○	●				○	
7.2: Support the development of commercially-viable mixed-use corridors and neighborhood centers.																○	●				○	
7.3: Facilitate development of local retail and commercial amenities.																●	○				○	
7.4: Engage with regional partners to reduce racial and geographic disparities according to the St. Louis Equity Indicators Baseline Report.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	

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Goal 8: Attract and provide access to high-quality recreational, educational, health, and cultural amenities and programs.	✓	-	✓	✓	-	-	✓	-	✓	✓	-	✓										
8.1: Civic institutions such as schools and churches should have dignified settings and be integrated into their surroundings.																		○				
8.2: Create a health and wellness district around Cochrane VA Medical Center and other existing healthcare facilities.													○			○	○	●				
8.3: Enhance support and private and public financial resources for schools within and around North Central.													○	○	○							
8.4: Consider the feasibility of developing a community center in North Central or partnering with existing centers to provide affordable access.															●		○					
8.5: Implement comprehensive, year-round community programs for youth, seniors, and families.															●					○		
8.6: Make existing arts and cultural amenities more accessible to North Central residents.																						
8.7: Provide resources that helps each child in North Central to flourish.													●	●	●					○		

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Goal 9: Improve and enhance public infrastructure and public services.	✓	✓	-	✓	✓	-	✓	✓	-	✓	-	✓									
9.1: Improve access to and quality of service to public transit services.													○				●				
9.2: Improve the quality, coverage, and accessibility to broadband and internet services.													○	○			○	○			●
9.3: Ensure that streets, sidewalks, and vacant lots are well-maintained.																	●				
9.4: Eliminate illegal dumping																	●				
9.5: Improve the maintenance and cleanup of alleys and vacant land.																	●				
9.6: Improve the quality and quantity of trees on public land.																	●				

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Goal 10: Establish clear communication and accountability with the City of St. Louis.	✓	✓	-	✓	-	-	✓	-	-	-	-	✓									
10.1: Improve the proactivity, responsiveness of, and resources for City services in North Central.																	●		○	○	●
10.2: Provide educational resources on residents' rights and responsibilities.																			○	●	●
10.3: Enhance high levels of engagement between residents and City officials.																					●

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Goal 11: Create a participatory decision-making process for residents to guide the future of the community.	-	✓	-	✓	-	-	✓	-	-	✓	-	✓										
11.1: Establish a community-based development organization and funding sources for implementation of the North Central Plan and ongoing community-led development.													○		○	○	○	○		○	●	
11.2: Establish a Residents' Council to engage with and serve as a forum for community residents; and to serve as a liaison between residents and the City of St. Louis.																					●	
11.3: 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.													○		○	○	○	○		○	●	

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Goal 12: Ensure a just, equitable, inclusive, resilient, and sustainable future for the North Central community.	✓	✓	-	✓	-	✓	✓	✓	-	✓	✓	✓										
12.1: Provide free or very low-cost community-wide internet access in North Central through neighborhood Wi-Fi hotspots to create a smart community.													○	○	○						●	
12.2: Improve North Central property values.																●	●					
12.3: Enhance the environmental quality of North Central.																	○	●				
12.4: Provide equitable mobility opportunities for all North Central residents, regardless of age, income, or ability.																○						
12.5: Expand neighborhood participation and representation in the civic process.																			○	○	●	

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Conclusion

The North Central Vision Action Plan is built around the guiding principles of Equity at the Center, Asset-based Revitalization, and Holistic Sustainability. The North Central Vision Action Plan is of and for the North Central community, developed in response to the community's needs, wants, desires, and vision for their future. The Plan also works to both further City-wide values for equitable and sustainable economic development and revitalization, and to advance the achievement of these values with the North Central community.

EQUITY AT THE CENTER

The North Central Plan is rooted in the value that all people deserve dignity, respect, and an equal opportunity to have an excellent quality of life. As with many communities of color, North Central has been harmed by policies and attitudes that have removed this opportunity residents. The North Central Plan aims to restore these lost opportunities and empower the community to chart our own future and to thrive.

ASSET-BASED REVITALIZATION

Successful implementation must build upon existing strengths. Despite its historical and current struggles, North Central is a community with numerous assets—not least of which are the people who proudly call the North Central neighborhoods home. By leveraging these existing assets and resources, the community is positioned to build from strength and achieve a vibrant and vital future that is of and for the community.

HOLISTICALLY SUSTAINABLE

Triple-bottom-line sustainability, focusing on the health and achievement of residents, the quality of the physical environment, and the economic empowerment of all people to build wealth and social capital—people, place, and prosperity—is the benchmark by which the North Central Plan is conceived. Woven throughout the Plan, every initiative presented is designed to achieve holistic, authentic, and long-term sustainability.



The North Central Vision Action Plan is an ambitious, community-led vision encompassing over 600 acres and tens of millions of dollars in public /private partnerships; public capital projects; and private redevelopment investments—all facilitated through new programming, operations, events, policies, and governance initiatives. The North Central Implementation Plan summarizes the key priorities of the plan—as described by community residents—and the actions to be taken by community partners, North Central residents, the City of St. Louis, and other regional stakeholders.

These actions have been identified to orchestrate development, capital expenditures, policy decisions, and programs in a coordinated way that overcomes existing barriers and maximizes the value of each investment. It is only through careful coordination and sustained hard work that the North Central Vision Action Plan will result in the equitable and sustainable realization of the community's vision for North Central's future.



04

IMPLEMENTATION PLAN



Implementation Challenges & Opportunities

The North Central neighborhoods face several long-standing challenges to implementation of this plan. These include:

- » Extremely high rates of vacancy—primarily vacant lots—that depress any natural market for new development, especially for small developers or owners wishing to develop only a single home or several homes.
- » Generally poor physical quality and appearance of the neighborhoods, including overgrown lots; derelict buildings; illegal dumping of trash; and crumbling streets, alleys, and sidewalks, all of which contribute to negative perceptions for both visitors and residents.
- » Limited resources from the City of St. Louis for public works improvements and ongoing repair and maintenance.
- » A historic lack of single organization of residents and stakeholders, covering the entirety of North Central and working together on the common goal of community revitalization.

These challenges are not unique to North Central. Many communities in the City face the long-term effects of disinvestment and the inequality of past policies and practices—including red-lining. There is also a significant regional stigma that these communities have to overcome to be broadly seen as places in which it is safe to invest.

These challenges are amplified by an increasingly acute lack of City resources. The City's population and tax base has continued to shrink as the City's infrastructure has gotten older and in more need of repair. It is imperative that the North Central community must organize to present "unified front" that is inclusive of all residents' voices, and must advocate for itself to get North Central's fair share of resources and demand accountability from City of St. Louis.

It is equally-important that the community work with and leverage the investment of significant regional institutions and assets in and around North Central. Institutions like Grand Center, Inc., Saint Louis University, Ranken Tech, Harris-Stowe, and other can provide or facilitate local, community-driven, private sector investments in implementation that are mutually-beneficial to both the community and the investing institutions. These kinds of partnerships—between the community, the City, and private institutions—are the hallmark of many of the City of St. Louis' most vibrant and successful neighborhoods.

The implementation plan, highlighted herein, is structured to work within these acknowledged challenges and build capacity for community-based, community-driven implementation.



Early Action Items

Identification and successful completion of several early action items will be key to setting the stage for implementation. The reason for this is three-fold: first, it will establish essential community frameworks and organization to build capacity for continued, ongoing implementation efforts. Second, it will help attract investment to the North Central community from regional and community development partners that is critical to achieving this Plan. Lastly, it will demonstrate to the residents of the North Central community that they can, in fact, become the agents of the change they seek.

In order to successfully begin implementation of the North Central Vision Action Plan, the following early action items should be completed by community members and our partners:

1. **Establish a new North Central Implementation Steering Committee** to provide a forum for continued community engagement.
2. **Build community capacity** by establishing a community-based development organization (CBDO) and other community-based organizations to guide and facilitate implementation.

3. **Achieve adoption of the Plan by the City of St. Louis** as a Topical Plan.
4. **Establish an ongoing outcome reporting and management system** to track progress.
5. **Establish a community-based wireless mesh broadband network** in the North Central neighborhoods to provide free or very-low-cost internet access and smart community infrastructure.

Successful completion of these early action items will achieve important milestones in the implementation of the North Central Plan. Furthermore, these actions will address key implementation priorities identified by the North Central Steering Committee during the planning process.

These early action items are presented in detail on the following pages. All early action items should be completed no more than 24 months after approval of the Plan by the North Central Steering Committee, and some should be completed within 12 months.

Building Capacity

In order to overcome the challenges outlined above, the Implementation Plan proposes three (3) key capacity-building and organization initiatives. These initiatives should be completed within 12 months of approval of the North Central Vision Action Plan by the Steering Committee to form the foundation of implementation.

IMPLEMENTATION COMMITTEE

The North Central Steering Committee, convened to provide directed input and guidance in the development of the North Central Vision Action Plan, is comprised key North Central residents who have the ear of the broader community, as well as key community partners and stakeholders who can be instrumental in implementation of the North Central Plan. This Steering Committee will disband after the completion of the Plan.

As this Plan moves into implementation, a new North Central Implementation Committee should be established. The Implementation Committee should utilize existing capacity and expertise of some of the Steering Committee members, and bring on new capacity and partnerships with potential implementors. The North Central Implementation Committee should be established according to the following framework:

1. Formation of a new North Central Implementation Committee:

- » The Implementation Committee should stand for a minimum term of five (5) years;
- » Participation of existing Steering Committee members, should they wish to continue, should be confirmed through a new covenant for a finite term (1 year minimum is recommended), and replacement members should be identified;
- » Additional Implementation Committee members should be identified and invited to attend, as necessary; and

» Committee membership should evolve as necessary over the course of five (5) years.

2. Hold quarterly Implementation Steering Committee meetings over the course of five (5) years to identify implementation actions, funding sources, partnerships, outreach, and other initiatives to advance implementation of the North Central Vision Action Plan.
3. Hold quarterly Community Forums to elevate the voices of all North Central residents.
4. Lead organizational initiatives including the development of community-based committees, task forces, and application to community stakeholders and other funding partners for program funding.
5. Coordinate with the new North Central CBDO, existing community housing development organizations, and other Implementation Partners.

The formation of the North Central Implementation Committee should begin after the approval of the North Central Vision Action Plan, at the final Steering Committee Meeting. The first Implementation Committee Meeting should be held within three (3) months of the Committee's formation.

COMMUNITY-BASED DEVELOPMENT ORGANIZATION

Successful implementation of the North Central Vision Action Plan is dependant on a community-based and locally-accountable entity whose sole goal and focus—the thing that they wake up every morning and think about—is achieving the North Central Plan’s recommendations and initiatives. This role is best filled through a North Central-specific community-based development organization (CBDO).

Sometimes referred to as a community development corporation, a CBDO is non-profit corporation with staff, operating under a representative governing body or board. CBDOs are empowered to receive funding from a variety of sources, including: membership and developer fees, sponsoring organizations, and grants. CBDO requirements and options are described in detail in Chapter 3, the *North Central Community Revitalization Action Plan*.

In order to minimize start-up time, cost, and build upon existing organizational experience and capacity, the community should consider instituting the North Central CBDO in partnership with the Deaconess Center for Child Well-Being, or another non-profit located and working in the North Central neighborhoods. Instituting the North Central CBDO should, at a minimum, include:

1. The position of an Executive Director, salaried through one or more funding commitment(s) from community partners, to share office space, administrative, and logistical resources with the Deaconess Center or another non-profit.
 - » The Executive Director shall work exclusively within the boundary of the North Central Plan area on implementation of the North Central Vision Action Plan;
 - » The Executive Director will have access to the existing staff and organizational capacity of the partnering non-profit for support;

- » The Executive Director will operate from the non-profit’s office, in the North Central Plan area;

- » At such time that dedicated office space is available in the North Central Plan area, CBDO shall relocate to that space.

2. The position of one (1) part-time community development specialist to work on the North Central Vision Action Plan; to be funded by grant funding from City of St. Louis, for a term of three (3) years.

During this initial term, the North Central CBDO should be developed into a funded, permanent organization. Additional capacity and staff should be brought on board as dictated by responsibilities and funding availability. Establishment of the North Central CBDO should occur within 12 months of approval of the Plan by the North Central Steering Committee.

RESIDENT COMMITTEES & TASK FORCES

During the course of the North Central planning process, ideas for the formation of standing resident committees emerged. Three (3) committees are recommended to be convened:

1. Residents’ Council forum;
2. Community Safety Committee; and
3. Beautification Committee.

These committees will work with the North Central CBDO, Implementation Steering Committee, City of St. Louis, and other implementation partners. The goal of these task forces is to develop community-based initiatives, conduct community outreach, and build local capacity for grassroots community improvement.

The North Central Implementation Steering Committee should work with North Central residents to convene the these Resident Committees within 12 months of approval of the Plan.

Plan Adoption by the City of St. Louis

One of the core objectives of the North Central Vision Action Plan is to have the plan adopted by the City of St. Louis Topical Plan. Adoption of the Plan by the City has several key benefits for implementation success:

- » The Plan becomes an official document of the Planning & Urban Design Agency of the City of St. Louis.
- » The Plan becomes a reference for the Planning & Urban Design Agency and the Planning Commission, used in the review of development proposals and other planning reviews.
- » The Plan will serve as the starting point for a new neighborhood plan, to be completed in partnership with the Planning & Urban Design Agency through the City's new neighborhood planning initiative.

The North Central Steering Committee and the Planning Team have been engaged with the City of St. Louis Planning and Urban Design Agency throughout the planning process. A projected adoption schedule has been jointly developed with the City, which will proceed following approval of the North Central Vision Action Plan by the North Central Steering Committee.

Outcome Management Reporting

In order to maintain accountability, track progress, and publicize the successes of North Central Vision Action Plan, the community—in partnership with the Deaconess Center for Child Well-Being, should develop an outcome reporting and management system and North Central community Dashboard to track implementation of the Plan. This outcome reporting system and community Dashboard should be established and regularly updated for a minimum of five (5) years.

In addition, outcome management and reporting should be automatically extended to match the activity period of any potential future grants or implementation projects.

Establishing the five (5) year Outcome Management Reporting process should be completed within 12 months of approval of the Plan.

Wireless Broadband Mesh Network

A characteristic of many disadvantaged communities, the digital divide—the lack of access to internet service, technology, and computer literacy—is a major factor in persistent, multigenerational poverty. Without access to computers, broadband internet service, and the skills to effectively utilize these tools and services, households are at a continuous disadvantage in accessing basic elementary and secondary education resources; healthcare services; job-readiness and training opportunities; and other basic social services.

This disadvantage often results in a pervasive spiral of poor educational outcomes, poor community health, economic marginalization, and community disinvestment. These challenges have been amplified over the past 14 months during the COVID-19 pandemic. With many schools, organizations, and institutions closed or facing severely-restricted in-person gathering, many day-to-day social functions that we take for granted have moved to online, virtual participation. Without the ability to effectively access technology and the internet, households have been effectively cut-off from society.

Free or very-low-cost broadband internet service can be provided independently—on a community-driven basis—through the development of a wireless mesh broadband network. An example of this system is the former WasabiNet system, a community-based mesh network that formerly served portions of the Gravois Park, Benton Park West, and Marine Villa neighborhoods in South St. Louis. Though no longer in operation, WasabiNet provides informational resources for establishing a community wireless mesh network at <http://gowasabi.net>.

Establishment of a wireless broadband mesh network for North Central should occur within 24 months of approval of the Plan.

Implementation Matrix

As detailed in the *Community Action Plan*, implementation of the North Central Vision Action Plan will be driven by 58 measurable, community development *Strategies* supported by over 215 specific *Action Items*. These Strategies and Actions fulfill the 12 North Central Goals and contribute to achieving the three (3) Community Revitalization Principles, described in detail in the North Central *Community Revitalization Action Plan*.

The Implementation Matrix, presented on the following pages, indicates the recommended timeframe in which each Strategy is completed. Alignment of the Goals and Strategies with other City- and region-wide plans and initiatives is presented in Chapter 3, the North Central *Community Revitalization Action Plan*.

Implementation Priorities

SHORT-TERM PRIORITIES (1 to 3 years)

1. Establish a Residents' Council to engage with and serve as a forum for community residents; and to serve as a liaison between residents and the City of St. Louis.
2. Establish a certified Community-Based Development Organization (CBDO; also known as a CDC) to lead implementation of the Plan; secure CDBG grant funding; and access other sources of funding, including dues, donations, grants, and assessments.
3. Establish a community-based, volunteer organization to regularly clean up alleys and vacant lots; mow vacant lots; and other community beautification activities.
4. Provide free or very low-cost community-wide internet access in North Central through neighborhood Wi-Fi hotspots.
5. Create a Community Safety Committee to improve public safety in North Central.
6. Establish a Community Housing Development Organization (CHDO)—that is accountable to the community—and ongoing funding source to purchase land-bank vacant lots and derelict buildings.
7. Building upon the City's Emergency Home Repair grant program, secure and deploy resources to North Central residents for emergency home repairs and small home improvement projects (under \$5,000); resources can be deployed as grants for emergency repairs and a low-interest or no-interest loans for qualifying low- to medium-income households.

MEDIUM-TERM PRIORITIES (4 to 10 years)

8. Facilitate rehab of existing buildings by connecting qualified local developers with rehab opportunities
9. Facilitate development of new infill housing by acquiring vacant property and issuing Requests for Proposals (RFPs) for developers.
10. Work with neighboring institutions (like Ranken Tech) and local incubators (like TRex and Launch-code) to build job skills and entrepreneurship capacity among North Central residents.
11. Develop a community history project to discover and preserve the cultural history—especially African-American history—of Delmar Boulevard; North Central neighborhoods and churches; Grand Center; and other assets and utilize this history in neighborhood revitalization efforts.

LONG-TERM PRIORITIES (More than 10 years)

12. Improve the greening and walkability of North Central through the Brickline Greenway and Hodiamont Greenways linear parks, in partnership with Great Rivers Greenway.
13. Provide a diversity of housing types in North Central, including apartments for young adults and couples; homes for families; and accessible, easy-to-maintain houses for seniors aging in place.
14. Support the development of high-quality community retail and services businesses within the local commercial nodes of MLK Plaza and Lindell Marketplace.
15. Create a health and wellness district around Cochrane VA Medical Center and other existing health-care facilities.
16. Support creation of a commercially-viable and vibrant mixed-use corridors along Dr. MLK Jr. Drive.

Implementation Matrix

	Implementation Timeframe		Implementation Timeframe
Goal 1: Respect, celebrate, and build upon the diverse history of North Central.		Goal 3: Rehab homes and provide a diversity of new infill homes.	
1.1: Document the community history and assets of the neighborhood.	●	3.1: Provide a diversity of housing types in North Central, including apartments for young adults and couples; homes for families; and accessible, easy-to-maintain houses for seniors aging in place.	●
1.2: Identify and preserve the existing significant historical architectural and cultural resources of the neighborhood in future developments.	●	3.2: Connect qualified local developers with rehab opportunities.	●
1.3: Develop community and educational programs around the local history and culture of North Central.	●	3.3: Facilitate construction of new infill housing on vacant land.	●
Goal 2: Create whole, healthy, and vibrant neighborhoods.		3.4: Deploy resources to residents for home renovations and repairs.	●
2.1: Achieve and maintain a sustainable, transit-supporting mix of land-uses that balances housing types with the opportunity to support close proximity to transit, employment, and community and commercial facilities.	●	Goal 4: Promote and support the creation and retention of viable community businesses and creative arts industries, and promote entrepreneurship.	
2.2: New development, both residential and commercial, should reinforce the strengths of existing neighborhoods, combining new construction with rehabilitation to create a series of distinct places.	●	4.1: Develop creative-arts industries and local employment opportunities in partnership with the Grand Center Arts District.	●
2.3: Increase access to and the number of high-quality public parks, community gardens, school yards, and outdoor recreation amenities and connect and integrate with the existing parks and the Hodiamont Greenway and Brickline Greenway.	●	4.2: Revitalize existing commercial corridors and nodes with high-quality, community-supporting development.	●
2.4: Create an integrated network of safe, comfortable, and walkable streets connecting parks, greenways, schools, and community gathering places, neighborhood centers and amenities.	●	4.3: Leverage North Central locations for local business start-ups, including business incubators and live-work spaces.	●
2.5: Develop connected, distinctive walkable districts with identifiable centers, edges, and gateways.	●	4.4: Work with local institutions and funders on programs that support North Central businesses and entrepreneurs.	●
2.6: Create a Beautification Committee, under the umbrella of the Community-Based Development Organization (Strategy 11.1), to monitor and assist in the maintenance and beautification of North Central.	●	4.5: Establish community-based training and entrepreneurship programs, focusing a comprehensive range of skills.	●
2.7: Build for sustainable, resilient, and just policies in future developments.	●		
2.8: Support social infrastructure and civic engagement for residents through physical design and programming.	●		

TIMEFRAMES

- Short Term
- Mid Term
- Long Term

Implementation Matrix

	Implementation Timeframe		Implementation Timeframe
Goal 5: Improve neighborhood safety for all residents and visitors.		Goal 7: Connect and engage residents of all ages to sustainable employment and community services.	
5.1: Establish a resident-led committee and platform to re-envision public safety in North Central.	●	7.1: Improve accessibility and reduce commuting time between North Central and major employment and retail centers.	●
5.2: Improve neighborhood safety through both physical improvements and enhanced relationships among residents.	●	7.2: Support the development of commercially-viable mixed-use corridors and neighborhood centers.	●
5.3: Streets are the focus of community life and should be designed to be safe for pedestrians, bicyclists, and drivers alike, and encourage civic engagement.	●	7.3: Facilitate development of local retail and commercial amenities.	●
5.4: Strengthen coordination between neighborhood organizations in North Central.	●	7.4: Engage with regional partners to reduce racial and geographic disparities according to the St. Louis Equity Indicators Baseline Report.	●
5.5: Decrease overall crime rates in North Central.	●	Goal 8: Attract and provide access to high-quality recreational, educational, health, and cultural amenities and programs.	
Goal 6: Support and assist North Central residents to remain in place and build wealth and social capital, and promote entrepreneurship.		8.1: Civic institutions such as schools and churches should have dignified settings and be integrated into their surroundings.	●
6.1: Provide personal banking resources for residents.	●	8.2: Create a health and wellness district around Cochrane VA Medical Center and other existing healthcare facilities.	●
6.2: Incentivize inclusionary zoning in future development.	●	8.3: Enhance support and private and public financial resources for schools within and around North Central.	●
6.3: Attract resources to provide support for community residents and property owners.	●	8.4: Consider the feasibility of developing a community center in North Central or partnering with existing centers to provide affordable access.	●
6.4: Promote and incentivize increased homeownership in North Central.	●	8.5: Implement comprehensive, year-round community programs for youth, seniors, and families.	●
6.5: Partner with community development financial institutions (CDFIs) for Plan implementation.	●	8.6: Make existing arts and cultural amenities more accessible to North Central residents.	●
		8.7: Provide resources that helps each child in North Central to flourish.	●

TIMEFRAMES

- Short Term
- Mid Term
- Long Term

	Implementation Timeframe
Goal 9: Improve and enhance public infrastructure and public services.	
9.1: Improve access to and quality of service to public transit services.	●
9.2: Improve the quality, coverage, and accessibility to broadband and internet services.	●
9.3: Ensure that streets, sidewalks, and vacant lots are well-maintained.	●
9.4: Eliminate illegal dumping	●
9.5: Improve the maintenance and cleanup of alleys and vacant land.	●
9.6: Improve the quality and quantity of trees on public land.	●
Goal 10: Establish clear communication and accountability with the City of St. Louis.	
10.1: Improve the proactivity, responsiveness of, and resources for City services in North Central for City services in North Central.	●
10.2: Provide educational resources on residents' rights and responsibilities.	●
10.3: Enhance high levels of engagement between residents and City officials.	●

	Implementation Timeframe
Goal 11: Create a participatory decision-making process for residents to guide the future of the community.	
11.1: Establish a community-based development organization and funding sources for implementation of the North Central Plan and ongoing community-led development for City services in North Central.	●
11.2: Establish a Residents' Council to engage with and serve as a forum for community residents; and to serve as a liaison between residents and the City of St. Louis.	●
11.3: 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.	●
Goal 12: Ensure a just, equitable, inclusive, resilient, and sustainable future for the North Central community.	
12.1: Provide free or very low-cost community-wide internet access in North Central through neighborhood Wi-Fi hotspots to create a smart community.	●
12.2: Improve North Central property values.	●
12.3: Enhance the environmental quality of North Central.	●
12.4: Provide equitable mobility opportunities for all North Central residents, regardless of age, income, or ability.	●
12.5: Expand neighborhood participation and representation in the civic process.	●

TIMEFRAMES

- Short Term
- Mid Term
- Long Term

Confidential

IMPLEMENTATION APPENDIX: COMMUNITY ACTION PLAN

How to Use the Community Action Plan

The Community Action Plan is designed to be used by a broad audience, including local service providers, institutions, foundations, grant writers, and—most importantly—members of the North Central community. This Action Plan outlines a series of clear activities and potential resources, enabling the community to make this plan their own. The Community Action Plan is a toolkit that democratizes development, facilitating a multitude of partners to begin incrementally working to achieve the Vision and Goals of the North Central community.

The outline and structure of the Community Action Plan, with descriptions for each element, are presented on the facing page. They consist of:

- » A series of 12 **Goals**. These Goals outline thematic achievements that are necessary to fulfill the North Central Vision and Core Values and address the key community opportunities and aspiration raised during the planning process.
- » Specific, measurable **Strategies** describing programming, policy, and capital project initiatives, that will assist in achieving each Goal.
- » Detailed **Action Items** that describe partners, existing resources, and step-by-step activities to undertake.

Utilizing this structure, the Community Action Plan provides actionable steps to advance implementation of the Plan and achieve the Vision for the North Central community on day one. Community residents and communities partners are strongly encouraged to take on a strategy on their own. Talk with your neighbors, meet with community partners, meet with your Alderperson and Neighborhood Improvement Specialist (NIS) and identify the steps that you would like to take to bring this plan to fruition!

Equity Indicators Baseline
Report - Equity Indicators

This diagram shows alignment of the strategy with the City of St. Louis Equity Indicators Baseline Report.

Child Well-being	Education Quality	Education Attainment	Financial Empowerment	Neighborhood Safety	Health and Safety	Policy	Cultural Reform	Civic Engagement

CRITERIA

Strategy Type:	Each strategy is classified as one of more of the following: Program, Policy, Partnership, Operation, Capital, and Funding.
Timeline:	Length of time for appropriate action. Short-Term: 0-5 Years; Mid-Term: 6-10 Years; and Long-Term: 10+ Years
Lead Partner:	Identifies the major participants in implementation activities.
Funding Source:	Identifies the primary funding source type; specific sources of funding will be identified during implementation.
Indicator:	Identifies what should be measured to assess the impact of actions.
Benchmark:	The existing conditions of the identified indicator; recorded to determine the baseline for measuring progress.
Target:	The goal that the indicator should reach within the specified timeline. This should be assessed throughout implementation.

Strategy X.1: The **Strategy** is a measurable, implementable, and goal-oriented initiative that address one or more aspects of the over-arching **Objective**.

- Action Item X.1.1:** Each **Strategy** is supported by one or more **Action Items**, which describes the specific steps and activities that will achieve the Strategy. Action Items utilize and build upon existing resources and capacity in the North Central community and surrounding region to maximize the chances for success, including:
 - » Identifying **North Central Plan partner organizations** to participate in implementation activities;
 - » Identifying **other local and regional organizations and institutions** with relevant expertise and/or capacity to participate in implementation activities;
 - » Identifying **existing programs and/or funding sources** that are directly applicable to fund implementation activities; and
 - » Identifying **model programs and/or funding sources** that can fill gaps in existing local resources.

This table outlines the specific criteria of each Strategy.

The Strategies and Action Items describe in detail the activities to achieve each Objective.

1. Respect, celebrate, and build upon the diverse history of North Central.

The North Central neighborhoods have a rich and multi-cultural history. Through decades of neglect, disinvestment, and attempts at urban renewal, much of this history has been forgotten by the broader community. Rediscovering and preserving this history as a framework for community revitalization is critical to North Central's future.

Strategy 1.1: Document the community history and assets of the neighborhood.

Strategy 1.2: Identify and preserve the existing significant historical architectural and cultural resources of the neighborhood in future developments.

Strategy 1.3: Develop community and educational programs around the local history and culture of North Central.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
			○	○					

CRITERIA**Strategy Type:** Program; Policy**Timeline:** Short-Term**Lead Partner:** CBDO**Funding Source:** TBD**Indicator:** TBD**Benchmark:** TBD**Target:** TBD

Strategy 1.2: Identify and preserve the existing significant historical architectural and cultural resources of the neighborhood in future developments.

- Action Item 1.2.1.** Consider potential for historic civic buildings, such as closed schools, to be used as community incubators.
- Action Item 1.2.2.** Conduct a survey and documentation of historic buildings and cultural resources within North Central, including notable homes, sites, churches, the Fox Theater, Powell Symphony Hall, and other Grand Center arts organizations.
- Action Item 1.2.3.** Consider establishing one or more National Register Historic District(s) or Certified Local Historic District(s).
- Action Item 1.2.4.** Seek developers known to use existing housing stock whenever possible.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
		○	○						○

CRITERIA

Strategy Type: Program; Capital

Timeline: Mid-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: Number of programs; participation

Benchmark: TBD

Target: TBD

Strategy 1.3: Develop community and educational programs around the local history and culture of North Central.

- Action Item 1.3.1.** Work with existing stakeholders of churches and schools.
- Action Item 1.3.2.** Develop a system for identifying community landmarks like the Tuskegee Airman House on Cook Ave.
- Action Item 1.3.3.** Seek support of churches and schools in the area to build programs celebrating based on local history, including SLU, Harris-Stowe University, UMSL Grand Center, Cardinal Ritter College Prep, and Grand Center Arts Academy.
- Action Item 1.3.4.** Establish a community history project where residents provide oral history, photographs, and architectural documentation; distribute via social media and a community archive.
- Action Item 1.3.5.** Link to broader St. Louis tourism initiatives, plans, and events.
- Action Item 1.3.6.** Work with local nonprofit group or groups of volunteers to develop and lead community walking tours
- Action Item 1.3.7.** Create and implement wayfinding and interpretive signage for historically-, culturally-, and architecturally-significant places in the community.

2. Create whole, healthy, and vibrant neighborhoods.

Whole, healthy, and vibrant neighborhoods meet the daily needs and desires of residents in a safe, walkable, and physically-beautiful environment with multiple options for housing, transportation, mobility, and recreation. Building upon North Central's location in the region, the neighborhoods will provide a variety of assets for residents of all ages, backgrounds, and abilities, in order to support an excellent quality of life.

Strategy 2.1: Achieve and maintain a sustainable, transit-supporting mix of land-uses that balances housing types with the opportunity to support close proximity to transit, employment, and community and commercial facilities.

Strategy 2.2: New development, both residential and commercial, should reinforce the strengths of existing neighborhoods, combining new construction with rehabilitation to create a series of distinct places.

Strategy 2.3: Increase access to and the number of high-quality public parks, community gardens, school yards, and outdoor recreation amenities and connect and integrate with the existing parks and the Hodiament Greenway and Brickline Greenway.

Strategy 2.4: Create an integrated network of safe, comfortable, and walkable streets connecting parks, greenways, schools, and community gathering places, neighborhood centers and amenities.

Strategy 2.5: Develop connected, distinctive walkable districts with identifiable centers, edges, and gateways.

Strategy 2.6: Create a Beautification Committee, under the umbrella of the Community-Based Development Organization (*Strategy 11.1*), to monitor and assist in the maintenance and beautification of North Central.

Strategy 2.7: Build for sustainable, resilient, and just policies in future developments.

Strategy 2.8: Support social infrastructure and civic engagement for residents through physical design and programming.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
			●	●	○			○	

CRITERIA

Strategy Type: Capital; Policy

Timeline: Long-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 2.1: Achieve and maintain a sustainable, transit-supporting mix of land-uses that balances housing types with the opportunity to support close proximity to transit, employment, and community and commercial facilities.

- Action Item 2.1.1.** Facilitate housing development to achieve a residential density that can support convenient and reliable transit service.
- Action Item 2.1.2.** Commercial spaces should be designed to serve both neighborhood residents and but visitors to assure a strong economic base.
- Action Item 2.1.3.** Seek developers and facilitate developments that are contextually-sensitive and provide a diversity of housing types.

- Action Item 2.1.4.** Coordinate with existing community institutions developing infill housing, including Ranken Tech, to achieve the Vision of the North Central Plan.
- Action Item 2.1.5.** Target housing densities that achieve transit-supportive development, as presented in the Metro – Moving Transit Forward and East-West Gateway Connected 2045 plans.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
			○	○	○				○

CRITERIA**Strategy Type:** Capital; Policy**Timeline:** Short-Term**Lead Partner:** CBDO**Funding Source:** TBD**Indicator:** TBD**Benchmark:** TBD**Target:** TBD

Strategy 2.2: New development, both residential and commercial, should reinforce the strengths of existing neighborhoods, combining new construction with rehabilitation to create a series of distinct places.

- Action Item 2.2.1.** Prioritize the rehab and restoration of existing buildings.
- Action Item 2.2.2.** Seek developers with a strong history of using existing buildings.
- Action Item 2.2.3.** Work with the City of St. Louis to mitigate nuisance properties and other crime and safety hot spots.
- Action Item 2.2.4.** Work with the City of St. Louis, local institutions, property owners, and other stakeholders to eliminate predatory and undesirable land uses in North Central.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
				●	●				○

CRITERIA

Strategy Type: Capital; Policy

Timeline: Mid-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: Number of new parks

Benchmark: TBD

Target: TBD

Strategy 2.3: Increase access to and the number of high-quality public parks, community gardens, school yards, and outdoor recreation amenities and connect and integrate with the existing parks and the Hodiadmont Greenway and Brickline Greenway.

- Action Item 2.3.1.** Connect North Central to Forest Park and Fairgrounds Park.
- Action Item 2.3.2.** Connect to adjacent local parks including Beckett Park and Banks Park.
- Action Item 2.3.3.** 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.

- Action Item 2.3.4.** Develop numerous small pocket parks, playgrounds, and gardens throughout North Central in collaboration with community stakeholders.
- Action Item 2.3.5.** Consider tree-lined or planted medians on key neighborhood streets.
- Action Item 2.3.6.** Seek access to schools at off peak times for community activity.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
			○	●	●		○	○	

CRITERIA

Strategy Type: Capital; Policy

Timeline: Long-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 2.4: Create an integrated network of safe, comfortable, and walkable streets connecting parks, greenways, schools, and community gathering places, neighborhood centers and amenities.

- Action Item 2.4.1.** Design and improve streets to respond to the context and adjacent land uses (context-sensitive streets).
- Action Item 2.4.2.** Streets will be designed with pedestrian safety and walkability first; all modes of mobility, including walking and biking, should be equally-considered.
- Action Item 2.4.3.** Utilize street trees for shade, pedestrian comfort, and beautification.
- Action Item 2.4.4.** Develop rain gardens and bioswales in street tree lawns for beautification and stormwater infrastructure.
- Action Item 2.4.5.** Work with the City of St. Louis Streets Department to repair and improve sidewalks and crosswalks.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
				●	○			○	

CRITERIA

Strategy Type: Capital; Program

Timeline: Short-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: Formation of Beautification Committee

Benchmark: TBD

Target: TBD

Strategy 2.6: Create a Beautification Committee, under the umbrella of the Community-Based Development Organization (Strategy 11.1), to monitor and assist in the maintenance and beautification of North Central.

- Action Item 2.6.1.** Work with community residents to define the parameters of a health and beautiful neighborhood.
- Action Item 2.6.2.** Establish a community-based, volunteer organization to regularly clean up alleys and vacant lots; mow vacant lots; and other community beautification activities.
- Action Item 2.6.3.** Develop a program with local landscape businesses to clean up and cut vacant lots.
- Action Item 2.6.4.** Conduct a survey of trees in the public right of way; work with the City of St. Louis Forestry Division to improve the health of existing trees and add more where possible.
- Action Item 2.6.5.** Establish a partnership between resident groups and the City of St. Louis Parks Department to help in the clean-up and maintenance of neighborhood parks.
- Action Item 2.6.6.** Work with community businesses, stakeholders, and residents to establish a special taxing district to provide funding.
- Action Item 2.6.7.** Work with the City of St. Louis and/or other partners to place trash containers at all bus stops.
- Action Item 2.6.8.** Establish an “Adopt a Vacant Lot” on your block program to maintain vacant lots.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
			○	○	○		○	●	

CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Short-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 2.7: **Build for sustainable, resilient, and just policies in future developments.**

- Action Item 2.7.1.** Require the use of renewable energy in new developments.
- Action Item 2.7.2.** Require the use of green building materials in the construction of new buildings.
- Action Item 2.7.3.** Utilize green infrastructure to mitigate and manage stormwater and reduce costs
- Action Item 2.7.4.** Increase neighborhood tree canopy—particularly in new developments—to help reduce building cooling requirements and urban heat island effect.
- Action Item 2.7.5.** Establish a community committee, under the umbrella of the Community-Based Development Organization (Strategy 11.1) for accountability and to monitor these standards.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
		○	○	○	○			○	

CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Short-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 2.8: Support social infrastructure and civic engagement for residents through physical design and programming.

- Action Item 2.8.1.** Expand and provide new community gardens in North Central.
- Action Item 2.8.2.** Provide community programs, including yoga, meditation, and gardening education in North Central Parks.
- Action Item 2.8.3.** Engage resources as SLU law school and SLU and UMSL School of Social Work to work with residents in reviewing neighborhood development proposals; residents need to be included in all projects that will impact the neighborhood in which they live.
- Action Item 2.8.4.** Establish formal outreach and contact with existing block units, neighborhood associations, churches, rental property owners, and other stakeholders.

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3. Rehab homes and provide a diversity of new infill homes.

A diverse population of residents requires a diversity of available housing options. Successful revitalization of North Central will build upon the neighborhoods' existing historic housing stock; achieve housing affordability through a variety of housing types; and provide high-quality housing opportunities for all households.

Strategy 3.1: Provide a diversity of housing types in North Central, including apartments for young adults and couples; homes for families; and accessible, easy-to-maintain houses for seniors aging in place.

Strategy 3.2: Connect qualified local developers with rehab opportunities.

Strategy 3.3: Facilitate construction of new infill housing on vacant land.

Strategy 3.4: Deploy resources to residents for home renovations and repairs.

Strategy 3.5: Develop and adopt a form-based code for North Central to regulate the type and character of new infill development and significant renovations to existing buildings.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
○	○	●	●	○	○	○	○	○	

CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Long-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: Number of housing units by type

Benchmark: TBD

Target: TBD

Strategy 3.1: Provide a diversity of housing types in North Central, including apartments for young adults and couples; homes for families; and accessible, easy-to-maintain houses for seniors aging in place.

- Action Item 3.1.1.** Develop list housing types that are missing from neighborhood.
- Action Item 3.1.2.** Work with the City of St. Louis to update zoning regulations to permit accessory dwelling units (ADUs), such as alley houses.
- Action Item 3.1.3.** Develop a list of housing typologies, sizes, and features that are desired by various household types.
- Action Item 3.1.4.** Facilitate development of housing options for seniors.

- Action Item 3.1.5.** Continue to partner with the Deaconess Foundation and UCC Church Building and Loan Fund to select developers to work with current residents to build and rehab affordable homes.
- Action Item 3.1.6.** Perform a housing needs assessment; based on this assessment, identify housing profiles for targeted groups (such as, Who are they? What are the needs of each group?).
- Action Item 3.1.7.** Examine the footprint of the neighborhood, and prioritize development areas (incorporating local density/architectural character with the criteria required to serve targeted groups: i.e., multi-generational development near amenities like parks, retail, schools; senior services, and transportation).

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
			●	○			○		

CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Mid-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: Formation of Development Oversight Committee

Benchmark: TBD

Target: TBD

Strategy 3.2: Connect qualified local developers with rehab opportunities.

- Action Item 3.2.1.** Compile a list of vacant or derelict buildings suitable for rehab.
- Action Item 3.2.2.** Compile a list of local developers to whom rehab opportunities are solicited.
- Action Item 3.2.3.** Provide local developer education on acquiring LRA properties for redevelopment.
- Action Item 3.2.4.** Provide local developer education on City, State, and federal incentives and resources.
- Action Item 3.2.5.** Work with developers to consolidate properties as necessary to facilitate development projects.
- Action Item 3.2.6.** Establish a community-led Development Oversight Committee under the umbrella of the Community-Based Development Organization (Strategy 11.1).

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
			●	●	●				○

CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Mid-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: Number of RFPs issued; number of homes constructed

Benchmark: TBD

Target: TBD

Strategy 3.3: Facilitate construction of new infill housing on vacant land.

- Action Item 3.3.1.** Compile a list of vacant parcels for potential redevelopment.
- Action Item 3.3.2.** Establish a hierarchy of what you want to achieve first and why; utilize the Development Oversight Committee (Strategy 3.3) to facilitate the housing development proposed in the North Central Plan.
- Action Item 3.3.3.** Acquire vacant property and issue Requests for Proposals (RFPs) to developers through the new Community Housing Development Organization (Strategy 11.1).

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
			○	●			○		

CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Short-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: Resource dollars; number of programs and participation

Benchmark: TBD

Target: TBD

Strategy 3.4: Deploy resources to residents for home renovations and repairs.

- Action Item 3.4.1.** Building upon the City's Emergency Home Repair grant program, secure and deploy resources to North Central residents for emergency home repairs and small home improvement projects (under \$5,000); resources can be deployed as grants for emergency repairs and a low-interest or no-interest loans for qualifying low- to medium-income households.
- Action Item 3.4.2.** Secure and allocate targeted rehab funding from CDFI partners for first-time homebuyers and existing homeowners.
- Action Item 3.4.3.** Develop training programs for homeowner renovation (how to select contractors and review proposals).
- Action Item 3.4.4.** Create a community-based equipment and tool loan program (shared tools, etc.) for DIY home repair.
- Action Item 3.4.5.** Work with partners to conduct DIY trainings for simple household repairs and/or maintenance.

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4. Promote and support the creation and retention of viable community businesses and creative arts industries, and promote entrepreneurship.

Strategy 4.1: **Develop creative-arts industries and local employment opportunities in partnership with the Grand Center Arts District.**

Strategy 4.2: **Revitalize existing commercial corridors and nodes with high-quality, community-supporting development.**

Strategy 4.3: **Leverage North Central locations for local business start-ups, including business incubators and live-work spaces.**

Strategy 4.4: **Work with local institutions and funders on programs that support North Central businesses and entrepreneurs.**

Strategy 4.5: **Establish community-based training and entrepreneurship programs, focusing a comprehensive range of skills.**

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Program; Policy

Timeline: Short-Term

Lead Partner: Grand Center, Inc.

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 4.1: Develop creative-arts industries and local employment opportunities in partnership with the Grand Center Arts District.

- Action Item 4.1.1.** Partner with Grand Center, Inc. to serve as a conduit to employment opportunities in the district.
- Action Item 4.1.2.** Utilize the North Central Plan Steering Committee to engage with the businesses in the Grand Center Arts District to have an open house with assistance with the Deaconess Center.
- Action Item 4.1.3.** Create a One Stop for Businesses, a business association, and/or Business Improvement District (BID).

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program

Timeline: Long-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 4.2: Revitalize existing commercial corridors and nodes with high-quality, community-supporting development.

- Action Item 4.2.1.** Support the development of high-quality community retail and services businesses at MLK Plaza and Lindell Marketplace.
- Action Item 4.2.2.** Partner with stakeholders, including The Ville Collaborative, Grand Center, Inc., and Ranken Tech to create a commercially-viable and vibrant Dr. MLK Jr. Drive.
- Action Item 4.2.3.** Create a Commercial Development Committee under the umbrella of the Community-Based Development Organization (Strategy 11.1) to identify, recruit, and retain businesses on N. Vandeventer Avenue, N. Sarah Street, N. Grand Boulevard, Dr. MLK Jr. Drive, and other existing commercial areas.
- Action Item 4.2.4.** Coordinate with the City of St. Louis to promote implementation of the City's Equitable Economic Development Strategy.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Mid-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 4.3: Leverage North Central locations for local business start-ups, including business incubators and live-work spaces.

- Action Item 4.3.1.** Seek meetings with local incubators like TRex, Cortex, and LaunchCode to explore partnership options; establish local incubators in North Central for residents.
- Action Item 4.3.2.** Utilize space in the community centers, Deaconess Center for Child Well-Being, and Ranken Tech Outreach Center
- Action Item 4.3.3.** Perform a space inventory of local institutions (nonprofits, churches, community spaces, etc.) for potential spaces for business startups and incubators
- Action Item 4.3.4.** Provide grants and resources to help churches/nonprofits/etc. Retrofit spaces for local business startups, etc. (i.e., technology infrastructure improvements to make more attractive)
- Action Item 4.3.5.** Provide small grants to new start/ups and businesses to move into and remodel these existing spaces.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Program; Policy

Timeline: Short-Term

Lead Partner: TBD

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 4.4: Work with local institutions and funders on programs that support North Central businesses and entrepreneurs.

- Action Item 4.4.1.** Partner with public agencies and private non-profit entities to provide financial incentives for community-based businesses and business owners.
- Action Item 4.4.2.** Work with North Central Alderpersons to identify and allocate available City of St. Louis funding and programs.
- Action Item 4.4.3.** Establish a community-based arts troupe within North Central, in coordination with Grand Center, Inc. and local arts organizations, for training in music, music lessons, art appreciation, and performance.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Program

Timeline: Mid-Term

Lead Partner: TBD

Funding Source: TBD

Indicator: Participation in programs

Benchmark: TBD

Target: TBD

Strategy 4.5: Establish community-based training and entrepreneurship programs, focusing a comprehensive range of skills.

- Action Item 4.5.1.** Partner with Ranken Tech to develop community-supportive job skills and job readiness programs for residents (such as a community car repair garage).
- Action Item 4.5.2.** Partner with the St. Louis City Public Library to operate after school programs in North Central.

5. Improve neighborhood safety for all residents and visitors.

Like many communities north of the Delmar Divide, North Central suffers from both real crime and safety issues, as well as negative perceptions of safety. In order to position the community for future success and equitable revitalization, both real and perceived safety must be improved.

Strategy 5.1: Establish a resident-led committee and platform to re-envision public safety in North Central.

Strategy 5.2: Improve neighborhood safety through both physical improvements and enhanced relationships among residents.

Strategy 5.3: Streets are the focus of community life and should be designed to be safe for pedestrians, bicyclists, and drivers alike, and encourage civic engagement.

Strategy 5.4: Strengthen coordination between neighborhood organizations in North Central.

Strategy 5.5: Decrease overall crime rates in North Central.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Program

Timeline: Short-Term

Lead Partner: Implementation Committee

Funding Source: TBD

Indicator: Formation of Community Safety Committee

Benchmark: TBD

Target: TBD

Strategy 5.1: Establish a resident-led committee and platform to re-envision public safety in North Central.

- Action Item 5.1.1.** Create a Community Safety Committee, under the umbrella of the Community-Based Development Organization (Strategy 11.1) to improve public safety in North Central.
- Action Item 5.1.2.** Improve the visibility and proactive engagement of law enforcement.
- Action Item 5.1.3.** Develop and implement neighborhood programs in de-escalation and conflict resolution.
- Action Item 5.1.4.** Establish a multi-generational volunteer task force of neighborhood residents to meet regularly with the St. Louis Metropolitan Police Department and City of St. Louis Public Safety office.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Mid-Term

Lead Partner: Community Safety Committee

Funding Source: TBD

Indicator: Overall crime rates; nuisance properties

Benchmark: TBD

Target: TBD

Strategy 5.2: Improve neighborhood safety through both physical improvements and enhanced relationships among residents.

- Action Item 5.2.1.** Short term development efforts should create places of identity and provide a sense of order and safety.
- Action Item 5.2.2.** Improve safety in neighborhood parks.
- Action Item 5.2.3.** Work to remediate nuisance properties and other crime hotspots.
- Action Item 5.2.4.** Work closely with the Neighborhood Information Specialist for the wards and the Police Safety programs via neighborhood liaison.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Long-Term

Lead Partner: Community Safety Committee

Funding Source: TBD

Indicator: Traffic safety incidents

Benchmark: TBD

Target: TBD

Strategy 5.3: Streets are the focus of community life and should be designed to be safe for pedestrians, bicyclists, and drivers alike, and encourage civic engagement.

- Action Item 5.3.1.** Reduce speeding, running of red lights, and other traffic safety issues.
- Action Item 5.3.2.** Provide planted medians, corner bump-outs, and other streetscape elements for traffic calming and beautification.
- Action Item 5.3.3.** Provide adequate lightening for the streets.
- Action Item 5.3.4.** Use attractive blockades, medians, and corner bump-outs to manage speeding.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Program

Timeline: Short-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 5.4: Strengthen coordination between neighborhood organizations in North Central.

- Action Item 5.4.1.** Facilitate conversations between North Central neighborhood associations and other organizations throughout the City to develop an infrastructure of idea sharing.
- Action Item 5.4.2.** Establish a “meet-and-greet your neighbor” between the stakeholders, businesses, churches, and homeowners.
- Action Item 5.4.3.** Establish regular opportunities for multi-generational stakeholders to engage in discussions about safety and develop/implement strategies.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Long-Term

Lead Partner: Community Safety Committee

Funding Source: TBD

Indicator: Overall crime rate

Benchmark: TBD

Target: TBD

Strategy 5.5: Decrease overall crime rates in North Central.

- Action Item 5.5.1.** Provide crime prevention programs.
- Action Item 5.5.2.** Expand Weed and Seed Program to include other neighborhood clusters.
- Action Item 5.5.3.** Expand Nuisance Prevention Program.
- Action Item 5.5.4.** Improve neighborhood communication with the St. Louis Metropolitan Police Department.

6. Support and assist North Central residents to remain in place and build wealth and social capital.

Community revitalization and reinvestment must benefit all residents. Moving forward, community residents must be supported through equitable housing and wealth-building opportunities, the ability to reap the rewards of their investment, and the ability to remain in place in the community.

Strategy 6.1: **Provide personal banking resources for residents.**

Strategy 6.2: **Incentivize inclusionary zoning in future development.**

Strategy 6.3: **Attract resources to provide support for community residents and property owners.**

Strategy 6.4: **Promote and incentivize increased homeownership in North Central.**

Strategy 6.5: **Partner with community development financial institutions (CDFIs) for Plan implementation.**

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Mid-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 6.1: Provide personal banking resources for residents.

- Action Item 6.1.1.** Work with local financial institution to develop branches within North Central as an alternative to payday loan and check-cashing businesses.
- Action Item 6.1.2.** Partner with local financial institution for workshops on money management and resources available for grants and low interest loans
- Action Item 6.1.3.** Facilitate access to credit and wealth building resources like Justine-Peterson.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Program; Policy

Timeline: Mid-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 6.2: Incentivize inclusionary zoning in future development.

- Action Item 6.2.1.** Work with Alderpersons to develop a plan around using existing resources.
- Action Item 6.2.2.** Develop strategies and discussions with city zoning department on businesses that does not offer value to the neighborhoods thus causing negative effects on homeowner's property values.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Short-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: Financial assistance dollars

Benchmark: TBD

Target: TBD

Strategy 6.3: Attract resources to provide support for community residents and property owners.

- Action Item 6.3.1:** Provide housing financial assistance for residents.
- Action Item 6.3.2:** Provide support programs and accountability for landlords.
- Action Item 6.3.3:** Connect entrepreneurs willing to start a small business in available storefronts along N. Sarah Avenue and N. Vandeventer Avenue.
- Action Item 6.3.4:** Support, patronize, and work to retain existing neighborhood small businesses.

Equity Indicators Baseline
Report - Equity Indicators

Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Long-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 6.4: Promote and incentivize increased homeownership in North Central.

- Action Item 6.4.1.** Seek grant funds from government sources.
- Action Item 6.4.2.** When selecting a developer, chose one that has experience in working in city depressed areas, willing to have ongoing discussions on concerns and needs of the neighborhood.
- Action Item 6.4.3.** Partner with organizations (i.e., Habitat, local banks/CDFIs, real estate brokers, etc.) to offer home buyer trainings with down payment assistance programs
- Action Item 6.4.4.** Provide access to foreclosure prevention programs.
- Action Item 6.4.5.** Fund small rehab/ beautification grants for community homeowners.
- Action Item 6.4.6.** Develop and implement homeownership preparation sessions (ex. process overview, credit repair, etc.).

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Program

Timeline: Short-Term

Lead Partner: Implementation Committee

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 6.5: Partner with community development financial institutions (CDFIs) for Plan implementation.

- Action Item 6.5.1.** Identify potential CDFI partners and create a database of partners for developers, investors, business owners, and residents.
- Action Item 6.5.2.** Connect potential developers to CDFI partners for project funding.

7. Connect and engage residents of all ages to sustainable employment and community services.

The North Central neighborhoods are well-located in the region, with connectivity and access to major employers and retail centers. The Plan seeks to ensure that all residents of North Central are prepared and able to access these opportunities.

Strategy 7.1: Improve accessibility and reduce commuting time between North Central and major employment and retail centers.

Strategy 7.2: Support the development of commercially-viable mixed-use corridors and neighborhood centers.

Strategy 7.3: Facilitate development of local retail and commercial amenities.

Strategy 7.4: Engage with regional partners to reduce racial and geographic disparities according to the St. Louis Equity Indicators Baseline Report.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Long-Term

Lead Partner: Metro / Bi-State Development; GRG

Funding Source: TBD

Indicator: Average commuting time

Benchmark: TBD

Target: TBD

Strategy 7.1: Improve accessibility and reduce commuting time between North Central and major employment and retail centers.

- Action Item 7.1.1.** Work with Metro / Bi-State Development Agency to connect Cortex and the National Geospatial Intelligence Agency (NGA) via the North Central Plan area.
- Action Item 7.1.2.** Work with Great Rivers Greenway District (GRG) to complete the Brickline Greenway and Hodiamont Greenway in the North Central Plan area.
- Action Item 7.1.3.** Identify specific problems with accessibility.
- Action Item 7.1.4.** Work with GRG and the City of St. Louis to develop new bike lanes.
- Action Item 7.1.5.** Work with Metro to expand bus service access, include sub-regional connectors to employment centers and access to MetroLink.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Long-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 7.2: Support the development of commercially-viable mixed-use corridors and neighborhood centers.

- Action Item 7.2.1.** Redevelop the car wash at N. Vandeventer Avenue and Finney Avenue.
- Action Item 7.2.2.** Redevelop the Liberty Auto Salvage properties at Dr. Martin Luther King Drive and Grand Boulevard.
- Action Item 7.2.3.** Development patterns should knit neighborhoods together and connect them to shopping, educational, and cultural amenities in the area.
- Action Item 7.2.4.** Fund storefront rehab programs to improve neighborhood commercial spaces.
- Action Item 7.2.5.** Contact major national retailers that could populate vacant land on Page Blvd, MLK Jr. Drive, and Grand Boulevard
- Action Item 7.2.6.** Create tax incentives for locating in the community.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Long-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 7.3: Facilitate development of local retail and commercial amenities.

- Action Item 7.3.1.** Develop kitchen / food service Incubators.
- Action Item 7.3.2.** Create a YMCA / community Center at Taylor Avenue and Delmar Boulevard.
- Action Item 7.3.3.** Develop a youth hostel at Taylor Avenue and Olive Boulevard.
- Action Item 7.3.4.** Develop a food Incubator and N. Sarah Street and McPherson Avenue.
- Action Item 7.3.5.** Seek advice from organizations currently working in this area.
- Action Item 7.3.6.** Contact commercial amenities such as Whole Foods, Trade Joe's, and Aldi for potential partnership opportunities.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Mid-Term

Lead Partner: Deaconess Foundation

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 7.4: Engage with regional partners to reduce racial and geographic disparities according to the St. Louis Equity Indicators Baseline Report.

- Action Item 7.4.1.** Increase the employment rate.
- Action Item 7.4.2.** Increase job retention rate.
- Action Item 7.4.3.** Improve health outcomes for North Central residents.
- Action Item 7.4.4.** Improve student performance, with a focus on STEAM (Science, Technology, Engineering, Arts, and Math) education.
- Action Item 7.4.5.** Identify empowerment centers throughout the St. Louis region to concentrate financial services that provide community development banking and multigenerational financial education
- Action Item 7.4.6.** Publicize employment opportunities via mini scholarships, activists willing to visit and promote at civic events, and religious and church meetings.

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8. Attract and provide access to high-quality recreational, educational, health, and cultural amenities and programs.

Strategy 8.1: Civic institutions such as schools and churches should have dignified settings and be integrated into their surroundings.

Strategy 8.2: Create a health and wellness district around Cochrane VA Medical Center and other existing healthcare facilities.

Strategy 8.3: Enhance support and private and public financial resources for schools within and around North Central.

Strategy 8.4: Consider the feasibility of developing a community center in North Central or partnering with existing centers to provide affordable access.

Strategy 8.5: Implement comprehensive, year-round community programs for youth, seniors, and families.

Strategy 8.6: Make existing arts and cultural amenities more accessible to North Central residents.

Strategy 8.7: Provide resources that helps each child in North Central to flourish.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA**Strategy Type:** Capital; Program; Policy**Timeline:** Long-Term**Lead Partner:** CBDO; Cochrane VA Med. Center**Funding Source:** TBD**Indicator:** Development Agreement**Benchmark:** TBD**Target:** TBD

Strategy 8.2: Create a health and wellness district around Cochrane VA Medical Center and other existing healthcare facilities.

- Action Item 8.2.1.** Seek meetings with major healthcare providers—including the Veteran's Administration and SLUCare—to determine support and funding capacity for a satellite clinic or expanded facilities.
- Action Item 8.2.2.** Coordinate with the St. Louis Housing Authority (SLHA) to expand housing opportunities dedicated to at-risk seniors and low-income veterans.
- Action Item 8.2.3.** Develop a comprehensive healthy and active living program that integrates housing, greenways, parks, active recreation facilities, and ongoing, year-round activities.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Program; Policy

Timeline: Long-Term

Lead Partner: TBD

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 8.3: Enhance support and private and public financial resources for schools within and around North Central.

- Action Item 8.3.1.** Establish regular contact the community resource person of the various financial institutions located within North Central.
- Action Item 8.3.2.** Interview schools, businesses, and other local institutions about human capital needs.
- Action Item 8.3.3.** Formalize local internship/ training opportunities for students that are educational and help local businesses and service agencies further goals.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Long-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 8.4: Consider the feasibility of developing a community center in North Central or partnering with existing centers to provide affordable access.

- Action Item 8.4.1.** Explore partnerships with neighborhood churches, schools, or other institutions to share resources, locations, and funding.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Program

Timeline: Short-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: Number of programs; participation

Benchmark: TBD

Target: TBD

Strategy 8.5: Implement comprehensive, year-round community programs for youth, seniors, and families.

- Action Item 8.5.1.** Conduct a community survey to identify the specific activities that the community desires.
- Action Item 8.5.2.** Partner with North Central area schools to share facilities for youth and senior outreach programs.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	

CRITERIA

Strategy Type: Capital; Program

Timeline: Short-Term

Lead Partner: Grand Center, Inc.

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 8.6: Make existing arts and cultural amenities more accessible to North Central residents.

- Action Item 8.6.1.** Establish a relationship between Grand Center Inc., arts district organizations, and the community to formulate better means of engagement between these entities.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Program

Timeline: Mid-Term

Lead Partner: TBD

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 8.7: Provide resources that helps each child in North Central to flourish.

- Action Item 8.7.1.** Provide parenting classes and counseling opportunities for parents.
- Action Item 8.7.2.** Identify existing support groups that target parents (Parents Anonymous, CHIPS, etc.).
- Action Item 8.7.3.** Provide training programs for school staff that focuses on prevention of child abuse and neglect.

9. Improve and enhance public infrastructure and public services.

Disinvestment in North Central has been manifest not only in vacancy and a lack of development activity, but also in the continued deterioration of streets, sidewalks, and landscape. Improving and enhancing the quality and condition of the public realm demonstrates that this community is cared for by residents, stakeholders, and the City as a whole.

Strategy 9.1: Improve access to and quality of service to public transit services.

Strategy 9.2: Improve the quality, coverage, and accessibility to broadband and internet services.

Strategy 9.3: Ensure that streets, sidewalks, and vacant lots are well-maintained.

Strategy 9.4: Eliminate illegal dumping.

Strategy 9.5: Improve the maintenance and cleanup of alleys and vacant land.

Strategy 9.6: Improve the quality and quantity of trees on public land.

CRITERIA

Strategy 9.1: Improve access to and quality of service to public transit services.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being									
Education Quality									
Educational Attainment									
Financial Empowerment									
Neighborhoods									
Health and Safety									
Policing									
Court Reform									
Civic Engagement									

CRITERIA**Strategy Type:** Capital; Program**Timeline:** Mid-Term**Lead Partner:** CBDO**Funding Source:** TBD**Indicator:** Households served**Benchmark:** TBD**Target:** TBD

Strategy 9.2: Improve the quality, coverage, and accessibility to broadband and internet services.

- Action Item 9.2.1.** Work with local providers to facilitate 5G wireless service.
- Action Item 9.2.2.** Coordinate with internet services serving North Central; Spectrum (cable), AT&T (IPBB), and ViaSat and Hughes Net (satellite).

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
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CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Short-Term

Lead Partner: CBDO; Alderpersons

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 9.3: Ensure that streets, sidewalks, and vacant lots are well-maintained.

- Action Item 9.3.1.** Work with neighborhood associations to lead the development of improved relationships with City services.
- Action Item 9.3.2.** Create local group or assign to another group a focused-on building public/private funding opportunities for local businesses/residents to adopt or participate in the beautification of the local neighborhoods.

CRITERIA	
Strategy Type:	Capital; Program; Policy
Timeline:	Mid-Term
Lead Partner:	Refuse Department
Funding Source:	TBD
Indicator:	TBD
Benchmark:	TBD
Target:	TBD

1. **Action Item 9.4.1.** In collaboration with City services, create a program to reduce illegal dumping.
2. **Action Item 9.4.2.** Identify the owners of troubled properties and report them to the City for remediation and enforcement.
3. **Action Item 9.4.3.** Work with the City to and local partners to provide adequate lighting and cameras.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
				●					

CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Mid-Term

Lead Partner: Forestry Department

Funding Source: TBD

Indicator: Number of trees planted

Benchmark: TBD

Target: TBD

Strategy 9.6: Improve the quality and quantity of trees on public land.

- Action Item 9.6.1.** Coordinate with Forestry Division, and identify funding a resource support from local organizations (Forest ReLeaf), local businesses, and community institutions.

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10. Establish clear communication and accountability with the City of St. Louis.

Successful community revitalization is a partnership between the residents, stakeholders, and City government. It is critical that engagement between the North Central community and the City be facilitated, and that all partners are accountable to one another and to the residents.

Strategy 10.1: Improve the proactivity, responsiveness of, and resources for City services in North Central.

Strategy 10.2: Provide educational resources on residents' rights and responsibilities.

Strategy 10.3: Enhance high levels of engagement between residents and City officials.

Equity Indicators Baseline Report - Equity Indicators								
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement
				●		○	○	●

CRITERIA

Strategy Type: Program; Policy

Timeline: Mid-Term

Lead Partner: Residents' Council; CBDO

Funding Source: TBD

Indicator: Formation of Community Oversight Committee

Benchmark: TBD

Target: TBD

Strategy 10.1: Improve the proactivity, responsiveness of, and resources for City services in North Central.

- Action Item 10.1.1.** Identify specific needed improvements and engage with Alderpersons to advocate for the North Central community with the City.
- Action Item 10.1.2.** Establish, via elected officials and Neighborhood Improvement Specialists (NISs), a proactive contact with city services.
- Action Item 10.1.3.** Establish a Community Oversight Committee to address concerns with Alderpersons and Neighborhood Improvement Specialists (NISs).

CRITERIA	
Strategy Type:	Program
Timeline:	Short-Term
Lead Partner:	CBDO
Funding Source:	TBD
Indicator:	TBD
Benchmark:	TBD
Target:	TBD

1. **Action Item 10.2.1.** Partner with other not-for-profits and community organizations on capacity building and resident education programs.
2. **Action Item 10.2.2.** Provide a City booklet with information and resources to each resident
3. **Action Item 10.2.3.** Actively develop a contact list of all neighborhood residents; focus on outreach to new residents.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
									●

CRITERIA

Strategy Type: Program

Timeline: Short-Term

Lead Partner: Residents' Council

Funding Source: TBD

Indicator: Monthly meetings

Benchmark: TBD

Target: TBD

Strategy 10.3: Enhance high levels of engagement between residents and City officials.

- Action Item 10.3.1.** Establish monthly meetings between the Community Oversight Committee and existing neighborhood associations.
- Action Item 10.3.2.** Establish monthly meetings between the Community Oversight Committee and City and other local officials (police, refuse, school officials, etc.).

11. Create a participatory decision-making process for residents to guide the future of the community.

While partnership with the City of St. Louis is important, successful implementation of this Plan must be led by the North Central residents themselves through organizing the community for action and inclusive, accountable engagement.

Strategy 11.1: Establish a community-based development organization and funding sources for implementation of the North Central Plan and ongoing community-led development.

Strategy 11.2: Establish a Residents' Council to engage with and serve as a forum for community residents; and to serve as a liaison between residents and the City of St. Louis.

Strategy 11.3: 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.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
○		○	○	○	○		○	●	

CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Short-Term

Lead Partner: Deaconess Center

Funding Source: TBD

Indicator: Formation of CBDO

Benchmark: TBD

Target: TBD

Strategy 11.1: Establish a community-based development organization and funding sources for implementation of the North Central Plan and ongoing community-led development.

- Action Item 11.1.1.** Establish a certified Community-Based Development Organization (CBDO; also known as a CDC) to lead implementation of the Plan; secure CDBG grant funding; and access other sources of funding, including dues, donations, grants, and assessments.
- Action Item 11.1.2.** Establish a Community Housing Development Organization (CHDO)—that is accountable to the community—and ongoing funding source to purchase land-bank vacant lots and derelict buildings.
- Action Item 11.1.3.** Facilitate business funding and support for this organization.
- Action Item 11.1.4.** Work with existing partners to improve access to high-quality schools for neighborhood children.
- Action Item 11.1.5.** Empower the neighborhood associations in this area.
- Action Item 11.1.6.** Form a partnership with the local financial institutions for community development funding resources.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
									●

CRITERIA

Strategy Type: Program

Timeline: Short-Term

Lead Partner: Implementation Committee

Funding Source: TBD

Indicator: Formation of Residents' Council

Benchmark: TBD

Target: TBD

Strategy 11.2: Establish a Residents' Council to engage with and serve as a forum for community residents; and to serve as a liaison between residents and the City of St. Louis.

- Action Item 11.2.1.** Establish a Residents' Council for all residents, businesses, churches, and other stakeholders; expand the block unit system and provide small-scale, geographical representation to the Residents' Council.
- Action Item 11.2.2.** Establish a Community Member Bill of rights.
- Action Item 11.2.3.** Increase participation of local stakeholders in issues pertaining to their community
- Action Item 11.2.4.** Provide opportunities for expanded leadership training and positions in the community associations
- Action Item 11.2.5.** Actively recruit new members, including youth and those who are new to the North Central community.
- Action Item 11.2.6.** Residents' Council should meet at least bi-annually and conduct quarterly canvassing and outreach to the entire North Central Plan area.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
○		○	○	○	○		○	●	

CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Mid-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 11.3: 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.

- Action Item 11.3.1.** Utilize technology to expand and enhance the engagement with residents.
- Action Item 11.3.2.** Develop a community information list of family members and contact information.
- Action Item 11.3.3.** Create term-limited leadership positions on local committees / advisory groups

- Action Item 11.3.4.** Create more opportunities for civic engagement by creating advisory groups who have specific roles in pushing forward the agenda of the Neighborhood Association(s).
- Action Item 11.3.5.** Host regularly consistent events with city officials and appointed officials by a variety of different stakeholders.

12. Ensure a just, equitable, inclusive, resilient, and sustainable future for the North Central community.

Through implementation of this Plan, all residents of North Central must be represented, empowered, and uplifted. This Plan belongs to the residents of North Central, and it is of and for the North Central community.

Strategy 12.1: **Provide free or very low-cost community-wide internet access in North Central through neighborhood Wi-Fi hotspots to create a smart community.**

Strategy 12.2: **Improve North Central property values.**

Strategy 12.3: **Enhance the environmental quality of North Central.**

Strategy 12.4: **Provide equitable mobility opportunities for all North Central residents, regardless of age, income, or ability.**

Strategy 12.5: **Expand neighborhood participation and representation in the civic process.**

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
	○	○	○						●

CRITERIA

Strategy Type: Capital; Program; Policy

Timeline: Short-Term

Lead Partner: City of St. Louis

Funding Source: TBD

Indicator: Provision of access; households served

Benchmark: TBD

Target: TBD

Strategy 12.1: Provide free or very low-cost community-wide internet access in North Central through neighborhood Wi-Fi hotspots to create a smart community.

- Action Item 12.1.1.** Conduct informational session with internet providers to improve internet infrastructure.
- Action Item 12.2.2.** Provide community-based neighborhood-wide internet access via a locally-established wireless mesh network.

Equity Indicators Baseline Report - Equity Indicators									
Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
			●	●					

CRITERIA

Strategy Type: Program; Policy

Timeline: Long-Term

Lead Partner: CBDO

Funding Source: TBD

Indicator: TBD

Benchmark: TBD

Target: TBD

Strategy 12.2: Improve North Central property values.

- Action Item 12.2.1.** Proactively identify community infrastructure issues (streets, sidewalks, lighting, vacant lots, etc.) and work with the City, partner institutions, and other stakeholders to improve community infrastructure.
- Action Item 12.2.2.** Proactively identify residents in need of home repair or improvement services and help connect these residents to resources.

CRITERIA	
Strategy Type:	Capital; Program; Policy
Timeline:	Long-Term
Lead Partner:	TBD
Funding Source:	TBD
Indicator:	{Enter Value}
Benchmark:	TBD
Target:	TBD

- Action Item 12.4.1.** Conduct a detailed accessibility audit of the community to define necessary improvements to accessibility.
- Action Item 12.4.2.** Improve access to quality childcare and education options for children and youth in North Central.

CRITERIA

Strategy 12.5: Expand neighborhood participation and representation in the civic process.

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United Church of Christ
Church Building
 Loan Fund