

# Resilient St. Louis



Mayor Lyda Krewson



PIONEERED BY THE  
ROCKEFELLER FOUNDATION

100 RESILIENT CITIES



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## Letter from Mayor Lyda Krewson

Over the past 250 years the City of St. Louis has faced great challenges, from record-breaking floods and tornadoes to drastic depopulation and systemic racial inequity. To thrive over the next 250 years St. Louis must position itself to face the next set of issues as the global climate changes and cities adapt to meet new social norms.

A more resilient St. Louis means more than just bolstering our physical infrastructure to withstand storms and floods. For St. Louis to truly build resilience we have to begin by supporting people. Residents are the most important asset our city has, and we must ensure that all St. Louisans — particularly those whom we know to be our most vulnerable — are prepared for and capable of facing personal and community-level challenges when they arise.

In 2019, too many St. Louisans still live at or below the poverty level, and contend daily with gun violence in their neighborhoods, concentrated unemployment, disparate health outcomes, and a feeling of disconnectedness from the success and redevelopment seen across St. Louis.

Over the past few years, numerous academic and community organizations have documented the ways in which our communities of color bear the greatest burdens of all these chronic stresses. Before we can expect to become a more resilient city, we must first begin to address the historic racial inequities that are deeply ingrained within the fabric of St. Louis.

Persistent population decline and a shrinking tax base over the last six decades present myriad operational challenges ranging from basic service delivery to



concentrated vacant land and abandoned properties that divide and devalue our neighborhoods — issues that make our residents more vulnerable to crime and other hardships. Climate change will also challenge us in the years to come. We can expect warmer temperatures and more frequent and more extreme weather events.

The effects of these challenges may again fall disproportionately on our city's most vulnerable, unless our efforts to build resilience are guided by principles of equity.

Despite all of the complex issues we begin to address within this Resilience Strategy, I believe our city is more poised than ever to seize the opportunities before us.

Sincerely,

**Lyda Krewson**

Mayor, City of St. Louis

## Letter from 100RC President Michael Berkowitz

On behalf of the entire 100 Resilient Cities team, I want to congratulate Mayor Lyda Krewson and the City of St. Louis on the release of *Resilient St. Louis*, a major accomplishment for the City and a key milestone in its partnership with 100RC. *Resilient St. Louis* is the product of several years of hard work across multiple mayoral administrations, as well as broad consultation with the St. Louis community.

St. Louis was selected to join the 100 Resilient Cities network in December 2014, after the death of Michael Brown, Jr. in nearby Ferguson that August. In the years since, St. Louis has served as a touchstone in the national movement for racial equity and as a microcosm of the generational challenges that our country has just begun to address. In the wake of Ferguson, many others have looked at the challenges facing St. Louis—of particular note is the Ferguson Commission, convened by the State of Missouri. This Resilience Strategy builds upon the Commission's *Forward through Ferguson* report, as well as other previous efforts, setting the stage for implementation of an inclusive and equitable resilience agenda.

In addressing a number of other interwoven challenges—including widespread vacancy and impending climate change risks—St. Louis can draw on a unique combination of assets, especially its entrepreneurial ecosystem, its colleges and universities, and a once-in-a-generation investment in the historically underserved north side of the city.

Uniting these aspects into a blueprint for a resilient future, *Resilient St. Louis* is not just a visionary document, but also an eminently practical one. Most striking is its focus on the needs of the most vulnerable, its expectation that committing to better data will enable better outcomes for its citizens, and a recognition that the City must rely on both improved internal operations and strengthened external partnerships for success. *Resilient St. Louis* provides tactical, tangible steps for implementation and builds



upon the city's strengths to provide new approaches for addressing its interrelated challenges.

We at 100RC are especially excited about the publication of St. Louis's Equity Indicators, a critical step toward quantifying and addressing the endemic challenges facing the city's communities of color. Also of note is the work resulting from the Economic Resilience CoLab that we hosted in partnership with the City, including innovative partnerships around providing access to capital in marginalized neighborhoods and a citywide economic development strategy. We furthermore commend the City for its investment in efforts designed to assess and improve its own capacity to work at the forefront of equity and inclusivity.

The support of Mayor Lyda Krewson—as well as that of former Mayor Francis Slay—has been critical to this strategy, as has the hard work and dedication of Chief Resilience Officer Patrick Brown, whose leadership has brought this strategy to fruition.

While the release of this strategy marks an important achievement, the work is far from over; *Resilient St. Louis* is a starting point for taking the critical steps outlined to create a more resilient city. We at 100RC look forward to seeing the results pay dividends in St. Louis for generations to come.

Sincerely,

A handwritten signature in dark ink, appearing to be 'M Berkowitz', with a long horizontal line extending to the right.

**Michael Berkowitz**

President, 100 Resilient Cities



# Executive Summary

Over the past 250 years, St. Louis has been resilient in the face of environmental, economic, and social challenges. St. Louis has experienced hardships ranging from earthquakes and floods to economic disruptions and social unrest. With each new challenge we have found ways to come together and work collectively to develop solutions to address our issues head on.

While St. Louisans are proud of all that we have accomplished as a city, we also acknowledge that significant inequities continue to impact our residents. The City of St. Louis joined the 100 Resilient Cities network as part of our desire to build a better and more resilient St. Louis that is willing and able to take on the challenges of the 21st century. 100 Resilient Cities (100RC) works with cities around the world to become more resilient to the physical, social, natural, and economic shocks and stresses facing global cities. Over the past two years, St. Louis has benefited from a number of resources provided by 100RC, including funding for a Chief Resilience Officer, resilience planning tools, and membership in a global network of cities that share best practices and challenges. With the support of 100RC, the City published a Preliminary Resilience Assessment in 2018, which summarizes the city's resilience challenges and opportunities.

Building on that work, this Resilience Strategy outlines a set of practical actions the City and its partners can take to build a more resilient and equitable city that serves all St. Louisans.

1

## Residents



**St. Louis Residents:** We envision a city in which all residents benefit from and thrive in the economy. To bring this vision to life, the City is working to ensure that neighborhoods foster health and wellbeing for residents, for example, through expanding public transportation and bike lanes. This city is also aiming to examine and reform key elements of the justice system so that all St. Louis residents trust that the system is effective and fair. To take full advantage of our resources we will make better use of our underutilized land to enable more equitable neighborhood development. We will promote new demolition standards and a neighborhood vacancy initiative to help community groups address vacancies in their area, among other initiatives. We are also committed to fostering connectedness and a sense of community between residents.

*Resilient St. Louis* is shaped by three core pillars that we believe to be the foundation of the future growth and success of St. Louis. Each pillar identifies specific goals and actions to support the continued resilience of our city.

2

## Neighborhoods



**City Neighborhoods:** St. Louis is committed to ensuring its neighborhoods are positive communities for all residents today and in the future. This means that all St. Louisans can access jobs and build wealth and that all neighborhoods have the capacity to grow, thrive, and determine their own development. To support this vision, we as a City intend to invest in economic development initiatives that support a diverse and thriving community, such as developing citywide tax abatement reform and establishing a new bank bond for redevelopment projects.

3

## Systems



**Interconnected Systems:** Our purpose is to serve St. Louisans. To that end, we aim to create a government that is transparent in its actions and responsive to the needs of our constituents. This means redesigning key government functions to ensure all operations are focused on resident needs and experiences. For example, we will develop better ways for residents to provide feedback on our programs. Internally, we will improve responsiveness by creating a culture of accountability, using data to measure the efficiency and equity of operations, building on ongoing efforts to build a smart city strategy. In addition, we will pursue partnerships to streamline and modernize service delivery, in areas ranging from housing for the homeless to the management of health departments.





# Introduction

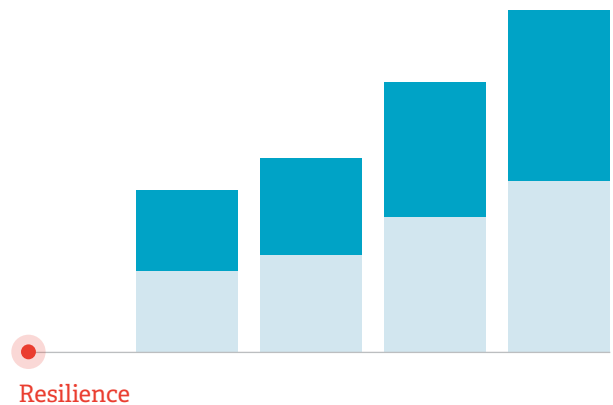
## 100RC Background

100 Resilient Cities—Pioneered by The Rockefeller Foundation (100RC) helps cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. 100RC provides this assistance through funding for a Chief Resilience Officer (CRO) in each member city who will lead the resilience efforts; resources for drafting a resilience strategy; access to private sector, public sector, academic, and NGO resilience tools; and membership in a global network of peer cities to share best practices and challenges.

St. Louis was selected to join the 100RC network because of its commitment to resilience and equity. 100RC supports the adoption and incorporation of a view of resilience that includes not just shocks – such as floods, infrastructure failure, and other acute events – but also stresses that weaken the fabric of a city on a day-to-day or cyclical basis, such as economic hardship or social inequality. By addressing both shocks and stresses in a holistic manner, a city becomes better able to respond to adverse events and is better able to deliver basic functions in both good times and bad.

### The Resilience Dividend

By investing in resilience-building actions and initiatives, St. Louis stands to reduce the impact of acute shocks and chronic stresses—including those that cannot easily be predicted. The “resilience dividend” is the positive return on resilience investments we make today, whether that be financial return or something more qualitative, such as reduced inequity or increased social cohesion in our neighborhoods. Building resilience allows the St. Louis to realize multiple benefits from a single intervention, in both times of crisis and times of calm. By continuing to invest in resilience and by implementing resilience-building actions, we will improve outcomes for St. Louisans, our physical environment, and our city’s future economy.





# Adapting 100 Resilient Cities For St. Louis

St. Louis applied to join the 100 Resilient Cities (100RC) network in order to strengthen the City's approach to key social and racial stresses, as well as contribute to and learn from a diverse network of cities that share St. Louis's commitment to resilience and equity. In addition to receiving specific support from 100RC, St. Louis brings unique experiences and perspectives on resilience to this global network. With the pressures of climate change, our experience protecting against and recovering from earthquakes, cyclones, tornadoes, fires, and floods is increasingly relevant to more and more cities. In addition, with increases in migration and a rising awareness of racial tensions in the U.S., St. Louis has an opportunity to serve as an example of how to acknowledge and begin healing from the traumas of systemic racism, violence, and racial inequities, and to leverage the diversity of our city to improve the lives of all residents. Going forward, our participation with 100RC has allowed St. Louis to leverage the partnership with the growing network of cities for continued learning, shared best practices, and opportunities to access new resources to achieve our resilience goals.





# Resilient St. Louis Background

*Resilient St. Louis* is about rebuilding a great American city through programs, partnerships, actions, and new data that empower every St. Louisan, but particularly our poorest and most vulnerable, to thrive in both good times and bad.

Over time, St. Louis and its residents have repeatedly shown resilience in the face of adversity. From the 1811 New Madrid Earthquake to the Mississippi River Flood in 1993 to the civil unrest as a result of Michael Brown, Jr.'s death in 2014, and again after the Jason Stockley verdict in 2017, St. Louisans have come together in response to our challenges. The path to progress has at times been slow and circuitous, and this new journey toward greater resilience will likely come with its own setbacks. No matter what new challenges may arise — from exposure to natural disasters, economic forces that potentially disrupt existing industries, or the social stresses that our communities face — *Resilient St. Louis* is clear-eyed about the work we must do as a City. In the face of these challenges, the starting point for building a stronger and more resilient St. Louis is open and honest reflection about our problems.

St. Louis has historically been a city of innovation — from pioneering bridge design with James B. Eads's all-steel-arched-construction bridge across the Mississippi in 1874, to becoming the fastest-growing startup hub in the United States in 2015. St. Louis is home to 11 world-class college and university campuses and an extensive park system that allows 90 percent of St. Louisans, regardless of race, to live within one-half mile of a park. Building city resilience will require us to leverage these strengths through intentional investments in our neighborhoods, including expanding Metrolink lines both north and south to better connect residents to jobs and recreational opportunities, and eliminating vacant and abandoned buildings from our community.

*Resilient St. Louis* recognizes that we continue to face social, economic, and environmental shocks and stresses. St. Louis must prepare for environmental risks such as floods, heat waves, and dangerous storms that, at times, have catastrophic potential. Perhaps a greater threat to St. Louis's resilience are the core chronic social stresses that have, for decades, contributed to increasing levels of inequity and lack of opportunity for communities of color.

If left unaddressed, the racial disparities that persist across the social and economic spectrum of St. Louis will continue to stagnate quality of life and overall public safety for **every St. Louisan**.

Inequity is at the core of all our chronic stresses, from delivery of government services to health and educational outcomes.

Building a truly resilient city and addressing the roots of these problems will require St. Louis to actively prioritize and advance equitable outcomes for people of color and the most vulnerable St. Louisans.

This Resilience Strategy is grounded in and builds upon the Preliminary Resilience Assessment. It aims to turn identified risks and opportunities into an actionable growth and equity-building plan for the city. The Resilience Strategy also builds from the Equity Indicators project, which helps cities advance policies and practices to reduce disparities and increase transparency and accountability around efforts to promote equality. These indicators ensure that strategic priorities are tied to clear, measurable equity outcomes and that those outcomes are being tracked.

## KEY TERMS

*Resilient St. Louis* has been intentionally shaped by the hard work and courageous conversations of many individuals and organizations that came before our strategy process began. As a result, throughout this Strategy we'll use specific language that is quintessential to the design and framework of the document. Here we highlight some of the most important definitions to provide readers with a common vocabulary and shared understanding.

## SYSTEMIC RACISM

Systemic racism is the result of overlapping policies, programs, practices, institutions, and people who exhibit racial bias. These entities can hold various forms of power, and they can wield it to disadvantage people of color, either intentionally or unintentionally. While not insignificant on their own, these entities, when combined, result in a distinct cumulative oppression that comprehensively restricts the opportunities of people of color and ultimately leads to the disparate outcomes we see today.

## RACIAL EQUITY

A state in which statistical outcomes can't be predicted by race.

## SHOCKS & STRESSES

Shocks are typically considered single event disasters, such as fires, earthquakes, and floods. Stresses are factors that pressure a city on a daily or recurring basis, such as chronic food and water shortages, an overtaxed transportation system, endemic violence or high unemployment.

## RESILIENCE

The capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and thrive—no matter what kinds of chronic stresses and acute shocks they experience.






# The 100 Resilient Cities Network

As a member of the 100 Resilient Cities network, St. Louis is not alone in its resilience journey, but rather is a member of a wider group of cities taking a similar approach to dealing with the challenges they face. As a part of this network, St. Louis has had the opportunity to both learn from other cities and to share its own expertise with others; for example, St. Louis hosted a number of other network cities at a 100RC CoLab on building economic resilience in low-income communities. In the course of the development of Resilient St. Louis, the CRO and City collaborated directly with a number of other U.S. cities in the 100RC network, including:

**BOSTON, MASSACHUSETTS**  
**CHICAGO, ILLINOIS**  
**DALLAS, TEXAS**  
**NASHVILLE, TENNESSEE**

**NEW ORLEANS, LOUISIANA**  
**OAKLAND, CALIFORNIA**  
**PITTSBURGH, PENNSYLVANIA**  
**TULSA, OKLAHOMA**

-  **ST. LOUIS**
-  **COLLABORATOR CITIES**
-  **OTHER 100RC CITIES**

## **NORTH AMERICA**

Atlanta, United States  
Berkeley, United States  
Boston, United States  
Boulder, United States  
Calgary, Canada  
Chicago, United States  
Dallas, United States  
El Paso, United States  
Greater Miami and the Beaches, United States  
Honolulu, United States  
Houston, United States  
Los Angeles, United States  
Louisville, United States  
Minneapolis, United States  
Montreal, Canada  
Nashville, United States  
New Orleans, United States

New York, United States  
Norfolk, United States  
Oakland, United States  
Pittsburgh, United States  
San Francisco, United States  
San Juan, United States  
Seattle, United States  
St. Louis, United States  
Toronto, Canada  
Tulsa, United States  
Vancouver, Canada  
Washington, D.C., United States

## **LATIN AMERICA AND THE CARIBBEAN**

Buenos Aires, Argentina  
Cali, Colombia  
Colima, Mexico  
Guadalajara Metro, Mexico  
Juarez, Mexico  
Medellin, Colombia  
Mexico City, Mexico  
Montevideo, Uruguay  
Panama City, Panama  
Porto Alegre, Brazil  
Quito, Ecuador  
Rio de Janeiro, Brazil  
Salvador, Brazil  
Santa Fe, Argentina  
Santiago de los Caballeros, Dominican Republic  
Santiago Metro, Chile

## **EUROPE AND THE MIDDLE EAST**

Amman, Jordan  
Athens, Greece  
Barcelona, Spain  
Belfast, United Kingdom  
Belgrade, Serbia  
Bristol, United Kingdom  
Byblos, Lebanon  
Glasgow, United Kingdom  
Greater Manchester, United Kingdom





The Hague, The Netherlands  
Lisbon, Portugal  
London, United Kingdom  
Milan, Italy  
Paris, France  
Ramallah, Palestine  
Rome, Italy  
Rotterdam, The Netherlands  
Tbilisi, Georgia  
Tel Aviv, Israel  
Thessaloniki, Greece  
Vejle, Denmark

#### **AFRICA**

Accra, Ghana  
Addis Ababa, Ethiopia  
Cape Town, South Africa  
Dakar, Senegal  
Durban, South Africa  
Kigali, Rwanda  
Lagos, Nigeria  
Luxor, Egypt  
Nairobi, Kenya  
Paynesville, Liberia

#### **ASIA PACIFIC**

Bangkok, Thailand  
Can Tho, Vietnam  
Chennai, India  
Christchurch, New Zealand  
Da Nang, Vietnam  
Deyang, China  
Huangshi, China  
Jaipur, India  
Jakarta, Indonesia  
Kyoto, Japan

Mandalay, Myanmar  
Melaka, Malaysia  
Melbourne, Australia  
Pune, India  
Semarang, Indonesia  
Seoul, South Korea  
Singapore  
Surat, India  
Sydney, Australia  
Toyama, Japan  
Wellington, New Zealand



# St. Louis's Resilience Challenges

St. Louisans have a lot to be proud of. We value the importance of investing in our strengths. Whether reinvesting in local and national parks, voting to expand our public transportation system, or raising the minimum wage for thousands of workers across the city, St. Louis residents choose to support initiatives and organizations that are improving the livability and attractiveness of St. Louis. Well-established partnerships with higher-education institutions and the tech and innovation community have helped solidify the central corridor as a national example of how public-private collaboration can attract massive private investment. Progress from the Cortex Innovation Community is expanding both to north St. Louis and Downtown. The city has also experienced billions of dollars in reinvestment and development in neighborhoods all across the St. Louis.

For the first time in decades there is a proactive community of partners and resources working with the Mayor's Office to develop and implement real strategies to address the vacant properties and blight that have

slowly decimated neighborhoods. There is growing openness across the city and county that we must have a serious public debate about the future of governance and political leadership in our region. St. Louis joined together with state and national leadership — across political party lines and municipal borders — to pool our resources and political capital to retain the National Geospatial Intelligence Agency as a multibillion-dollar anchor in the City of St. Louis. And though it may seem like the racial divisions across the United States are more strained today than ever, local organizations like Forward through Ferguson and Health Equity Works are truly leading the way for how community-based research and engagement can improve racial inequities in St. Louis, and in cities all over the country.

Amidst this positive momentum, St. Louis is at a critical juncture. If we are to achieve our full potential, and continue to thrive as a city and region, we must begin addressing several serious challenges that threaten our continued progress.

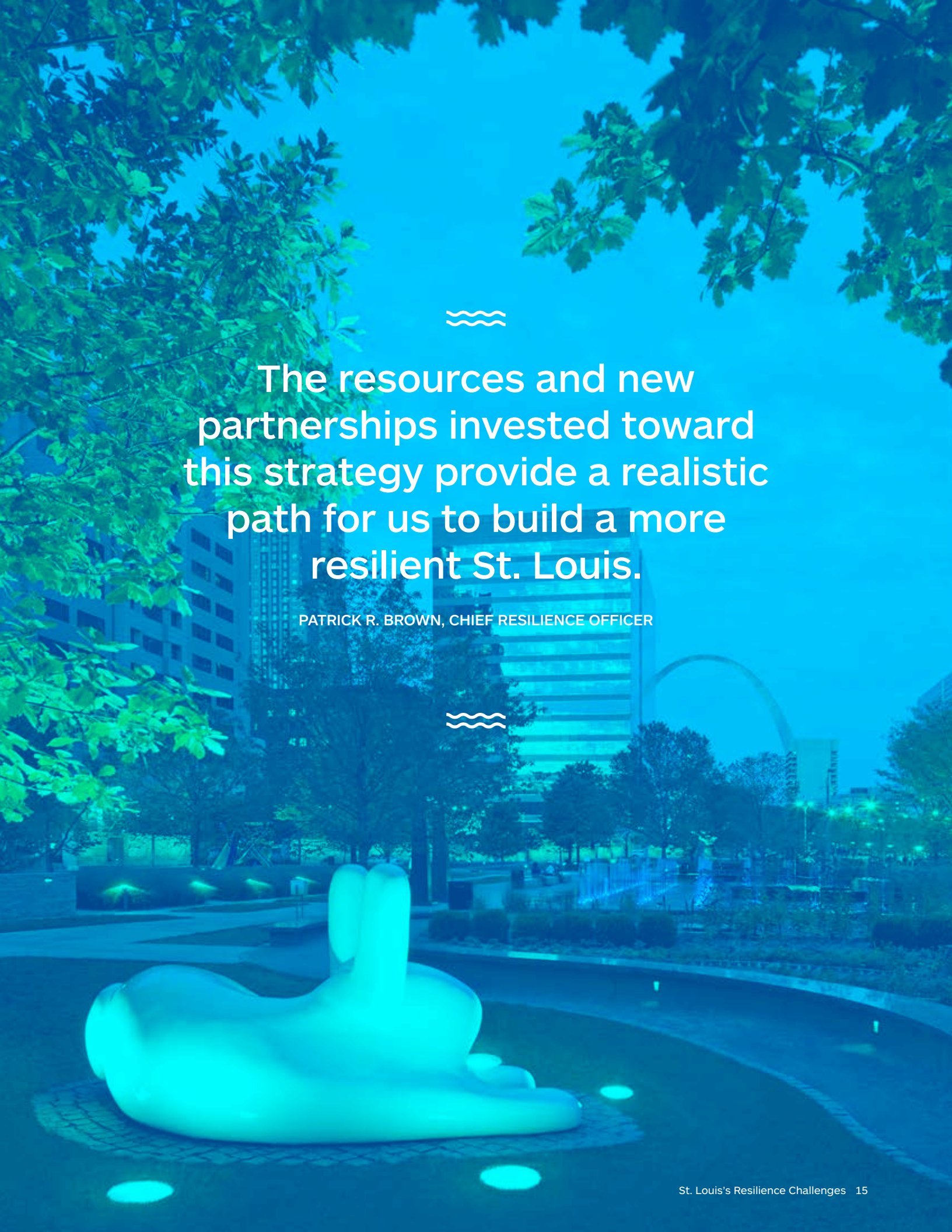
## 100RC NETWORK INSPIRATION

As a part of the 100RC network, St. Louis can take comfort that it is not alone in seeking to address many of the fundamental issues the City is facing. Cities across the U.S. and across the globe are working to address many of the challenges identified in *Resilient St. Louis* and have committed to related actions in their own resilience strategies. These cities can serve as inspiration, a source of learning and best practices, and, most importantly, as collaborators in the critical effort to build a more resilient city. The City of St. Louis — along with its residents, community groups, and business community — can look to partner and share

with others, ensuring that no city has to attempt to address these issues without support.

On the following pages, some of the cities addressing a select set of key challenges have been highlighted. These include efforts to reduce vacancy and reverse historic housing inequities for minority and low-income communities, programs to foster economic opportunity and develop appropriate workforce training opportunities, and examples of using data and technology to modernize the operations of City government to better serve the needs of all residents.





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The resources and new  
partnerships invested toward  
this strategy provide a realistic  
path for us to build a more  
resilient St. Louis.

PATRICK R. BROWN, CHIEF RESILIENCE OFFICER

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# Systemic Racism and Racial Inequities

Residents of color in St. Louis are disproportionately impacted by all of the resilience challenges facing the city. This fact makes it imperative that our community finally comes to terms with the entrenched legacy of racism that has shaped St. Louis. From the development of our neighborhoods and the evolution of our public education system to the planning of the transportation infrastructure across our region, there are few major moments in St. Louis history that have not been impacted by our racial divisions.

With these complex challenges in mind, Mayor Krewson leveraged the 100RC network in 2017 to develop the Equity Indicators (EI) tool for St. Louis. The tool outlines dramatic disparities in health, opportunity, and achievement that persist along racial lines in St. Louis. For example, research shows that the most common reason for a black woman in St. Louis to visit a hospital is for the treatment of injuries caused by physical assault. Additionally, black St. Louisans are more than twice as likely to be victims of violent crime than white St. Louisans. In any given year, black residents are 34

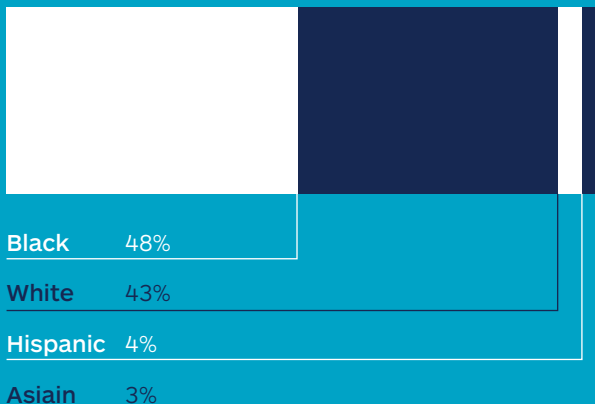
percent more likely to die from nearly all causes of death than white residents, and black babies in St. Louis are three times as likely as white babies to die before their first birthday.

Even as the healthcare industry is one of the strongest drivers of economic development, academic research, and employment in St. Louis, health outcomes for St. Louisans represent some of the city's largest racial disparities. Black residents in St. Louis are twice as likely as all other residents to lack access to health insurance. Black children are more likely to experience significant health issues; four times more likely to visit emergency rooms for injuries, illness, and disease; while also suffering from serious chronic illnesses such as asthma and lead poisoning at higher rates.

Without seriously addressing the drastic racial disparities impacting St. Louis residents, our potential growth and opportunities as a city and region will continue to be dwarfed by cities that provide a greater quality of life for its residents.



## City of St. Louis Demographics



## Life Expectancy

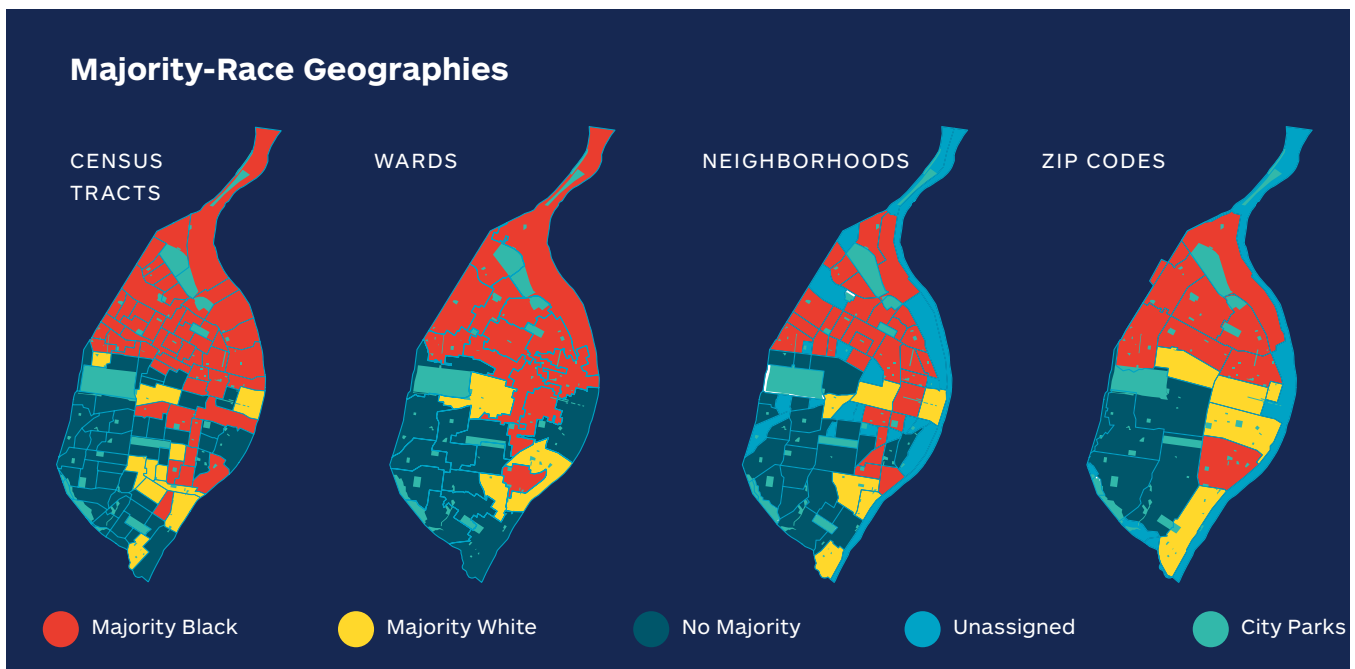
13 YEAR GAP IN LIFE EXPECTANCY  
BETWEEN CLIFTON HEIGHTS AND  
COLLEGE HILL

Zip Code 63139

80 Years Old

Zip Code 63107

67 Years Old





# Vacancy and Population Decline

Since 1950, the population of St. Louis has declined 63 percent from a peak of roughly 850,000 people to an estimated 315,000 today. Steep population decline has left vast amounts of vacant property across neighborhoods. Today, nearly 25,000 parcels are vacant, including abandoned lots and empty, crumbling buildings. These vacant properties blight our neighborhoods, decrease adjacent property values, drain City resources, and pose public safety risks for the children and families living nearby.

Vacancy and population decline are enormously complex issues facing St. Louis. The real estate industry, national population trends, private sector investment, government policies, and transportation access have all played a role in the rise in vacant properties. Racial bias also looms large. Vacant properties — those owned publicly by the City's landbank, the Land Reutilization Authority (LRA), along with properties owned privately by individuals or organizations — are concentrated on the city's majority-black, north side. Breaking down all vacant properties by census tract, majority-black areas within the City of St. Louis are home to 93 percent of all vacant properties.

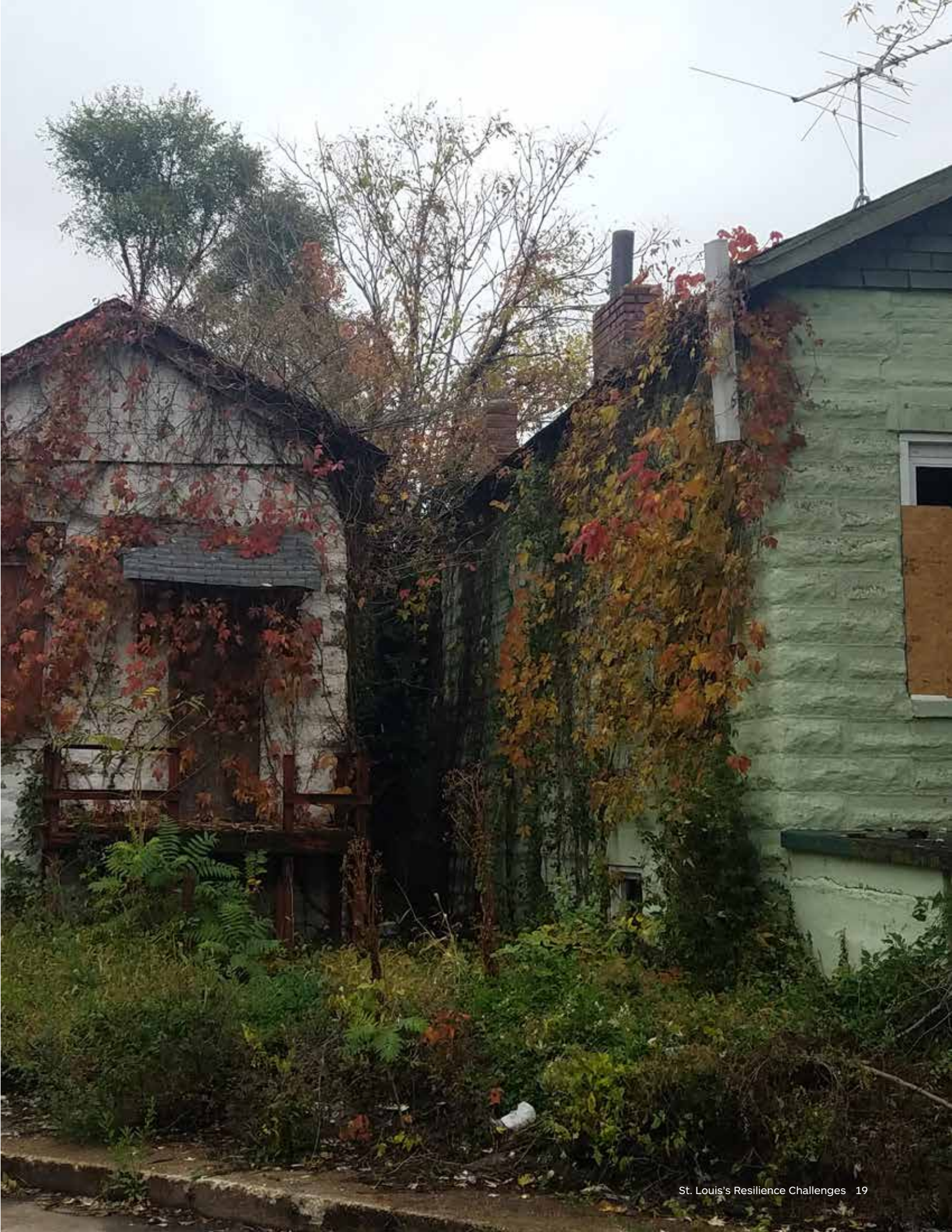
The beginnings of both our rise in vacant properties and decline in population date back to 1916, when two-thirds of St. Louisans voted in favor of a ballot referendum that became one of the first in the nation

to legalize housing segregation. As recently as 1948, St. Louisans still turned to discriminatory tactics such as “restrictive covenants,” exclusionary zoning, and redlining policies drafted by neighborhood associations, real estate agents, and banks to keep black residents out of majority-white neighborhoods.

Though now illegal, these historic practices continue to shape the city's population and vacancy trends today. The St. Louis region was recently ranked as having the 6th highest rate of minority segregation in the nation. Modern segregation is intrinsically linked with greater rent burdens for black St. Louisans, lower home ownership rates, and fewer home mortgages provided by banks in majority-black neighborhoods. Black loan applicants are nearly four times as likely as white applicants to be denied a home loan by a bank, while in majority-white neighborhoods there are nearly eight times as many home loan originations per capita than in majority-black neighborhoods.

All of these variables, coupled with a shrinking tax base, aging critical infrastructure, and overburdened City services, have created a vicious cycle of disinvestment in majority-black neighborhoods where our historic population losses have been the greatest and our concentrations of vacant properties are the highest.



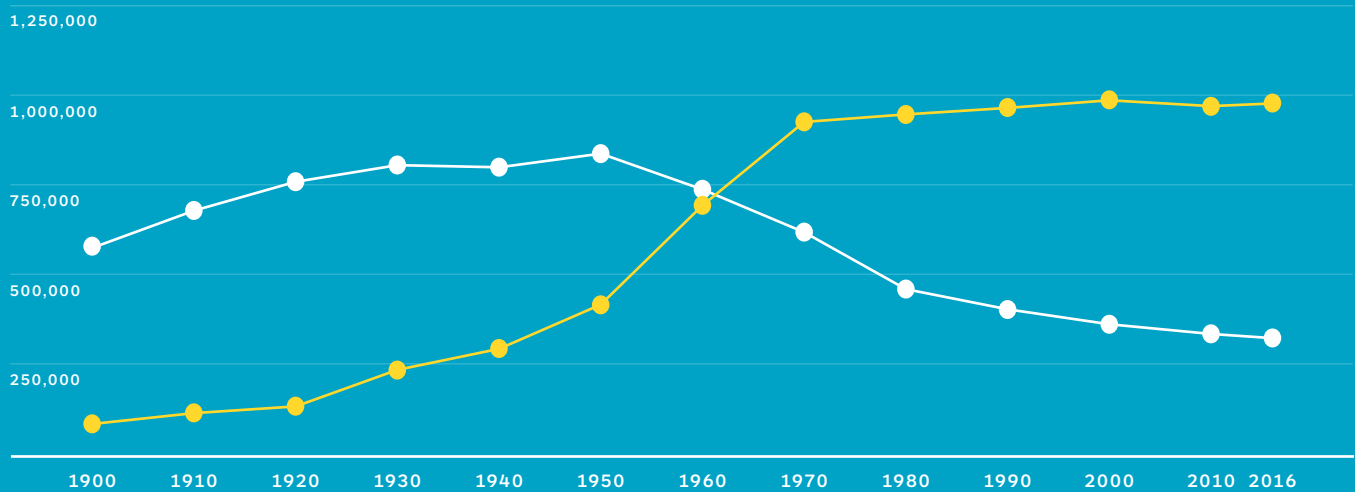




# Vacancy By the Numbers

## ST. LOUIS CITY & COUNTY POPULATION OVER TIME

● St. Louis City ● St. Louis County



## NETWORK INSPIRATION: REDUCING VACANCY AND REVERSING REDLINING

- Atlanta anti-displacement tax fund
- Bristol, United Kingdom use of brownfields for housing development
- Chicago support for neighborhood-based rehabilitation of abandoned homes at affordable rates, employing formerly-incarcerated individuals
- New York vacant lot aggregation for infill home ownership
- Norfolk vacant lot development
- Oakland acquisition and rehabilitation of vacant and abandoned properties
- Pittsburgh use of 30,000 vacant lots for public purposes
- Rome, Italy plan to redevelop abandoned areas and buildings near university
- Thessaloniki, Greece development framework for underutilized waterfront



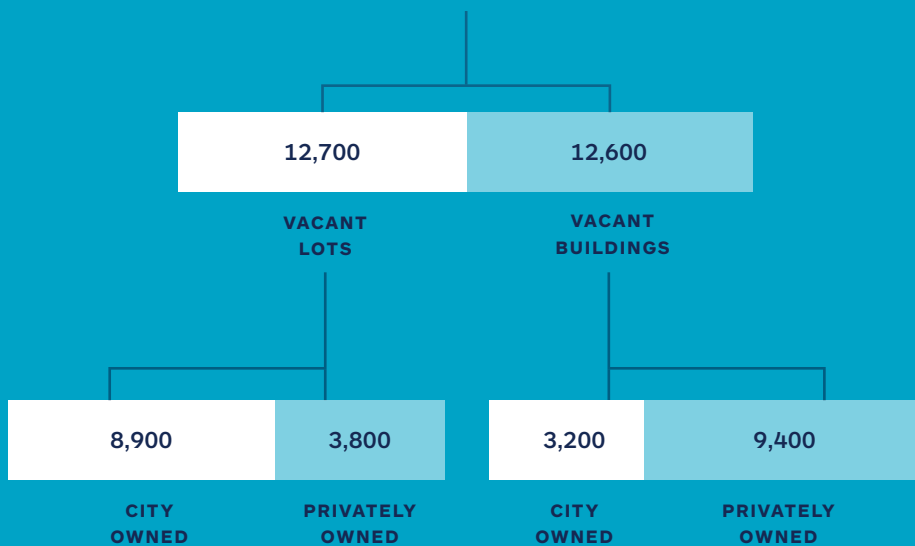


## Vacancy

VACANT AND ABANDONED PROPERTIES IN THE CITY

25,000+

VACANT OR ABANDONED  
PROPERTIES WITHIN  
ST. LOUIS



THE TOTAL ABANDONED  
LAND MASS IS EQUAL TO  
1.5X FOREST PARK

46%

OF THE CITY'S LAND  
BANK'S (LRA) INVENTORY  
HAS NEVER RECEIVED A  
SINGLE PURCHASE OFFER



\$60,000,000

ESTIMATED ANNUAL  
FISCAL IMPACT OF  
VACANCY (FROM MAYOR'S  
VACANCY PLAN)

CENSUS TRACTS	VACANT LOTS	VACANT BUILDINGS	TOTAL
MAJORITY-BLACK	11,836 (95% OF ALL VACANT LOTS)	6,946 (91% OF ALL VACANT BUILDINGS)	18,782 (93% OF ALL VACANT PARCELS)
MAJORITY-WHITE	367	397	764
NO-MAJORITY	321	320	641
TOTAL	12,524	7,663	20,187



# Inequitable Economic Opportunity

The economic resurgence of St. Louis's central corridor over the last few years has brought with it long-awaited construction projects and waves of reinvestment. The city's hospitality, healthcare, education, and technology sectors are all experiencing important growth. While it is critical that we continue to feed the redevelopment of our tax base throughout the central business district, we know from empirical data and myriad research that these new opportunities have not been available to all residents. A child living in one neighborhood faces vastly different outcomes from another living just minutes away.

Many local studies have shown that race can dictate access to quality affordable housing, broadband internet, and educational opportunities, all of which are foundational for success and building wealth. Providing equitable economic opportunity for every city resident means we must eliminate long-standing barriers to wealth building for our communities of color.

Recent U.S. Census estimates suggest that 21 percent of St. Louisans live at or below the poverty line. Black adults in the City of St. Louis are more than twice as likely to live in poverty as white adults. Unemployment rates for the City have been at historic lows for the past few years, however, black residents have still struggled to find quality employment opportunities. Black residents are also five times more likely to be unemployed than

white residents. The median household income for a black family in St. Louis is \$28,000, while a white family's median household income is nearly double that at \$55,000.

Barriers to wealth building extend beyond access to quality educational and employment opportunities. Economic mobility — defined by the Brookings Institution as “the likelihood that a family will move up the income ladder from one generation to the next” — is considered a core tenet of the “American Dream.” Most St. Louisans begin building wealth for themselves and their families through homeownership. However, nearly 70 percent of black residents in St. Louis are renters and do not own a home. Black residents are also more than twice as likely to spend more than half of their household income on rent, which is categorized as “severe rent burden.” This means black families are less likely to have savings for emergencies or share the same opportunity to transfer family wealth to future generations.

As we've outlined previously, black residents face a number of significant barriers to owning a home in the St. Louis. In 2016, there were 3,306 home mortgage loans applied for in the City of St. Louis. Of those applications, banks were nearly four times as likely to deny home loans for black applicants as for white applicants — 23.9 percent of black applicants were denied a home loan, compared to only 6.2 percent of white applicants.

## HOMEOWNERSHIP ANALYSIS: OWNER-OCCUPIED HOUSEHOLDS

	ALL	WHITE	BLACK	DISPARITY RATIO	EQUITY SCORE
<b>OWNER-OCCUPIED HOUSEHOLDS</b>	60,218	38,954	18,072		
<b>HOUSEHOLDS</b>	139,002	69,105	59,116		
<b>HOMEOWNERSHIP RATE</b>	43.3%	56.4%	30.6%	1.843 TO 1	47



## Median Household Income

### CITY

\$38,397

### REGION

\$54,500

### NATIONAL

\$55,775

## Income Disparity

### MEDIAN HOUSEHOLD INCOME BY RACE

### CITY

White \$52,425

Black \$25,631

### REGION

White \$62,802

Black \$33,790

### NATIONAL

White \$61,394

Black \$36,515

## NETWORK INSPIRATION: ECONOMIC OPPORTUNITY AND WORKFORCE TRAINING

- Boston Economic Mobility Lab
- Dallas workforce development programs tied to economic development strategy
- El Paso alignment of skills training to emerging industry clusters
- Glasgow, United Kingdom youth skill development for the future economy
- Los Angeles incubation of high-growth sectors and tying job training to those fields
- New York job training in industries with a variety of skill levels and growth prospects
- Santiago de los Caballeros, Dominican Republic plan to create six neighborhood-based training centers
- Semarang, Indonesia market study and employment training alignment
- Tulsa partnership with local institutions to address industry-specific skills gaps



# Climate Change

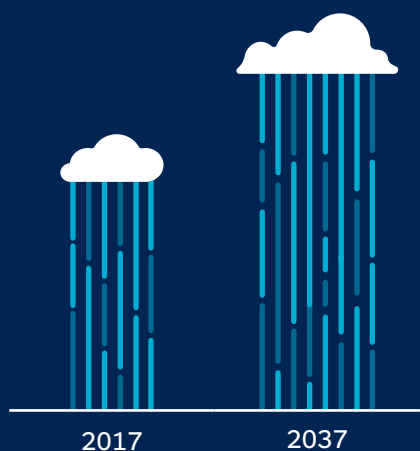
In 2017, the City's Director of Sustainability completed St. Louis's first Climate Vulnerability Assessment to help inform local government officials, public health practitioners, and other decision makers about our risks related to climate change, as well as identify the city's most vulnerable areas, sectors, and social groups.

Climate change is impacting St. Louis right now, and many more potentially disruptive effects await us in the future. According to the City's Office of Sustainability, higher temperatures and increasingly frequent and severe extreme weather events threaten to disrupt daily life for St. Louisans. St. Louis is at high risk for a wide range of weather-related disasters, including heat waves, extreme cold, drought, tornadoes, and flash

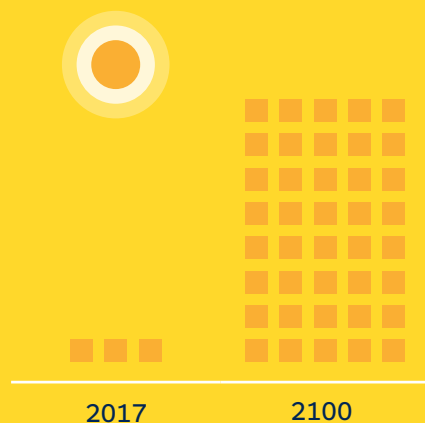
flooding. According to the East-West Gateway Council of Governments, summer temperatures are expected to rise approximately 6.3 degrees Fahrenheit by the middle of the 21st century, and experts predict an average increase in annual precipitation of 4.5 percent over the same timeframe.

We also know that not all St. Louisans will be impacted in the same ways by our changing climate. These increasingly volatile environmental conditions will have the most adverse impacts on people who are not protected or prepared — poor, vulnerable, and minority St. Louisans will experience negative health impacts, property damage, and financial strain at exponentially higher rates.

Heavy rainfalls in St. Louis are projected to increase by 40% over the next two decades



By 2100 St. Louis is projected to experience over 40 days of 100-degree weather per year. The city's current historical baseline average for 100-degree weather is 2-3 days per year.

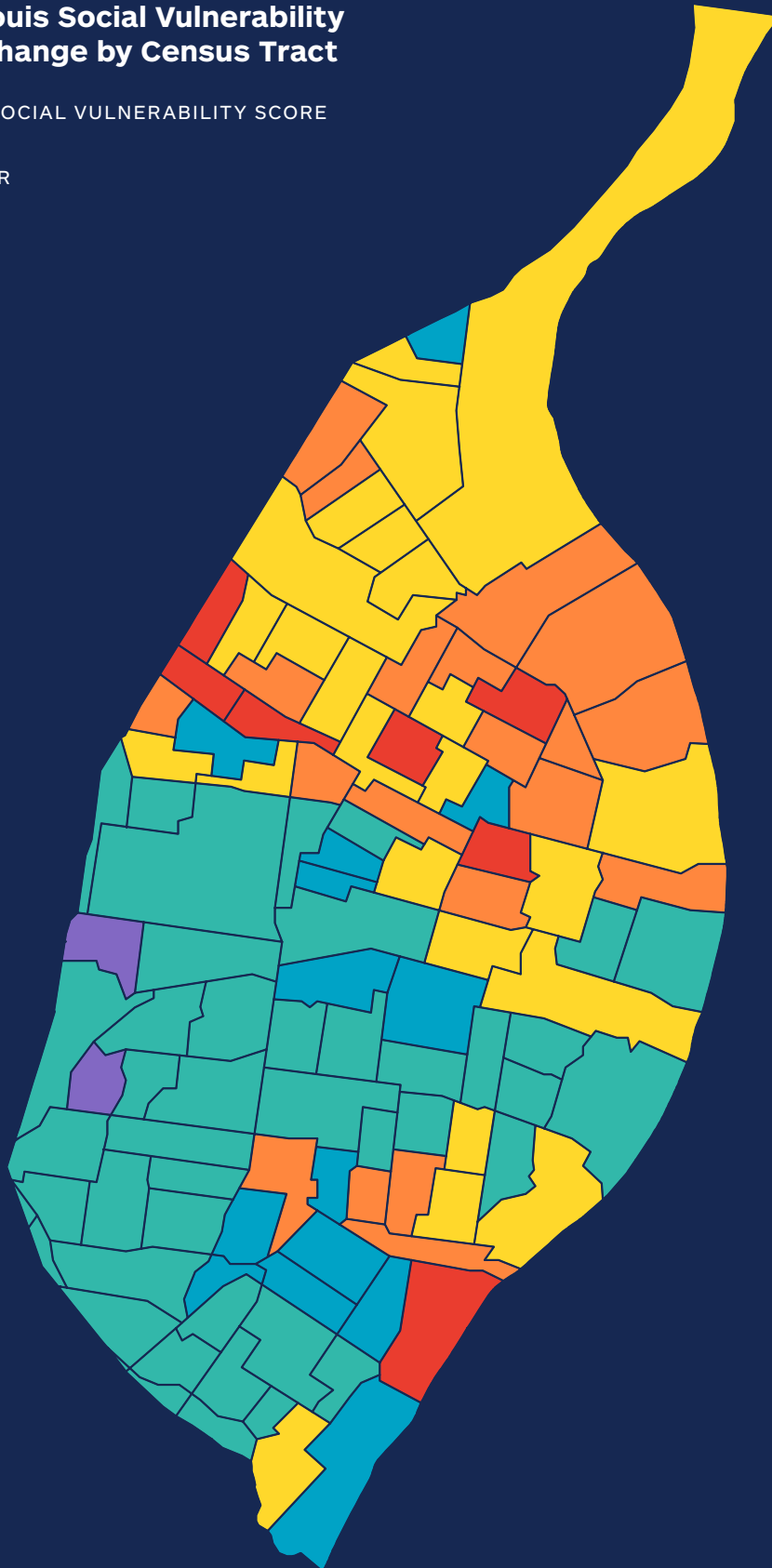


## City of St. Louis Social Vulnerability to Climate Change by Census Tract



AGGREGATE SOCIAL VULNERABILITY SCORE

- 22 AND UNDER
- 23-29
- 30-32
- 33-35
- 36-38
- 39-42





# Insufficient Government Transparency and Data

Social, environmental, and economic changes are occurring more rapidly now than any other time in St. Louis history. Despite this shifting landscape, City government must still sustain our delivery of high-quality essential services to residents. Today, cities all around the world are turning toward “smart governance” as a critical tool to both maintain and improve the effectiveness and efficiencies of government services. Like never before, use of digital technology, the “internet of things” (IOT), and open data are creating opportunities for a more proactive and inclusive local government in St. Louis. Given this context, creating a culture within City government that values having access to timely, open, and accessible data will be invaluable to our ability to plan and manage complex issues as a city.

If St. Louis is able to harness new technologies and partnership opportunities created through the increased shareability of our own data, City government could quickly become more affordable to operate, with outcomes more measurable, and more responsive to the needs of our most vulnerable residents.

However, before we can truly capitalize on the opportunities presented by “smart technologies” we have to acknowledge that City government currently lacks the necessary data infrastructure to leverage its full potential. Further, current City operations are often marred by inefficiencies and inaccessible data caused by a lack of investment in critical infrastructure, outmoded technology, and siloed operating departments.

## NETWORK INSPIRATION: USING DATA AND TECHNOLOGY TO MODERNIZE CITY GOVERNMENT

- Berkeley digital strategic plan to replace IT infrastructure and data management system
- Cali, Colombia integrated information services platform
- Glasgow, United Kingdom data sharing between public agencies and third parties
- Greater Christchurch, New Zealand open data with mobile access for residents
- Oakland digital service center development
- Pittsburgh regional data center
- Quito, Ecuador digital citizen engagement platform
- Rio de Janeiro, Brazil use of real-time sensors for natural hazard mapping
- Rotterdam, The Netherlands smart city and cyber resilience program
- Semarang, Indonesia community access to digital participatory planning tools
- Toyama, Japan open data platform









# Leveraging Existing Plans For St. Louis

Several existing plans, strategies, or bodies of research helped to inform the priorities of the *Resilient St. Louis*. For St. Louis's resilience building work to be successful, it is critical for the City to honor these pre-existing efforts and attempt to leverage our partnership with 100 Resilient Cities to carry forward and implement past calls to action.



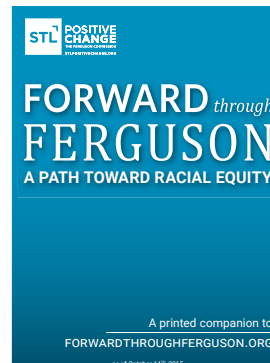
## CITY SUSTAINABILITY PLAN - 2013

The plan was adopted by the Planning Commission on January 9, 2013. It is the City's first sustainability plan. Led by the City's Sustainability Director, the citywide plan includes hundreds of strategies to advance sustainability in the City.



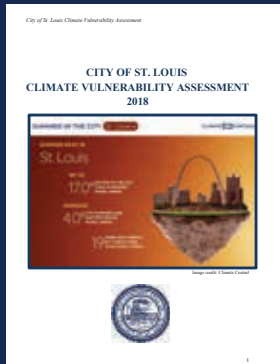
## FOR THE SAKE OF ALL - 2013

With funding from the Missouri Foundation for Health, scholars from Washington University and Saint Louis University collaborated with community partners and key stakeholders to produce a series of briefs on topics related to the health and well-being of African Americans in the City of St. Louis and St. Louis County.



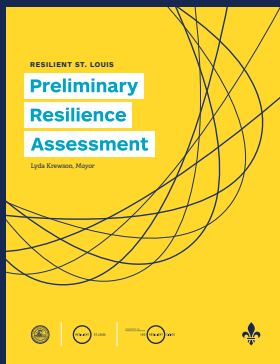
## FORWARD THROUGH FERGUSON - 2015

A year after the tragic shooting of Michael Brown and the turmoil that ensued across the St. Louis region, the Ferguson Commission, appointed by Former Governor Jay Nixon, produced the *Forward through Ferguson* report. The report was the product of thousands of hours of research and community-based discussions with the goal of charting a new path for racial equity in the St. Louis region.



## CLIMATE VULNERABILITY ASSESSMENT - 2017

The Climate Vulnerability Assessment was developed to better understand the potential consequences of increasingly extreme weather events brought on by climate change, the conditions most likely to affect the residents of the City of St. Louis, and the people who are most vulnerable to these events.



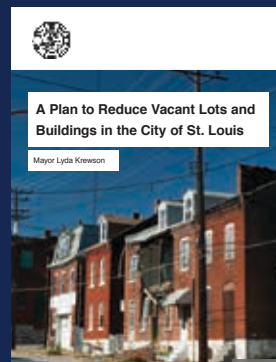
## PRELIMINARY RESILIENCE ASSESSMENT - 2018

Developed by the Office of Resilience and relevant partners, this PRA is a snapshot of St. Louis's existing state of resilience and provides a baseline of data, which helps inform targets and makes it possible to measure future progress. The PRA development process uncovers critical information, insights, and questions regarding the city's resilience, opportunities, and risks.



## SEGREGATION IN ST. LOUIS: DISMANTLING THE DIVIDE - 2018

*Segregation in St. Louis* is a community-driven report on segregation and housing in St. Louis, created in partnership with ArchCity Defenders, Ascend STL Inc., Metropolitan St. Louis Equal Housing and Opportunity Council (EHOC), Empower Missouri, For the Sake of All, Community Builders Network of Metro St. Louis, and Team TIF. The report presents an extensive history of our region's use of segregation housing policies and practices and concludes with 11 key recommendations to dismantle our significant divides.



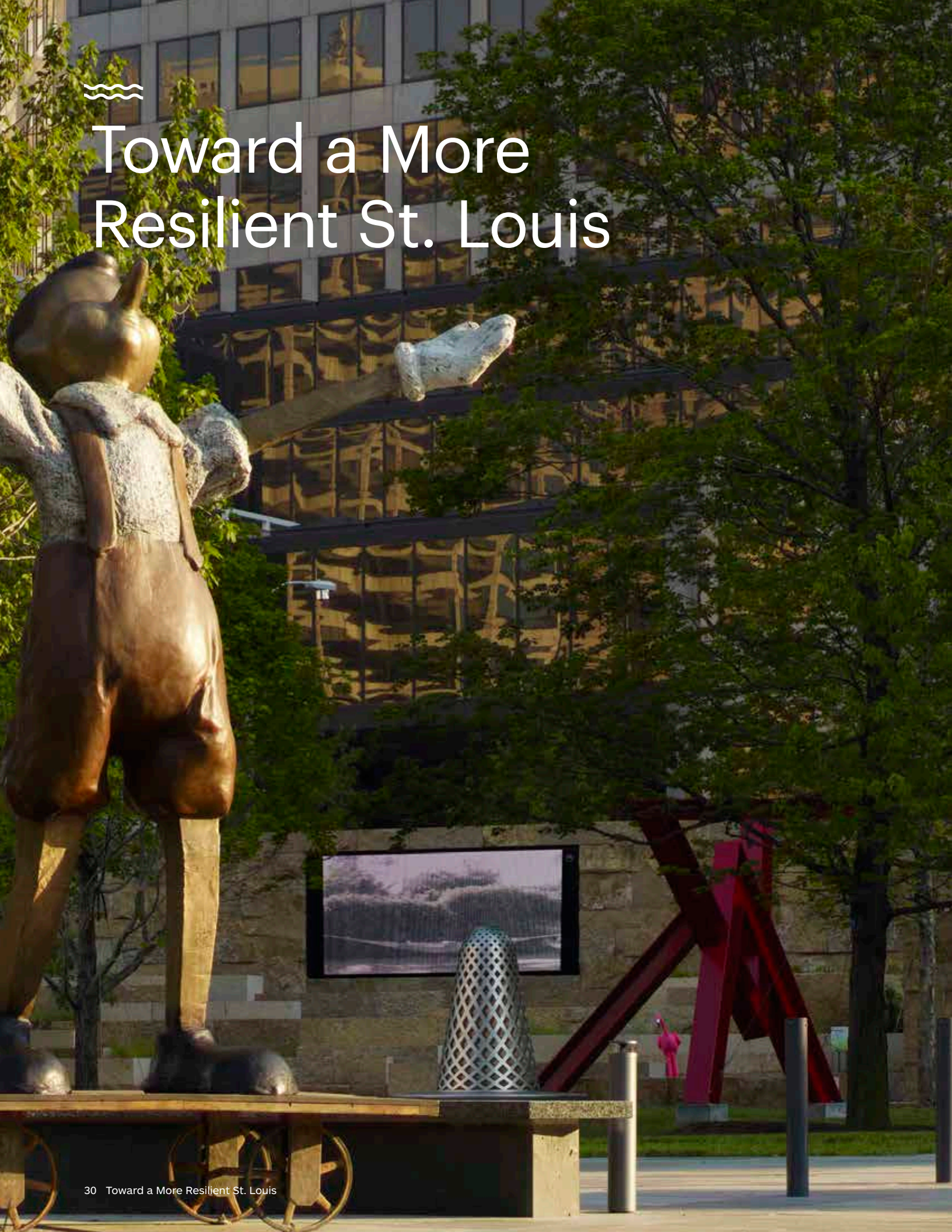
## MAYOR'S PLAN TO REDUCE VACANT LOTS AND BUILDINGS - 2018

Mayor Krewson's vacancy reduction plan outlines initiatives that will foster safer neighborhoods, rehabilitate and reoccupy buildings with new residents and businesses, and revitalize communities.





# Toward a More Resilient St. Louis







# How We're Building Resilience For St. Louis's Future

To be more resilient, St. Louis must be more equitable. We can only move toward greater prosperity for all by putting equity at the very center of our policies and actions. By using this as the guidepost for addressing the challenges of historic racism, inequity, vacancy, population decline, unevenly distributed economic opportunities, ongoing climate change, and inadequate government transparency and data systems, St. Louis will put the needs of the most vulnerable at the center of the programs, policies, and projects that affect the City and its people.

## **Resilient St. Louis recognizes that:**

**Residents** want their city to be people-centered and focused on equitable opportunities, civic engagement, and efficient service delivery for every St. Louisan

**Neighborhood** success differs dramatically based on historic practices of investment and neglect; new equitable investment will be required for St. Louis to become more resilient

**Systems** have fallen short of addressing the daily challenges of St. Louisans, a clear indicator that change and reform is needed at the most systemic levels of St. Louis

To address these overarching challenges, *Resilient St. Louis* puts forth 33 actions that are ready for implementation. Four priority actions, in particular, demonstrate notable opportunities to build resilience across pillars and create major impact.

**ACTION 1** | Utilize Equity Indicators Data to Support Equitable Outcomes for all St. Louisans

**ACTION 10** | Gateway Neighborhood Mortgage

**ACTION 23** | Anti-Racism Anti-Bias Training for City Employees

**ACTION 28** | Citywide Economic Development Strategy

## Guiding Visions for Building Resilience

1 St. Louis strives to achieve racial equity, find strength in the diversity of our residents, and actively foster the growth of, empowerment of, and connectivity between every neighborhood.

2 City government is proactive in applying an equity lens to address challenges, engage neighborhoods, and respond to the needs of St. Louisans.



# Equity Indicators Primer + How EI Guides This Strategy

The Equity Indicators Project (EI) is a response to the Ferguson Commission's call to action for a racial equity benchmarking process. The Project measures racial equity between black and white residents across 72 indicators, each chosen to illuminate the current state of inequity called out within the Ferguson Commission's priority areas: **Youth at the Center, Opportunity to Thrive, and Justice for All.**

The Equity Indicators quantify the state of racial equity in St. Louis and provide a baseline against which the City and St. Louis stakeholders can measure progress over time. Using data disaggregated by race, EI measures racial disparities across the 72 indicators and assigns each an equity score. To measure the racial disparity, we calculate a ratio between the outcomes for the two groups. We then convert the ratios to equity scores on a scale of 1 to 100 — higher scores display greater racial equity while lower scores show greater racial disparities.

Each year, an updated report will show changes in equity scores, and discuss recent efforts to increase racial equity. Elected officials, policymakers, community leaders, and every resident of St. Louis can use the Equity Indicators Project to understand our complex regional equity challenges, monitor changes over time, and hold leaders and institutions accountable. The Equity Indicators Project is a regional collaboration between the City of St. Louis, Forward through Ferguson, and United

Way. The project is funded by The Rockefeller Foundation, 100 Resilient Cities, and United Way. Technical assistance is provided by City University of New York's Institute for State and Local Governance. St. Louis developed its indicators alongside teams from fellow 100RC member cities Dallas, Oakland, Pittsburgh, and Tulsa.

This first EI report represents an important step for St. Louis as we continue working toward racial equity for every St. Louisan and toward greater resilience for St. Louis. The City has prioritized metrics that will help us better understand the policies, processes, and practices that have led to inequitable outcomes. Many of our most challenging problems are hard to solve because they are also our most complex.

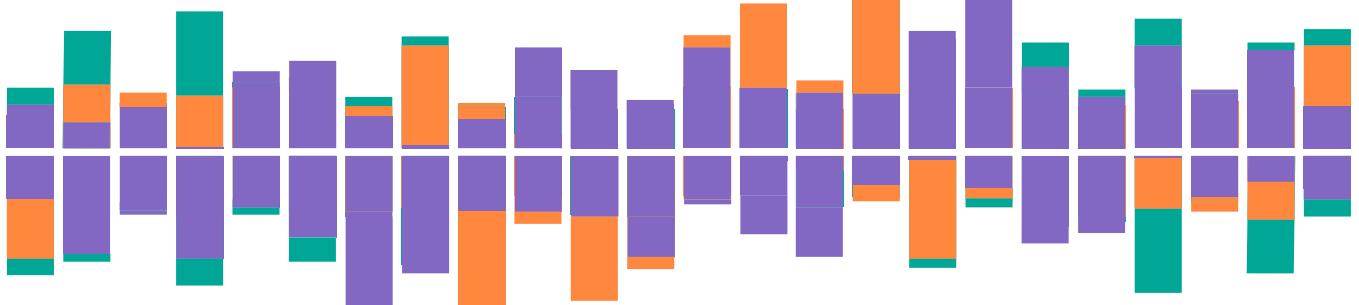
The resources invested and the partnerships forged in producing the Equity Indicators puts St. Louis in a stronger position to do the work necessary to improve lives. Within City Hall, this report has already changed the conversations we're having about how to better serve our residents. It has changed the questions we're asking departments, and it's changed our ideas about what effective solutions might look like. Honest and accurate data must serve as our foundation for this work if we are to improve the long-term resilience of St. Louis.

Throughout the Resilience Strategy each Action will be assigned an Equity Indicator to help measure impacts over time.

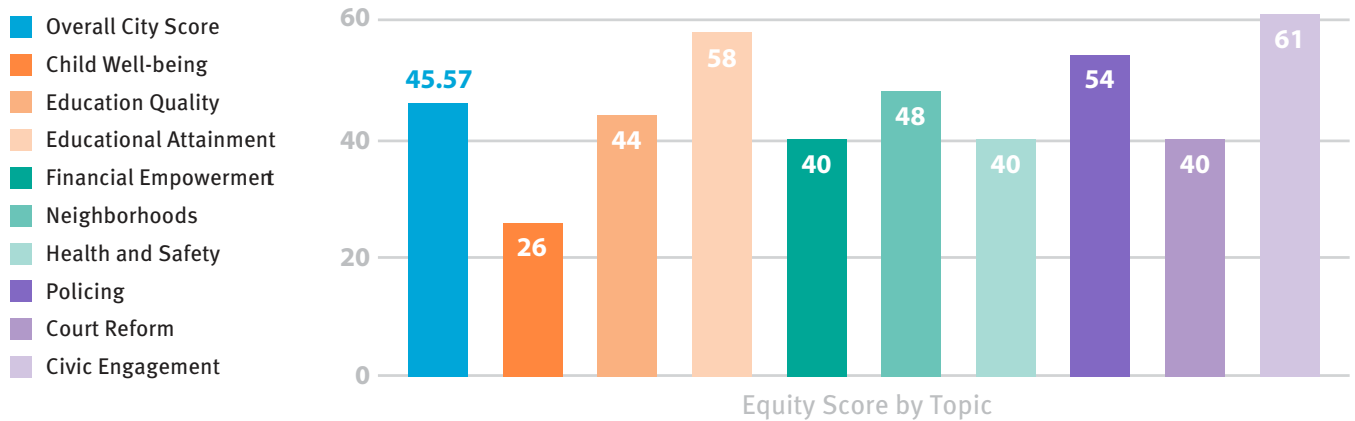


## Equity Indicators

*Toward a St. Louis Region that works for us all*



### 2018 Equity Scores: City of St. Louis





# How This Strategy Is Structured

*Resilient St. Louis* was designed to be a strategic document of collaboratively developed **Pillars**, **Goals**, and **Actions** that collectively position St. Louis to create sustainable change and deliver equitable results to strengthen our citywide resilience.

**Building the resilience of St. Louis cannot be achieved through one single initiative or organization; the actions in this strategy instead represent the broad work of municipal government and that of many local and national partners.**

## THE FOLLOWING ARE DESCRIPTIONS OF EACH PART OF THE STRATEGY:



### Pillars

Aspirational views of the St. Louis that we can begin to accomplish through the achievement of our Goals, Actions, and continued collaboration with the St. Louis community and partners.



### Goals

Proposed ways of supporting each Pillar based on the highest-priority needs identified in the community engagement process.



### Actions

Policies, programs, or initiatives being implementing with partners and identified stakeholders to help build a more resilient St. Louis

# How to Read the Actions in *Resilient St. Louis*

<p><b>IMPLEMENTATION LEADS</b></p> <p>Organization principally in charge of completing or implementing an individual action</p>	<p><b>IMPLEMENTATION PARTNERS</b></p> <p>Partner organizations that support or co-lead action implementation</p>
<p><b>STATUS</b></p> <p>Status explains whether an action is a <b>new</b> project or initiative being developed, or a preexisting project <b>in progress</b> toward a new phase of development.</p>	<p><b>BUDGET</b></p> <p>Status of action funding. <b>Funded:</b> fully funded; <b>Partially funded:</b> some funding allocated; <b>Unfunded:</b> no current funding allocated for action implementation</p>

6
New City Resident Welcome Letter

To promote active civic engagement across our 79 neighborhoods, the City of St. Louis will begin sending “welcome letters” to every new St. Louisan. Letters will help inform new residents about how and where to register to vote, information about contacting City officials, and details about requesting City services.

**Resilience Value:** Providing new residents with the information they need about local services and their local representatives will help ensure that St. Louisans have their basic needs met while also enhancing civic engagement and social cohesion.

<b>IMPLEMENTATION LEADS</b> Building Division	<b>STATUS</b> New
<b>IMPLEMENTATION PARTNERS</b> Board of Aldermen Board of Elections Mayor’s Office	<b>TIMEFRAME</b> Short-term
	<b>BUDGET</b> Funded
	<b>EQUITY INDICATORS</b> Voter turnout Calls to Citizen Service Bureau

<p><b>TIMEFRAME</b></p> <p>Each action of this strategy has been assigned a time frame: Ongoing, Short-term, Medium-term, or Long-term. These four definitions refer to what we believe to be a realistic window of time for implementing the individual action — <b>Ongoing:</b> currently being implemented; <b>Short-term:</b> 1 – 2 years; <b>Medium-term:</b> 2 – 3 years; <b>Long-term:</b> 3+ years.</p>	<p><b>EQUITY INDICATORS</b></p> <p>The Equity Indicators (EI’s) are a tool for us to use in measuring our city’s progress toward improving important social, health, environmental, and economic outcomes for St. Louis residents — and in driving our city toward achieving racial equity. Included with the Actions under each Pillar there are correlating EI’s, which will allow us to track performance and progress annually.</p>
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## Pillar 1



# Residents

Residents are the most important asset St. Louis has, and we must ensure that all St. Louisans—especially those whom we know to be our most vulnerable—are prepared for and capable of facing personal and community-level challenges when they arise.



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City decision-making will be people-centered and equity-focused, engaging the residents of St. Louis in shaping the services they receive, the outcomes they achieve, and the future of their communities.

# Goal 1

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The deployment of innovative programs will open opportunities to workforce training and financial empowerment for all St. Louis residents.

# Goal 2

---

City programs and services will equitably prioritize the needs of the city's most vulnerable residents.

# Goal 3

# Actions

## 1 Utilize Equity Indicators Data to Support Equitable Outcomes for All St. Louisans

The Equity Indicators tool gives us the most comprehensive snapshot St. Louis has ever had of the disparities St. Louisans face every day. The insights gained from this project will help support data-driven decision-making across the City in a thoughtful and transparent way. Elected officials, policymakers, community leaders, and every St. Louis resident can utilize the Equity Indicators as a tool to address our complex regional equity challenges, monitor changes over time, determine what's working and what's falling short, and hold St. Louis leaders and institutions accountable.

**Resilience Value:** For St. Louis to truly build resilience we must ensure that all St. Louisans—especially those whom we know to be our most vulnerable—are ready to face individual and community-level shocks and stresses.

### IMPLEMENTATION LEADS

City of St. Louis

### STATUS

New

### IMPLEMENTATION PARTNERS

United Way

Forward through

Ferguson

CUNY Institute for State  
and Local Government

### TIMEFRAME

Ongoing

### BUDGET

Partially funded

## 2 Digital Community Engagement Program

In collaboration with the St. Louis Promise Zone and St. Louis Food Policy Coalition, the City of St. Louis will deploy a digital community engagement tool to better gather insights and needs from communities that are typically underrepresented in standard community engagement processes. Using a digital platform will lower the barriers to participation for those who can't take the time to attend public meetings and will gather a wider range of insights and opinions. The full program will be deployed across a number of areas of interest in City programming and policy, and will start as a pilot in several pre-identified use cases.

One initial application is an assessment of the physical food environment in the city and county, specifically within the Promise Zone, to identify gaps and opportunities in access to healthy food. Survey data would inform a detailed report on the food retail environment, including an in-depth analysis that identifies geographic areas that should be prioritized for healthy food policy to address access to healthy food. In addition, this report would specifically highlight various elements of the physical food environment, from retail outlets to urban agriculture to nutrition

assistance, in order to provide a more focused look at each component.

**Resilience Value:** Programs that are grounded in the needs and voices of those they aim to serve are able to more effectively target the challenges they are meant to address and more equitably deliver the outcomes needed. By taking a person-centric approach to community engagement and ensuring that there are a multitude of venues for providing input, St. Louis can ensure that the voices that historically have not been heard can influence policies that impact them.

### IMPLEMENTATION LEADS

St. Louis Promise Zone

### STATUS

New

### IMPLEMENTATION PARTNERS

City of St. Louis

St. Louis Food

Policy Coalition

### TIMEFRAME

Medium-term

### BUDGET

Unfunded

### EQUITY INDICATORS

Access to healthy food

## PARTNER SPOTLIGHT

## Forward through Ferguson

In November 2014, after the death of Michael Brown, Jr., then-Missouri Governor Jay Nixon appointed an independent group of regional leaders —The Ferguson Commission — to conduct a “thorough, wide-ranging, and unflinching study of the social and economic conditions that impede progress, equality, and safety in the St. Louis region.”

The Commission’s charge was to examine the underlying causes of these conditions, including poverty, education, governance, and law enforcement; engage with local citizens, area organizations, national thought leaders, institutions, and experts to develop a thorough and comprehensive understanding of the concerns related to these conditions. The Commission was also responsible for issuing an unflinching report containing specific, practical policy recommendations for making the region a stronger and more fair place for everyone to live.

In September 2015, the Commission released its report, *Forward through Ferguson: A Path Toward Racial Equity*.

In the report, the Commission stated “that the data suggests, time and again, that our institutions and existing systems are not equal, and that this has racial repercussions. Black people in the region feel those repercussions when it comes to law enforcement, the court system, housing, health, education, and income.”

To address these inequities, the report laid out 189 Calls to Action, each focused on policy change. In its final act, the Commission created Forward through Ferguson to carry on its work, to help the region turn those calls into action, and to catalyze St. Louis’s efforts toward racial equity.

## 3 Establish Additional Workforce Training Centers

In collaboration with 100 Resilient Cities and network partners, the City of St. Louis will explore the feasibility of opening additional workforce training centers. Providing quality opportunities for city residents to obtain new skills and employment training is critical to keeping the St. Louis economy competitive. Workforce development and continued education fuels growth, and ensures that employees have the knowledge and tools to support the current and future industries of St. Louis.

**Resilience Value:** Preparing St. Louisans for an equitable future and ensuring that all residents have access to the benefits of a dynamic city means not only providing a growth of opportunities, but also ensuring that residents are ready to take advantage of those opportunities. Individuals, families, and communities will benefit through inclusion at the center of future economic opportunity.

### IMPLEMENTATION LEADS

City of St. Louis

### STATUS

New

### TIMEFRAME

Long-term

### BUDGET

Unfunded

### EQUITY INDICATORS

Unemployment

Business ownership

## Actions

### PARTNER SPOTLIGHT

## IHS Markit

The City of St. Louis engaged IHS Markit (IHSM), a Platform Partner in the 100RC initiative, to provide an analysis of the City's current and future socioeconomic trends, which the City then used to inform the development of its Resilience Strategy. Specifically, the IHSM team provided the City with zip-code-level detail of income distribution, racial distribution, and industry distribution — as well as a breakdown of minority representation in major occupational groups, based on employment data by race and ethnicity and the annual

wage levels of those occupations. The analysis also focused on industries that are growing, industries that are contracting, and the skills and occupations these industries employ respectively. This analysis helped the City identify potential businesses to attract and training to provide. Lastly, the analysis provided benchmarks to other similar cities to help St. Louis identify areas of strength to leverage and weaknesses to improve.

## 4 Identify Funding To Relaunch Youth Tree Tender Program

In partnership with the City of St. Louis, Forest ReLeaf of Missouri launched an urban forestry youth training program called Tree Tenders. As part of the STL Youth Jobs experience, Tree Tenders worked during the summer of 2018, learning to identify tree types, planting techniques, and proper pruning and maintenance practices for the long-term care of trees. Tree Tenders also worked on community-based landscaping projects to gain new knowledge and skills that prepare youth for a future career in natural resources. The City of St. Louis will work with new and existing partners to identify new sources of funding for a relaunch of the program.

**Resilience Value:** Connecting youth with environmental jobs creates a healthier, more beautiful city, while simultaneously providing the next generation with skills and experience that will prepare them for future workforce participation.

#### IMPLEMENTATION LEADS

Forest ReLeaf  
Office of Sustainability  
Department of Parks,  
Recreation, and Forestry

#### IMPLEMENTATION PARTNERS

Missouri Department  
of Conservation  
STL Youth Jobs

#### STATUS

In progress

#### TIMEFRAME

Short-term

#### BUDGET

Unfunded

#### EQUITY INDICATORS

Unemployment

## 5 Linking Fees and Fines in Municipal Court

The City of St. Louis, in partnership with 100 Resilient Cities, will explore the development of a program which would defer certain fees and fines for accessing educational tools and financial empowerment resources. This diversion program will work with City departments to identify a subset of fines and fees that disproportionately impact low-income residents and offer the opportunity to enroll in financial planning and empowerment programs or other socioeconomic improvement programs in order for fines and fees to be forgiven.

**Resilience Value:** By seeking to address underlying issues of financial literacy and empowerment, this program will enhance the long-term stability and financial security of St. Louis residents and, by extension, strengthen the fiscal and economic health of the city as a whole.

<b>IMPLEMENTATION LEADS</b>	<b>STATUS</b>
Municipal Court	New
<b>IMPLEMENTATION PARTNERS</b>	<b>TIMEFRAME</b>
Mayor's Office	Medium-term
Office of Financial Empowerment	<b>BUDGET</b>
	Unfunded
<b>EQUITY INDICATORS</b>	
Unemployment	Convictions for driving while poor
Adult poverty	Warrants issued
Median income	

### ACTION SPOTLIGHT

## 100RC CoLab: Building Economic Resilience in Low Income Communities

In partnership with 100 Resilient Cities, St. Louis piloted the first 100RC Collaboration Workshop (CoLab), convening Platform Partners, subject matter advisors (SMAs), local experts, and representatives of other 100RC member cities to drive innovation, identify solutions, and catalyze change toward building economic resilience.

Chief Resilience Officer Patrick Brown and other St. Louis city leaders were joined by representatives from fellow 100RC member cities **Chicago, Nashville, and Tulsa**, along with **100RC Platform Partners and SMAs, including the Consumer Finance Protection Bureau, the Civil Service Retirement System, Dalberg, EY, Fourth Economy, ICIC, IHS Markit, Manchester Bidwell, Microfinance Opportunities, and the Urban Land Institute**. The group convened in February 2018 to focus on how to equitably address economic growth, in addition to other persistent challenges such as aging infrastructure, natural disaster response, education, and

public health deficits.

The 100RC CoLab Tool supports member cities whose most intransigent challenges are too complex for any one sector to tackle. CoLab topics reflect multi-city demand and require a cross-industry or cross-discipline, multi-partner response. CoLabs kickstart new kinds of collaborations and identify innovative and collaborative solutions a needed to bridge those gaps endemic to highly complex, systemic urban issues.

The St. Louis CoLab generated ideas and technical assistance on how to fold persistent urban challenges such as aging infrastructure, natural disaster response, and education and public health deficits into economic development planning. It further led to more holistic economic resilience. Discussions were grounded in the case study of Wells-Goodfellow, a historically underserved and highly disinvested neighborhood representative of the challenges faced by communities currently untouched by the City's traditional economic development strategies. A number of actionable proposals emerging from the initiative design and innovation efforts at the CoLab have been prioritized and included as actions in *Resilient St. Louis*.

**See related Actions 5, 10, 17 & 28**



## Actions

### 6 New City Resident Welcome Letter

To promote active civic engagement across our 79 neighborhoods, the City of St. Louis will begin sending “welcome letters” to every new St. Louisan. Letters will help inform new residents about how and where to register to vote, information about contacting City officials, and details about requesting City services.

**Resilience Value:** Providing new residents with the information they need about local services and their local representatives will help ensure that St. Louisans have their basic needs met while also enhancing civic engagement and social cohesion.

#### IMPLEMENTATION LEADS

Building Division

#### IMPLEMENTATION PARTNERS

Board of Aldermen

Board of Elections

Mayor’s Office

#### STATUS

New

#### TIMEFRAME

Short-term

#### BUDGET

Funded

#### EQUITY INDICATORS

Voter turnout

Calls to Citizen

Service Bureau





7 Built for Zero Program Launch

Built for Zero (BFZ) is a national program helping cities across the United States end veteran and chronic homelessness. Through the support of 100 Resilient Cities, St. Louis joined the BFZ network, and in partnership with City and County Continuums of Care, is developing real time data on homelessness, optimizing local housing resources, and tracking progress against monthly goals. Armed with this new coordinated data, St. Louis’ BFZ program launched in 2019 and begin aggressively working to reduce the number of veterans and other St. Louisans experiencing chronic homeless to functional zero.

**Resilience Value:** A resilient St. Louis will recognize its duty to all of its residents. By addressing housing issues for the most vulnerable, formerly homeless St. Louisans become less isolated from the broader community, easier to reach during a crisis, and have more stable opportunity to access health and employment resources.

<b>IMPLEMENTATION LEADS</b> Department of Human Services	<b>STATUS</b> In progress
<b>IMPLEMENTATION PARTNERS</b> City/County Continuums of Care VA St. Louis Healthcare System	<b>TIMEFRAME</b> Short-term
	<b>BUDGET</b> Partially funded
	<b>EQUITY INDICATORS</b> Homelessness Chronic absenteeism

## Actions

### PARTNER SPOTLIGHT

## St. Louis Office of Financial Empowerment

The St. Louis Office of Financial Empowerment (OFE) is a public-private partnership dedicated to helping city residents make better financial decisions. Founded by the City treasurer, the OFE furthers its mission by hosting financial literacy classes, encouraging personal responsibility, and participating in asset-building initiatives. St. Louis is part of a growing national coalition of 15 other cities, including Chicago, Nashville, New York, and San Francisco, that have opened similar financial empowerment centers within municipal governments. The OFE is located within City

Hall with staff who provide free financial education and credit counseling through Operation HOPE, a national non-profit leader in financial literacy. OFE also provides “College Kids” savings accounts to all kindergarten students enrolled in St. Louis Public Schools and works with banks and non-profits to provide more than 20 different financial management classes on topics, including how to purchase a home, entrepreneurship, investing, and public service student loan forgiveness.







## 8 Deploy IPAWS-Enabled Emergency Alert System

The ability to communicate with every resident and visitor within the city, over any device, in critical situations or during an emergency is invaluable to keeping St. Louis safe. The City Emergency Management Agency (CEMA) is currently researching IPAWS (Integrated Public Alert and Warning System)-enabled applications that would allow CEMA and other City entities to communicate critical information over text, email, and calls to both mobile phones and home landlines. A new application is set to launch in 2019.

**Resilience Value:** Awareness of impending threats will reach a wider range of residents who will be informed of what actions to take (both before and during an event).

**IMPLEMENTATION LEADS**  
City Emergency Management Agency

**STATUS**  
New

**TIMEFRAME**  
Short-term

**BUDGET**  
Funded

## 9 Relaunch Metro Go Cards as a Permanent Youth Fare Program

The Metro Go Card is a new option that will make it easier for young people in the bi-state region to take Metro Transit to get to school, work, or recreation. In response to a call to action from the *Forward through Ferguson* report, Mayor Krewson approached Metro Transit about creating a system wide half-price fare for youth and young adults, ages 13 to 25. Metro Go Cards launched as a pilot program during the Summer of 2018, and the City will continue to work with Metro Transit toward developing a permanent half-price transit fare.

**Resilience Value:** Providing youth with affordable access to transit will improve their access to educational and employment opportunities and will also provide a foundation for a future St. Louis that values the social and environmental benefits of sustainable modes of transportation.

**IMPLEMENTATION LEADS**  
Metro Transit

**STATUS**  
In progress

**IMPLEMENTATION PARTNERS**  
Mayor's Office

**TIMEFRAME**  
Ongoing

**BUDGET**  
Unfunded

**EQUITY INDICATORS**  
Unemployment  
Disconnected youth  
Child poverty rate



## Pillar 2



# Neighborhoods

Strong neighborhoods are essential to social change. When we think about building resilience and improving lives, the 79 unique neighborhoods that make up St. Louis are the foundation of that work. Every City neighborhood should be a place where residents have a voice in informing how their community develops.

Neighbors should feel empowered to check on one another and have the tools to advocate for community needs.





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St. Louis neighborhoods are healthy, vibrant, connected, and have equitable access to safe public spaces, updated amenities, and sustainable modes of transit.

# Goal 1

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The future of St. Louis neighborhoods is shaped by their residents, who have the venue to voice their vision for the future and the capacity to make decisions regarding planning and development.

# Goal 2

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Investments in disconnected neighborhoods will transform vacant and abandoned properties into assets, leverage the real estate market for equitable development, and build the foundation needed for neighborhood growth.

# Goal 3

## Actions

# 10 Gateway Neighborhood Mortgage

Gateway Neighborhood Mortgage is an innovative home loan product designed to help address the lingering impacts of historic redlining on the St. Louis real estate market. Owning a home is the way most Americans accumulate family wealth. However, we know that in many neighborhoods in St. Louis—particularly north of Delmar Boulevard—it is difficult for prospective homebuyers to get a traditional mortgage from a bank due to the “appraisal gap”. Gateway Neighborhood Mortgage seeks to address those appraisal gaps by working with traditional banks and community development finance institutions (CDFIs) to offer homebuyers two mortgages. The first mortgage comes from a traditional bank partner for the appraised value of the home, and the second mortgage comes from the CDFI to cover the difference between the purchase price of the home, related rehab costs, and the first mortgage.

**Resilience Value:** By directly confronting the lingering effects of redlining directly, St. Louis is addressing historic inequities while also helping to provide access to much needed capital in neighborhoods that have been marginalized for generations, enhancing individual financial security and economic opportunity, and building community assets and cohesion.

### IMPLEMENTATION LEADS

Justine Petersen  
Central Bank  
Enterprise Bank & Trust  
Carrollton Bank  
Midland States Bank  
Reliance Bank

### IMPLEMENTATION PARTNERS

St. Louis Equal Housing Opportunities Council  
The St. Louis Equal Housing and Community Reinvestment Alliance  
St. Louis CDFI Coalition  
Health Equity Works  
City of St. Louis

### STATUS

New

### TIMEFRAME

Short-term

### BUDGET

Partially funded

### EQUITY INDICATORS

Homeownership  
Home loan denial rate  
Home loan originations  
Median income  
Severe rent burden

### REDLINING

The practice of arbitrarily denying a creditworthy applicant a loan for housing in a certain neighborhood primarily on the basis of race or class, even though the applicant may otherwise be eligible for the loan.

### APPRAISAL GAP

An “appraisal gap” occurs when a lending institution appraised value of a home is less than the purchase or sales price of a home.



### ACTION SPOTLIGHT

## Mayor's Vacancy Reduction Plan

Over the last 12 months, Mayor Krewson's administration has used data to gain insight into the true impact of vacancy and blight on St. Louis. The City has been using that data to pilot a number of vacancy-reduction strategies outlined in the mayor's plan.

Success of the strategies will be evaluated over the next year, adapting existing efforts and adding programs as new ideas and best practices emerge. The vacancy reduction plan outlines initiatives that will foster safer neighborhoods, lead to the rehabilitation and reoccupying of buildings with new residents and businesses, and revitalize communities. This will drive the growth of our City's tax base, public schools, and the taxing districts that fund City services and regional cultural institutions.

[See related Actions 10, 11, 12, 13, 14, 15, & 32](#)

## Actions

11

### St. Louis Vacancy Collaborative

The Vacancy Collaborative (VC) is a coalition of partners, community representatives, private and non-profit stakeholders, City agencies, and cross-sector working groups committed to making the reduction of vacant property a top priority in St. Louis. Realizing our shared vision of eliminating vacancy and blight from our neighborhoods is a complex puzzle that requires coordination to achieve. To that end, the VC was formed to help coordinate existing vacancy efforts under one umbrella and enable the public and private sectors to work together toward collaborative and comprehensive solutions to the City's vacancy challenges.

**Resilience Value:** Partners across St. Louis recognize that vacancy in the city is an issue that hurts the St. Louis and its residents, but also one that presents an opportunity to address a variety of other challenges in a comprehensive manner; that can help make the City of St. Louis a better place for all.

#### IMPLEMENTATION LEADS

St. Louis Association of Community Organizations (SLACO)  
Community Builders Network (CBN)  
City of St. Louis  
St. Louis Development Corporation

#### IMPLEMENTATION PARTNERS

St. Louis University Law School  
Missouri Department of Conservation  
Legal Services of Eastern Missouri

#### STATUS

In progress

#### TIMEFRAME

Ongoing

#### BUDGET

Funded

#### EQUITY INDICATORS

Vacancy  
Homeownership  
Illegal dumping

## PARTNER SPOTLIGHT

### Green City Coalition

The Green City Coalition (GCC) is a collaboration of three partner organizations: the City of St. Louis, the Missouri Department of Conservation, and the Metropolitan Sewer District. GCC focuses its demolition, deconstruction, and greenspace creation work in neighborhoods where there are high concentrations

of vacant properties. GCC works with residents to increase community cohesiveness, vitality, and prosperity; enhance neighborhood safety and aesthetics; and improve personal and environmental health, well-being, and resilience.

## 12 Community Land Trust Feasibility Study

The Green City Coalition (GCC) identified the need for a feasibility study to provide guidance on an organizational structure for land ownership and management in neighborhoods where large areas of greenspace are being created through concentrated demolition of dangerous buildings. Specifically, GCC wanted to assess options for creating a land trust focused on converting vacant land currently in the Land Reutilization Authority inventory to community green space. The feasibility study will help GCC understand the financial costs and benefits of vacant land conversions, as well as best practices for empowering members of the surrounding community land trust organizational structure.

**Resilience Value:** Enhancing community green space will provide a variety of environmental and social benefits—including reducing stormwater runoff, minimizing heat island effect, and creating community gathering spaces.

### IMPLEMENTATION LEADS

St. Louis Development Corporation  
Missouri Department of Conservation  
Mayor's Office

### IMPLEMENTATION PARTNERS

Washington University Environmental Studies Department

### STATUS

In progress

### TIMEFRAME

Medium-term

### BUDGET

Funded

### EQUITY INDICATORS

Vacancy

Enhanced community green space will also ensure that communities are empowered to control the future of their neighborhoods.

## 13 LRA Vacant Building Assessment and Strategic Disposition Plan

The City's Land Reutilization Authority (LRA) has, on average, more than 11,000 properties in its inventory — a combination of vacant lots and abandoned buildings — and each year takes in hundreds of additional properties through donations and tax foreclosures. LRA's mission is to hold these properties until it's possible to sell them to new private owners who will put the properties back into productive use supporting neighborhood revitalization and economic development.

LRA will conduct a vacant building assessment to provide annual up-to-date information and recommendations for every LRA owned property to guide the City's neighborhood revitalization and vacancy reduction efforts. The assessment will outline the criteria LRA utilizes to prioritize LRA buildings for sale, structural stabilization, demolition, or deconstruction.

**Resilience Value:** By taking a proactive approach to managing vacant properties, the City can enhance its own fiscal stability while simultaneously helping to build safer neighborhoods that provide community assets and critical services to all residents.

### IMPLEMENTATION LEADS

St. Louis Development Corporation  
Land Reutilization Authority  
Planning and Urban Design Agency

### IMPLEMENTATION PARTNERS

Mayor's Office  
Building Division

### STATUS

New

### TIMEFRAME

Short-term

### BUDGET

Funded

### EQUITY INDICATORS

Vacancy



## Actions

### 14 Proposition NS Implementation

Proposition NS (Prop NS), approved by city voters in April 2017, directs the City of St. Louis to issue \$40 million in general obligation bonds for the purpose of establishing a program to stabilize the structural conditions of single-family and multi-family residential buildings owned by the City's Land Reutilization Authority (LRA). LRA will use Prop NS funds to repair roofs, gutters, and downspouts; board up windows; and stabilize walls of qualifying LRA-owned buildings to help maintain their structural integrity and preserve them for future rehabilitation and use by new owners.

**Resilience Value:** By proactively preserving vacant buildings rather than demolishing them and potentially rebuilding later, St. Louis will reduce overall costs in the long term, minimize waste, and protect potential community assets that add historical context and value to City neighborhoods.

#### IMPLEMENTATION LEADS

Land Reutilization Authority

#### IMPLEMENTATION PARTNERS

St. Louis Association of Community Organizations (SLACO)  
Mayor's Office  
Building Division  
Board of Aldermen  
Comptroller's Office

#### STATUS

New

#### TIMEFRAME

Short-term

#### BUDGET

Funded

#### EQUITY INDICATORS

Vacancy





## 15 Deconstruction Program

Deconstruction is a sustainable building demolition process that uses hand tools to carefully disassemble structures so that more of the valuable building materials can be salvaged and sold for new uses or future construction projects. In collaboration with the Delta Institute, the U.S. Environmental Protection Agency, the Green City Coalition, and ReFab St. Louis, the City will launch a Deconstruction pilot program using 30 buildings within the Land Reutilization Authority (LRA) inventory. The pilot will offer professional deconstruction training for licensed St. Louis demolition contractors and interested City residents as a means of providing new employment opportunities, skills, and green job training.

**Resilience Value:** This innovative approach is better for the environment than traditional demolition, provides job opportunities and training, and offers a financial return through the sale of reclaimed materials, making it more self-sustaining.

### IMPLEMENTATION LEADS

Land Reutilization Authority  
Mayor's Office

### IMPLEMENTATION PARTNERS

U.S. Environmental Protection Agency  
Delta Institute  
ReFab St. Louis  
St. Louis Community College  
Missouri Department of Natural Resources  
St. Louis-Jefferson Solid Waste Management District

### STATUS

In progress

### TIMEFRAME

Short-term

### BUDGET

Partially funded

### EQUITY INDICATORS

Vacancy  
Unemployment  
Adult poverty  
Childhood blood lead levels

## Actions

# 16

## Coordinated and Equitable Infrastructure Growth Program

Modernization and equitable growth of the City's critical infrastructure is crucial to our continued resilience and competitiveness and is foundational to the City's "Smart City" strategy. The equitable infrastructure growth program (EIG) is a comprehensive infrastructure growth and modernization program established by the City as part of the "Smart City" initiative. Under the EIG infrastructure definitions include: power, water, gas, sewer, fiber optic networks, access to broadband, wireline telephone, wireless, public Wi-Fi, and transportation (streets, sidewalks, public transit, etc.). The intent of the EIG is to replace old and failing infrastructure with modern and resilient infrastructure while also ensuring that replacement, growth, and modernization occur in underserved areas at the same time as all other areas; thus, all citizens benefit from growth and modernization efforts.

EIG will ensure 21st century infrastructure expands to all St. Louis neighborhoods, and provides a modern foundation for the future deployment of smart city technology and applications. Other intended benefits include:

- Providing a way for utility, telecommunications, cable, and fiber network companies to collaborate on infrastructure projects, including projects that require digging in streets, sidewalks, and alleys
- The ability to share construction costs so investments go further
- The installation of smart technologies that increase the quality of service and reduce the frequency, detection time, and recovery time of outages
- Provide reductions in vehicle and pedestrian traffic disruptions due to construction in streets and sidewalks, while also minimizing the length of time streets and sidewalks are blocked

**Resilience Value:** By creating the City's first coordinated plan for infrastructure upgrades, St. Louis can employ a more strategic process that mitigates continued disruptions to public streets and sidewalks that residents have endured in the past. EIG also provides clear guidance for ensuring future upgrades occur in the neighborhoods where they are most critically needed.

### IMPLEMENTATION LEADS

Chief Technology Officer

### IMPLEMENTATION PARTNERS

Communications Division  
Board of Public Service  
Department of Traffic, Streets, and Refuse  
Department of Public Safety  
Water Department  
Ameren  
XG Communities  
Bi-State Development  
Metropolitan Sewer District  
Spire  
Sprint

### STATUS

In progress

### TIMEFRAME

Short-term

### BUDGET

Funded

### EQUITY INDICATORS

Access to broadband internet  
Calls for service

## 17

### PRO Neighborhoods Equitable Neighborhood Development

St. Louis is being awarded a \$200,000 planning grant through the JPMorgan Chase Partnerships for Raising Opportunity in Neighborhoods Competition (PRO Neighborhoods). The PRO Neighborhoods grant is an opportunity to foster neighborhood-scale economic development activity in three neighborhoods and to create templates for replicating the planning process in additional neighborhoods across the city. In coordination with the development of the City's forthcoming citywide Economic Development Strategy (see Action 28), Rise Community Development, the St. Louis CDFI Coalition, and St. Louis Development Corporation are collaborating to develop equitable neighborhood development plans that can be submitted to JPMorgan for potential implementation funding.

**Resilience Value:** Equitable economic development will make St. Louis a more competitive city by unlocking the full potential of our economy. By eliminating barriers and making high-quality employment opportunities more accessible to low-income communities and communities of color, equitable neighborhood economic development will help expand small business ownership, and, ultimately, grow household wealth.

#### IMPLEMENTATION LEADS

Rise Community Development

#### IMPLEMENTATION PARTNERS

St. Louis CDFI Coalition  
St. Louis Development Corporation  
Mayor's Office

#### STATUS

New

#### TIMEFRAME

Short-term

#### BUDGET

Funded

#### EQUITY INDICATORS

Unemployment  
Concentrated poverty  
Transit quality  
Commuting times  
Median income  
Business ownership  
Vacancy

#### PARTNER SPOTLIGHT

### Equitable Infrastructure Growth Participants

The current active EIG participants with signed letters of support include Ameren (power), Spire (gas), Bi-State Metro (public transportation), Metropolitan Sewer District (sewer), Water Department, Board of Public Service, Streets Department and Sprint. New City ordinances have been passed to support the EIG

including bills related to the deployment of small wireless facilities, "dig once", and an ordinance changing the fee structure for the use of the right-of-way intended to remove barriers to growth and competition in the St. Louis market.



## Actions

# 18 Metro Reimagined

Metro Transit (an enterprise of Bi-State Development) used customer feedback and data collected through the 2017 – 2018 Metro Reimagined study to design a more equitable and efficient public transportation system. This is the first comprehensive operations analysis of the transit system in 10 years. As part of a new rider-centric focus, the new bus service plan for the St. Louis region is being designed so that all of its operations, schedules, routes, and services will be developed to meet riders' needs — and all within the current Metro Transit budget. A significant highlight of the plan is the shift from featuring just one bus route in the entire transit system with 15-minute frequency to 13 bus routes that provide 15-minute frequency during the day. This is significant, in part, because heightened frequency allows riders to use buses without a schedule and use transit for non-work trips like shopping and running errands.

**Resilience Value:** An equitable, resilient St. Louis must provide for the needs of all its residents, including the need for a variety of mobility options to access jobs, schools, and basic needs for those who cannot afford or choose not to own a car. By redesigning the Metro system with those users in mind, Bi-State Metro Transit will ensure that St. Louisans are well-served and able to participate in, and benefit from, activity across St. Louis.

### IMPLEMENTATION LEADS

Metro Transit

### STATUS

In progress

### EQUITY INDICATORS

Transit quality

Unemployment

Concentrated poverty

Commuting times

### TIMEFRAME

Short-term

### BUDGET

Funded

## ACTION SPOTLIGHT

### Metro Electric Bus Fleet

Grant funding from the Federal Transit Administration's Low or No Emission Vehicle Program will be used to purchase 40-foot extended-range battery-electric buses that will be added to Metro Transit's clean-burning diesel fleet in late 2020. Metro Transit partnered with local utility Ameren Missouri, bus manufacturer GILLIG, and the Center for Transportation and the Environment on the grant application.





## 19 North-South MetroLink Expansion

For the first time since 2006, St. Louis is poised to significantly expand public transit using funding approved by voters for the first phase of a North-South MetroLink extension. This project will help support added density, spur transit-oriented development, and provide sorely needed access to employment opportunities in the central corridor for disconnected residents in northern and southern parts of the city.

Currently, Metro Transit is working to bring stakeholders to the table to collaborate on strategic alignment of investment resources around the proposed transit corridor through a transit-oriented development study funded by the Federal Transit Administration. So far, stakeholders have agreed that coordinating development — particularly in the form of pedestrian and stormwater infrastructure improvements — should begin now, prior to and in preparation for the build-out of the light rail line.

**Resilience Value:** MetroLink is the flagship service of the St. Louis Metro system and has long provided excellent service to the central corridor — an area at the heart of growth and opportunity in the city. Extending the system to the north and south sends a clear signal about the

### IMPLEMENTATION LEADS

Bi-State Metro Transit  
City of St. Louis

### IMPLEMENTATION PARTNERS

East-West Gateway  
Council of Governments  
  
Planning and Urban  
Design Agency  
  
Citizens for Modern  
Transit

### STATUS

In progress

### TIMEFRAME

Long-term

### BUDGET

Partially funded

### EQUITY INDICATORS

Transit quality  
Concentrated poverty  
Commuting times  
Residential segregation

importance of equity and ensuring that marginalized communities also have access to this opportunity. It also provides a chance to expand the growth occurring along the central corridor to other parts of the city, providing opportunity locally while supporting the progress of the overall regional economy.

## 20 Chouteau Greenway

Great Rivers Greenway is designing the Chouteau Greenway Master Plan to create a transformational pedestrian greenway connecting Forest Park to the Gateway Arch. Chouteau Greenway will connect both north and south of the Central Corridor to bring together some of the City's most vibrant neighborhoods, parks, business and arts districts, employment centers, transit, bike lanes, and dozens of cultural and educational institutions.

**Resilience Value:** Providing St. Louisans with improved non-motorized mobility options will not only increase accessibility of St. Louis, but will also provide health, safety, and air quality benefits. The heart of an expanded system, the Chouteau Greenway will be a practical connector, a regional attraction, and a key component of a forward-thinking St. Louis landscape.

### IMPLEMENTATION LEADS

Great Rivers Greenway

### IMPLEMENTATION PARTNERS

Stoss Landscape  
Urbanism  
  
City of St. Louis  
  
Arch to Park  
Collaborative  
  
Grand Center Inc.  
  
St. Louis University  
  
Washington University  
  
Forest Park Forever

### STATUS

In progress

### TIMEFRAME

Long-term

### BUDGET

Partially funded

### EQUITY INDICATORS

Access to parks  
Pedestrian injuries

## Actions

### ACTION SPOTLIGHT

## Dockless Bikeshare and Electric Scooter Program

Great Rivers Greenway produced St. Louis' first bikeshare feasibility study and implementation plan in 2014. In 2017, Bi-State Development led the St. Louis Bikeshare Working Group's effort to develop next steps, and in spring of 2018, the City launched the citywide dockless **Bikeshare and Electric Scooter Program**. The City's program is guided by the vision of creating a more accessible, affordable, sustainable, and equitable transportation system for all St. Louisans regardless of race, culture, income, or neighborhood. The program has clear policies requiring the equitable distribution of bikes and scooters in neighborhoods

outside the City's central corridor that are most disconnected from employment opportunities and have the greatest need for expanded public transportation options.

With over 1,700 bikes and scooters in circulation across the city, the "dockless" program allows residents and visitors to locate and unlock an available bike or scooter using an app, ride it to work, the grocery store, or to explore a new City neighborhood. For low income St. Louisans, there are discounts available, methods to unlock without a smart phone, and the option to pay with cash.

## 21 Trailnet Connecting St. Louis: Protected Bike Lanes

Trailnet is working with the City of St. Louis and community partners to create a new protected on-street bikeway system that allows St. Louisans and visitors to safely travel to more neighborhoods, cultural districts, parks, and business centers across the city. This on-street system will supplement the City's off-street network of trails, bike lanes, and the proposed Chateau Greenway, providing enhanced access for historically underserved neighborhoods and making biking safe and accessible for a much larger proportion of St. Louis residents.

**Resilience Value:** It is essential to ensure that a non-motorized trail system does not become just a play space for the wealthy, but rather is equally welcoming to disadvantaged and marginalized residents. By connecting the off-street trail system to the neighborhoods where people live, and by prioritizing investments in underserved communities, St. Louis can ensure that the accessibility and health benefits are realized for those who need them most.

#### IMPLEMENTATION LEADS

Trailnet

#### STATUS

In progress

#### IMPLEMENTATION PARTNERS

Department of Streets,  
Traffic and Refuse

Planning and Urban  
Design Agency

#### TIMEFRAME

Long-term

#### BUDGET

Unfunded

#### EQUITY INDICATORS

Access to parks

Pedestrian injuries

## 22 Tree Canopy Expansion

Around 4 million urban trees die or disappear in cities across the nation each year. The City of St. Louis Office of Sustainability and the Department of Parks, Recreation, and Forestry are collaborating with Forest ReLeaf and the Missouri Department of Conservation to plant five hundred trees in City parks to help address stormwater flooding issues, create wildlife habitat, and add tree canopy to reduce the heat island effect.

**Resilience Value:** U.S. Forest Service found that every \$1 spent on planting trees delivers about \$5.82 in public benefits; added tree canopy helps to promote greater air quality and stormwater absorption, reduces heat island effect, and adds new wildlife habitat.

### IMPLEMENTATION LEADS

Office of Sustainability  
Department of Parks,  
Recreation, and Forestry

### IMPLEMENTATION PARTNERS

Forest ReLeaf  
Missouri Department  
of Conservation  
Partners for Places

### STATUS

In progress

### TIMEFRAME

Ongoing

### BUDGET

Funded

### EQUITY INDICATORS

Child asthma rate

Chronic disease  
emergency room visits



## ACTION SPOTLIGHT

### Climate Vulnerability Assessment

The City's Office of Sustainability recently published St. Louis' first Climate Vulnerability Assessment. Assessing community vulnerability is important for defining the growing risks posed to St. Louis by climate change, and enables community partners and decision makers to

identify the most vulnerable areas, sectors, and city residents. The next phase of this work will be to draft intervention plans specifically tailored to address St. Louis's individual climate risks and vulnerabilities.

The background of the entire page is a high-angle, slightly blurred photograph of several people sitting at white tables, playing chess. The tables are arranged in rows, and the chessboards are clearly visible. The people are seen from behind or in profile, focused on their games. The lighting is warm, and the overall atmosphere is one of quiet concentration and community activity.

## Pillar 3



# Systems

Every day across St. Louis there are systems operating which determine how things like government services are delivered and policies get implemented. Systems make St. Louis run. They are interconnected and interdependent organizations, departments, communities, and government agencies; decisions and actions taken by one entity impact the others. In order to effect real and lasting change, our resilience-building efforts must take root at the most fundamental, systemic level. We aim to create a government that is transparent in its actions and responsive to the needs of our constituents. This means redesigning key government functions to ensure that all operations are equitably focused on resident needs and experiences.

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The justice system and City government are trusted by and accessible to every St. Louisan.

# Goal 1

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Economic development initiatives contribute to the growth of every neighborhood.

# Goal 2

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City government will leverage collaborative partnerships, data, and new technologies to deliver quality services and to improve outcomes for all St. Louisans.

# Goal 3



## Actions

### 23 Anti-Racism Anti-Bias Training For City Employees

Building upon the Mayor Krewson's priority to support the implementation of *Forward through Ferguson* calls to action, more than 120 cabinet members, senior staffers, and City officials have attended multi-day 20-hour intensive workshops designed to offer tangible tools for City departments to use in recognizing and addressing racial disparities. Attendees build a common definition of racism and explore the historic development of institutional racism in the United States. They examine ongoing realities of racism, including the identity-shaping power racism has on both black and white St. Louisans. Attendees explore the individual, institutional, and cultural manifestations of racism, and consider the link between racism and other forms of oppression. Lastly, they are introduced to strategies to dismantle racism, focusing specifically on applying principles of organizing and social/cultural change within their own departments. Additional workshops will be conducted throughout 2019.

**Resilience Value:** Recognizing that institutional racism has a powerful and insidious impact on all residents of St. Louis is a first step toward building a more inclusive and cohesive society. By starting with internal reflection and taking concrete steps to address its own issues, the City of St. Louis will improve its service to the City's residents. The City has also made the importance of this priority clear, setting an example for other organizations in the community to follow.

#### IMPLEMENTATION LEADS

Mayor's Office

#### IMPLEMENTATION PARTNERS

Crossroads Antiracism  
Organizing & Training

Department of  
Personnel

Washington University

#### STATUS

In progress

#### TIMEFRAME

Ongoing

#### BUDGET

Funded

#### EQUITY INDICATORS

Calls for service

City management  
representation





## 24 Municipal Court Justice Index Project

The National Center for Access to Justice at Fordham Law School is launching a pilot project in St. Louis to collect and evaluate municipal data on the relationship between access to justice, financial capability, and the perception of the civil justice system in poor communities. The driving force behind the research is a belief shared by the National Center for Access to Justice, Equifax, and the City of St. Louis that better data will inform better decision-making regarding public and private actions—to improve opportunities for vulnerable residents and to reduce barriers for St. Louisans currently earning less than the median national income.

**Resilience Value:** By assessing the structural issues surrounding the justice system, rather than just the symptoms of an impoverished and frequently-incarcerated population, this effort gets at the root causes, aiming to improve justice, increase opportunity, and help St. Louisans out of poverty.

### IMPLEMENTATION LEADS

National Center for Access to Justice

### STATUS

New

### IMPLEMENTATION PARTNERS

Equifax

City of St. Louis

### TIMEFRAME

Long-term

### BUDGET

Partially funded

### EQUITY INDICATORS

Municipal arrests

Incarceration rate

Legal representation in Municipal Court

Warrants issued

Juvenile Court referrals

## Actions

# 25 Criminal Justice Coordinating Council to Advance Social Justice

A Mayor's Office FUSE Corps Fellow will develop recommendations for the Criminal Justice Coordinating Council that will allow each City agency to make clear and informed decisions about how to improve outcomes for those navigating the criminal justice system. The Fellow will assess the current state of data sharing between the City's hundreds of entities and individuals, identify inroads and opportunities with existing agencies to better share resources, analyze the City's and regional partners' current IT infrastructure, and explore the legal considerations around sharing criminal justice data in accordance with information privacy laws. Additionally, the Fellow will foster relationships with potential public- and private-sector partners to help develop a "State of Criminal Justice Data Systems" report based on reviewing existing data usage, integration, and operationalization information, as well as identifying how data are used, if at all, in management decision making and cross-agency initiatives.

**Resilience Value:** Disparate systems make navigating our jails and courts confusing and inefficient. By better coordinating data and decision-making, government agencies can better serve and support individuals moving through the system, helping them to overcome barriers and creating a more equitable justice system.

### IMPLEMENTATION LEADS

Mayor's Office FUSE Corps

### IMPLEMENTATION PARTNERS

Department of Public Safety  
St. Louis Metropolitan Police Department  
Department of Personnel

### STATUS

In progress

### TIMEFRAME

Short-term

### BUDGET

Funded

### EQUITY INDICATORS

Incarceration rate  
Probation rate  
Pretrial detention rate

## ACTION SPOTLIGHT

# FUSE Corps Executive Fellowship

FUSE is a national nonprofit that partners with local governments on a range of issues, including economic and workforce development, healthcare, public safety, climate change, and education. The FUSE Executive Fellowship works closely with government partners to design yearlong strategic projects, recruit experienced leaders to take on those challenges, and provide the

ongoing support to help fellows achieve their full potential for community impact. By helping to craft new policy, roll out new public services, and improve existing programs, FUSE helps cities work better for the people they serve.

**See related Actions 25, 26 & 27**

## 26 Recruiting Minority Police Officers

A Mayor's Office FUSE Corps Fellow will develop an effective and sustainable recruitment strategy for the St. Louis Metropolitan Police Department that focuses on reaching underrepresented groups in St. Louis, provides advancement and retention solutions for existing officers of color, and promotes positive interactions between residents and law enforcement over time. This work will commence with a deep dive into past and current recruitment policies and procedures, marketing, and training curriculum, and will ultimately produce an updated departmental recruiting, hiring, and retention policy.

**Resilience Value:** Building a police force whose composition more accurately reflects the racial, ethnic, and socioeconomic experience of city residents will increase public trust in law enforcement and in government more generally, improve police effectiveness and public safety, and improve community cohesion.

### IMPLEMENTATION LEADS

Mayor's Office  
FUSE Corps

### IMPLEMENTATION PARTNERS

St. Louis Metropolitan  
Police Department  
Department of  
Personnel

### STATUS

In progress

### TIMEFRAME

Short-term

### BUDGET

Funded

### EQUITY INDICATORS

Representation in police  
Academy graduates  
Police applicants

## 27 Reform Pretrial Bail to Reduce City Jail Population

A Mayor's Office FUSE Corps Fellow is creating a comprehensive plan for pretrial detention reform that clearly outlines a timeline for reducing the number of people housed in St. Louis's two jails by 40 percent, as well as a timeline for permanently closing one of the facilities. The plan will outline realistic alternatives to the existing bail bond system (which is currently unaffordable for socioeconomically disadvantaged people cycling through the St. Louis criminal justice system), recommend a plan for the implementation of a court-appearance-accountability system for those out on bail, identify a clear process for assigning social workers for reintegration post detainment, and develop a cost/benefit analysis toolkit for evaluating a person's risk to public safety when setting bail.

**Resilience Value:** The current pretrial detention and bail bond system frequently create a vicious cycle, in which individuals without the resources to post bail subsequently lose jobs, further exacerbating their economic issues, further inhibiting their ability to pay fines and fees, and creating a host of other personal and

### IMPLEMENTATION LEADS

Mayor's Office  
FUSE Corps

### IMPLEMENTATION PARTNERS

St. Louis Metropolitan  
Police Department  
Department  
of Personnel  
St. Louis Municipal  
Court

### STATUS

In progress

### TIMEFRAME

Short-term

### BUDGET

Funded

### EQUITY INDICATORS

Incarceration rate  
Probation rate  
Pretrial detention rate

family challenges. Reforms to the system will create a more effective and just system designed to help people reintegrate into society, rather than treating them punitively, while simultaneously reducing expenses for the City of St. Louis.



Actions

28 Citywide Economic Development Strategy

Over the next year, St. Louis Development Corporation will work with consultants and community partners to draft a comprehensive citywide Economic Development Strategy. The City’s Economic Development Strategy will comprise many elements and is expected to be constructed with the intent of increasing the City’s population, bolstering the municipality’s tax base, and enhancing the wealth of its residents and businesses in an equitable manner.

Equity is a key requirement for the Strategy; for decades, large sections of the City have suffered from long-term disinvestment and neglect. To create a resilient economy, St. Louis needs all its component parts, from neighborhoods to industries to residents, to both benefit from and contribute to its future growth and success.

**Resilience Value:** By putting equity at the center of future economic development planning, the City of St. Louis will ensure all residents are included in the City’s future growth and redevelopment. By providing economic opportunity for all residents, the City is enabling all to thrive in their daily lives while also preparing for unexpected shocks in the future.

IMPLEMENTATION LEADS	STATUS
St. Louis Development Corporation	In progress
IMPLEMENTATION PARTNERS	TIMEFRAME
Mass Economics	Short-term
St. Louis CDFI Coalition	BUDGET
	Funded
EQUITY INDICATORS	
Unemployment	Median income
Concentrated poverty	Business ownership
Transit quality	Vacancy
Commuting times	

ACTION SPOTLIGHT

Next NGA West and Project Connect

The National Geospatial-Intelligence Agency (NGA) is the nation’s primary source of geospatial intelligence for the Department of Defense and the U.S. Intelligence Community. It provides support to U.S. national security as well as disaster relief. For more than 70 years, the City of St. Louis has been the home of NGA and its mission. In 2016, St. Louis was chosen to host NGA’s new 99-acre cutting edge western headquarters, ensuring that the City will continue to serve as a national and international leader in the geospatial technology industry.

The next NGA West will bring significant investment and redevelopment opportunities to the North St. Louis neighborhoods that have experienced decades of economic stress and disinvestment. The City launched **Project Connect** to ensure coordination and collaboration between neighborhood revitalization efforts, transportation, and the City’s investments to support the NGA. Project Connect is an action plan developed by the City and residents of the eight neighborhoods surrounding the new NGA campus to connect current initiatives and strategic planning.



## PARTNER SPOTLIGHT

## Invest STL

Invest STL is a regional community development initiative committed to accelerating growth and reducing inequality across our region's communities. Decades of research has proven that strong neighborhoods improve individual and family health, educational achievement, and quality of life. While a number of St. Louis neighborhoods have been successfully revitalized during the past few decades, many more neighborhoods have declined and suffered from disinvestment. Evidence clearly shows that neighborhood success, both in St. Louis and across the country, depends on

having a strong local organization with the capacity to bring together stakeholders to develop and lead neighborhood improvement. Supporting communities by developing and implementing tangible plans for neighborhood improvement will result in stronger, more economically and racially diverse communities in the St. Louis region. To support community improvement, Invest STL continuously grows a network of investors, comprised of lenders, foundations, businesses, and public sector agencies.

## 29 Redevelopment Fund for Commercial Projects

The St. Louis Development Corporation (SLDC) is exploring the creation of a commercial development fund that can be used to finance the development of projects in challenged parts of the city. Through a newly established bond bank, SLDC will act as a guarantor of collateral for loans that could either be made directly from private banks to private developers/companies or indirectly from private banks to the bond bank to private developers/companies. Profits from successful projects will be used to repay the loan and cycle back through the bond bank to fund future redevelopment initiatives.

**Resilience Value:** Marginalized neighborhoods of St. Louis have long endured underinvestment in their commercial ecosystems, in addition to the lack of funding for residential development. By channeling commercial investment into these communities, the City will enable entrepreneurs to build businesses locally, contributing to growth in intergenerational wealth in the community, creating new jobs that don't require long commutes, and making a wider variety of much-needed goods and services readily-accessible to residents.

**IMPLEMENTATION LEADS**

St. Louis Development Corporation

**IMPLEMENTATION PARTNERS**

Community development finance institutions  
Local banks

**STATUS**

New

**TIMEFRAME**

Long-term

**BUDGET**

Unfunded

**EQUITY INDICATORS**

Business ownership  
Vacancy

## Actions

### 30 Citywide Tax Abatement Reform

The St. Louis Development Corporation, in consultation with the Board of Aldermen, has adopted a new set of guidelines for the utilization of real estate tax abatement for development projects under \$1 million. Real estate tax abatement is a development tool designed to assist developers, businesses, and individuals with renovation and new construction projects. Tax abatement freezes the tax assessment of a property at pre-improvement or pre-development levels; eligibility for tax abatement typically requires that a significant investment be made in the property—generally either new construction on currently vacant land or the gut rehabilitation of an existing building.

Tax abatement is a valuable incentive the City can offer to support citywide revitalization. However, given the strong growth of the City's central corridor and successful residential markets in a number of neighborhoods to the south, many neighborhoods no longer require the same level of development incentive. To ensure that the City spends its limited resources in a responsible and equitable manner, the Board of Aldermen worked with the St. Louis Development Corporation to pass Resolution 104, which provides new tax abatement guidelines and recommendations.

**Resilience Value:** The City of St. Louis has limited resources to allocate, so ensuring that tax abatements are providing the most value to the City is essential. By targeting the largest abatements to neighborhoods with the greatest need for development support, the City can simultaneously support its own fiscal health while boosting economic growth in St. Louis in general and marginalized neighborhoods in particular.

#### IMPLEMENTATION LEADS

St. Louis Development Corporation

#### IMPLEMENTATION PARTNERS

Board of Aldermen

#### STATUS

In progress

#### TIMEFRAME

Ongoing

#### BUDGET

Funded

#### EQUITY INDICATORS

Concentrated poverty

Median income

Business ownership

Vacancy

## PARTNER SPOTLIGHT

## City Energy Project: Benchmarking Municipal and Commercial Buildings

Through the Building Division and Office of Sustainability, the City of St. Louis joined the City Energy Project (CEP). CEP is a national initiative to create healthier and more prosperous American cities by improving the energy efficiency of buildings. A City ordinance requires municipal, large commercial,

and multi-unit residential buildings to benchmark and report their energy usage to the City's Energy Program Manager through an online platform called Energy Star Portfolio Manager. Working in partnership, CEP and participating cities support innovative and practical solutions that reduce pollution, boost local economies, and create healthier environments. St. Louis is one of 20 cities in the City Energy Project; the pioneering actions of these 20 leading cities are shaping and defining next-generation energy efficiency efforts in communities nationwide.

## 31 Smart City Strategy

The City of St. Louis has established the Smart City Initiative for the purpose of identifying opportunities to improve the quality of life for its citizens and to foster economic growth and resilience through innovation in the areas of economic development; infrastructure growth and modernization; public health; the efficient and effective delivery of City services; open-data and information sharing; and equitable access to technology.

Led by the City's Chief Technology Officer (CTO), the Smart City strategy will include a roadmap for achieving its stated goals, as well as establishing partnerships with government entities, businesses, and the civic community. The CTO will also prepare and present a biannual report to the Board of Aldermen and publish the public-facing strategy with details of the current status of "smart city" initiatives.

**Resilience Value:** The Smart City strategy will allow the City to implement various "smart city" initiatives with measurements to ensure equitable access to technologies, programs, products, and services that will improve the overall quality of life for city residents and neighborhoods.

### IMPLEMENTATION LEADS

Chief Technology Officer

### IMPLEMENTATION PARTNERS

All City operating departments

Board of Aldermen

### STATUS

New

### TIMEFRAME

Short-term

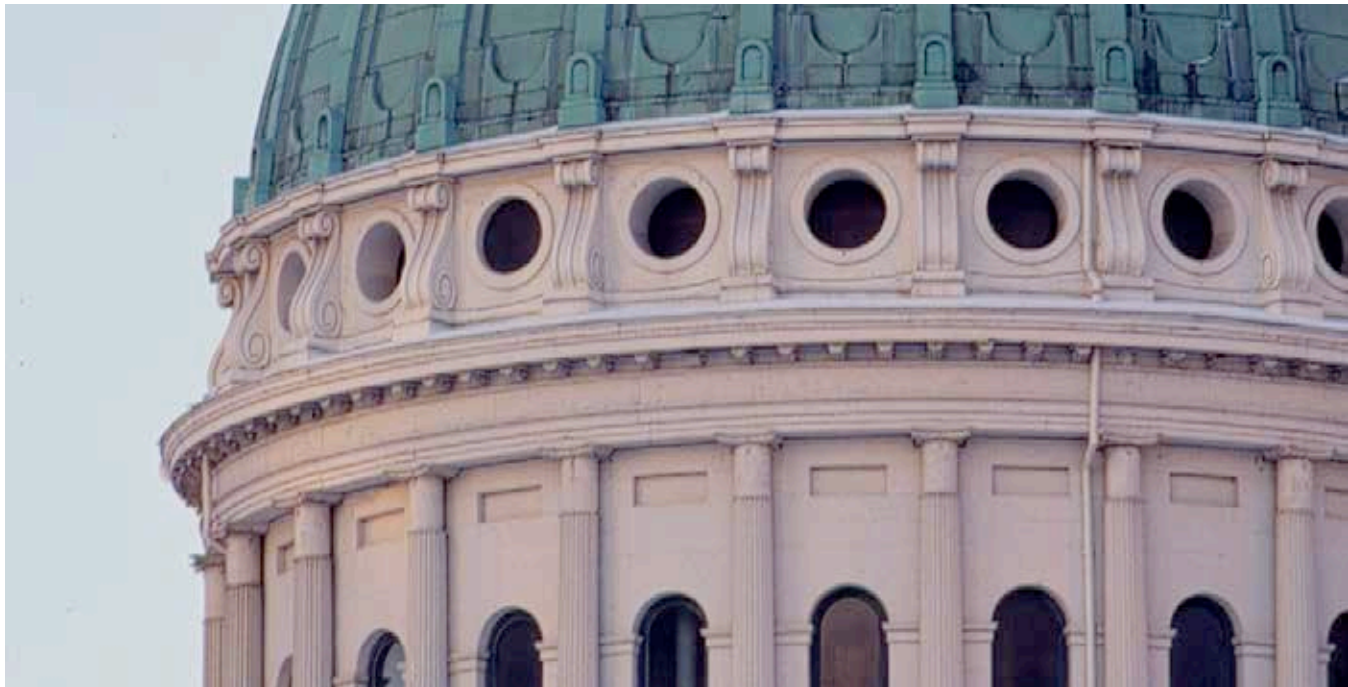
### BUDGET

Partially funded

### EQUITY INDICATORS

Access to broadband internet

# Actions



32

Continue Developing and Expanding STLvacancy.com

The STL Vacancy Portal at STLvacancy.com is being developed by an interdisciplinary team that formed on the National Day of Civic Hacking, hosted by OpenSTL in September of 2017. The hackathon focused on increasing data accessibility and transparency related to vacancy. In collaboration with volunteer coders, Daugherty Business Solutions, the Vacancy Collaborative, and many other community partners, the City published a beta version of the publicly accessible vacancy data portal to help policymakers and residents address vacancy and blight. With continued development stlvacancy.com will become the most comprehensive place for St. Louisans to learn about vacancy reduction efforts, and an example for how the public and private sectors can collaborate to produce multi-use data transparency tools.

**Resilience Value:** Open data allows for more collaboration between City officials and local community partners in developing new innovative solutions to the City's challenges with vacant and abandoned properties.

IMPLEMENTATION LEADS	STATUS
	In progress
IMPLEMENTATION PARTNERS	TIMEFRAME
	Ongoing
IMPLEMENTATION PARTNERS	BUDGET
	Funded
IMPLEMENTATION PARTNERS	EQUITY INDICATORS
	Vacancy



## 33 Develop Robust Data Infrastructure for City Departments and Agencies

The City's Information Technology Service Agency will oversee the creation of a new data infrastructure within City government that will empower increased collaboration and operational efficiencies between departments and agencies, measurable outcomes for neighborhoods and residents, and transparent open data that allows for more innovative partnerships between City officials and community partners. Data infrastructure will include integrated datasets shared across departments; new technology, training, and processes; standardized citywide policies and regulations for data sharing and privacy protection; and the analytical staffing capacity needed to collect, maintain and use data to improve City services and operations.

Objectives are twofold: to improve internal City functions and to facilitate data sharing with external entities. Internally, this new infrastructure will provide a launching point from which the City can streamline its data ingestion, storage, and management systems to improve efficiency; develop data-driven solutions; strategically deploy City services and resources; and incorporate smart city initiatives. Externally, this will improve the ability of outside entities to access, interpret, and analyze City data for a variety of purposes.

**Resilience Value:** By harnessing new technologies, partnership opportunities, and a culture of data openness City government will become affordable to operate, measureable, and more responsive to the needs of our most vulnerable residents.

### IMPLEMENTATION LEADS

Information Technology Service Agency

### IMPLEMENTATION PARTNERS

Daugherty Business Solutions  
Land Reutilization Authority

### STATUS

New

### TIMEFRAME

Medium-term

### BUDGET

Partially funded

### EQUITY INDICATORS

Calls for service  
Service delivery response time

## ACTION SPOTLIGHT

### LEAN Department Performance Management

The City will establish LEAN teams to drill down into our service delivery processes, eliminate steps that are not adding value for our customers, educate managers on continuous process improvement techniques, and establish key performance indicators to gauge success. The City of St. Louis delivers many services to our citizens, from keeping the street lights on to collecting trash to private property code enforcement. Many ordinances regulate which department delivers these services and the process for service delivery, from jurisdiction over public spaces to how private

property violations are brought into compliance. Still, jurisdiction is not always easy to determine — such as when the City is the owner of private property or when multiple departments have similar responsibilities depending on the specific details of a situation. Service delivery processes are often a spider web of “if-then” scenarios, making it difficult for employees to efficiently deliver a service, and thus negatively impacting the customer experience of our citizens.



# Appendix

## *Resilient St. Louis Actions Summary*

ACTION	NAME	IMPLEMENTATION LEAD(S)
Pillar 1: Residents		
1	Utilize Equity Indicators Data to Support Equitable Outcomes for All St. Louisans	City of St. Louis
2	Digital Community Engagement Program	St. Louis Promise Zone
3	Establish Additional Workforce Training Centers	City of St. Louis
4	Identify Funding to Relaunch Youth Tree Tender Program	Forest ReLeaf Office of Sustainability Department of Parks, Recreation, and Forestry
5	Linking Fees and Fines in Municipal Court	Municipal Court
6	New City Resident Welcome Letter	Building Division
7	Built for Zero Program Launch	Department of Human Services
8	Deploy IPAWS-Enabled Emergency Alert System	City Emergency Management Agency
9	Relaunch Metro Go Cards as a Permanent Youth Fare Program	Metro Transit

IMPLEMENTATION PARTNER(S)	STATUS	TIME FRAME	BUDGET	EQUITY INDICATORS
United Way Forward through Ferguson CUNY Institute for State and Local Government	New	Ongoing	Partially funded	
City of St. Louis St. Louis Food Policy Coalition	New	Medium-term	Unfunded	Access to healthy food
	New	Long-term	Unfunded	Unemployment Business ownership
Missouri Department of Conservation STL Youth Jobs	In progress	Short-term	Unfunded	Unemployment
Mayor's Office Office of Financial Empowerment	New	Medium-term	Unfunded	Unemployment Adult poverty Median income Convictions for driving while poor Warrants issued
Board of Aldermen Board of Elections Mayor's Office	New	Short-term	Funded	Voter turnout Calls to Citizen Service Bureau
City/County Continuums of Care VA St. Louis Healthcare System	In progress	Short-term	Partially funded	Homelessness Chronic absenteeism
Mayor's Office	New	Short-term	Funded	
	In progress	Ongoing	Unfunded	Unemployment Disconnected youth Child poverty rate



ACTION	NAME	IMPLEMENTATION LEAD(S)
Pillar 2: Neighborhoods		
10	Gateway Neighborhood Mortgage	Justine Petersen Central Bank Enterprise Bank & Trust Carrollton Bank Midland States Bank Reliance Bank
11	St. Louis Vacancy Collaborative	St. Louis Association of Community Organizations (SLACO) Community Builders Network (CBN) City of St. Louis St. Louis Development Corporation
12	Community Land Trust Feasibility Study	St. Louis Development Corporation Missouri Department of Conservation Mayor's Office
13	LRA Vacant Building Assessment and Strategic Disposition Plan	St. Louis Development Corporation Land Reutilization Authority Planning and Urban Design Agency
14	Proposition NS Implementation	Land Reutilization Authority
15	Deconstruction Program	Land Reutilization Authority Mayor's Office



IMPLEMENTATION PARTNER(S)	STATUS	TIME FRAME	BUDGET	EQUITY INDICATORS
St. Louis Equal Housing Opportunities Council The St. Louis Equal Housing and Community Reinvestment Alliance St. Louis CDFI Coalition Health Equity Works City of St. Louis	New	Short-term	Partially funded	Homeownership Home loan denial rate Home loan originations Median income Severe rent burden
St. Louis University Law School Missouri Department of Conservation Legal Services of Eastern Missouri	In progress	Ongoing	Funded	Vacancy Homeownership Illegal dumping
Washington University Environmental Studies Department	In progress	Medium-term	Funded	Vacancy
Mayor's Office Building Division	New	Short-term	Funded	Vacancy
St. Louis Association of Community Organizations (SLACO) Mayor's Office Building Division Board of Aldermen Comptroller's Office	New	Short-term	Funded	Vacancy
U.S. Environmental Protection Agency Delta Institute ReFab St. Louis St. Louis Community College Missouri Department of Natural Resources St. Louis-Jefferson Solid Waste Management District	In progress	Short-term	Partially funded	Vacancy Unemployment Adult poverty Childhood blood lead levels



ACTION	NAME	IMPLEMENTATION LEAD(S)
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Pillar 2: Neighborhoods		
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16	Coordinated and Equitable Infrastructure Growth Program	Chief Technology Officer
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17	PRO Neighborhoods Equitable Neighborhood Development	Rise Community Development
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18	Metro Reimagined	Metro Transit
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19	North-South MetroLink Expansion	Bi-State Metro Transit City of St. Louis
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20	Choteau Greenway	Great Rivers Greenway
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IMPLEMENTATION PARTNER(S)	STATUS	TIME FRAME	BUDGET	EQUITY INDICATORS
Communications Division Board of Public Service Department of Streets, Traffic, and Refuse Department of Public Safety Water Department Ameren XG Communities Bi-State Development Metropolitan Sewer District Spire Sprint	In progress	Short-term	Funded	Access to broadband internet Calls for service
St. Louis CDFI Coalition St. Louis Development Corporation Mayor's Office	New	Short-term	Funded	Unemployment Concentrated poverty Transit quality Commuting times Median income Business ownership Vacancy
	In progress	Short-term	Funded	Transit quality Unemployment Concentrated poverty Commuting times
East-West Gateway Council of Governments Planning and Urban Design Agency Citizens for Modern Transit	In progress	Long-term	Partially Funded	Transit quality Concentrated poverty Commuting times Residential segregation
Stoss Landscape Urbanism City of St. Louis Arch to Park Collaborative Grand Center Inc. St. Louis University Washington University Forest Park Forever	In progress	Long-term	Partially	Access to parks Pedestrian injuries



ACTION	NAME	IMPLEMENTATION LEAD(S)
Pillar 2: Neighborhoods		
21	Trailnet Connecting St. Louis: Protected Bike Lanes	Trailnet
22	Tree Canopy Expansion	Office of Sustainability Department of Parks, Recreation, and Forestry
Pillar 3: Systems		
23	Anti-Racism Anti-Bias Training for City Employees	Mayor's Office
24	Municipal Court Justice Index Project	National Center for Access to Justice
25	Criminal Justice Coordinating Council to Advance Social Justice	Mayor's Office FUSE Corps
26	Recruiting Minority Police Officers	Mayor's Office FUSE Corps
27	Reform Pretrial Bail to Reduce City Jail Population	Mayor's Office FUSE Corps

IMPLEMENTATION PARTNER(S)	STATUS	TIME FRAME	BUDGET	EQUITY INDICATORS
Department of Streets, Traffic, and Refuse Planning and Urban Design Agency	In progress	Long-term	Unfunded	Access to parks Pedestrian injuries
Forest ReLeaf Missouri Department of Conservation Partners for Places	In progress	Ongoing	Funded	Child asthma rate Chronic disease emergency room visits
Crossroads Antiracism Organizing & Training Department of Personnel Washington University	In progress	Ongoing	Funded	Calls for service City management representation
Equifax City of St. Louis	New	Long-term	Partially funded	Municipal arrests Incarceration rate Legal representation in Municipal Court Warrants issued Juvenile Court referrals
Department of Public Safety St. Louis Metropolitan Police Department Department of Personnel	In progress	Short-term	Funded	Incarceration rate Probation rate Pretrial detention rate
St. Louis Metropolitan Police Department Department of Personnel	In progress	Short-term	Funded	Representation in police Academy graduates Police applicants
St. Louis Metropolitan Police Department Department of Personnel St. Louis Municipal Court	In progress	Short-term	Funded	Incarceration rate Probation rate Pretrial detention rate





ACTION	NAME	IMPLEMENTATION LEAD(S)
Pillar 3: Systems		
28	Citywide Economic Development Strategy	St. Louis Development Corporation
29	Redevelopment Fund for Commercial Projects	St. Louis Development Corporation
30	Citywide Tax Abatement Reform	St. Louis Development Corporation
31	Smart City Strategy	Chief Technology Officer
32	Continue Developing and Expanding STLvacancy.com	Land Reutilization Authority Information Technology Service Agency
33	Develop Robust Data Infrastructure for City Departments and Agencies	Information Technology Service Agency

IMPLEMENTATION PARTNER(S)	STATUS	TIME FRAME	BUDGET	EQUITY INDICATORS
Mass Economics St. Louis CDFI Coalition	In progress	Short-term	Funded	Unemployment Concentrated poverty Transit quality Commuting times Median income Business ownership Vacancy
Community development finance institutions Local banks	New	Long-term	Unfunded	Business ownership Vacancy
Board of Aldermen	In progress	Ongoing	Funded	Concentrated poverty Median income Business ownership Vacancy
All City operating departments Board of Aldermen	New	Short-term	Partially funded	Access to broadband internet
Daugherty Business Solutions St. Louis Vacancy Collaborative Mayor's Office OpenSTL	In progress	Ongoing	Funded	Vacancy
Daugherty Business Solutions Land Reutilization Authority	New	Medium-term	Partially funded	Calls for service Service delivery response time



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# Acknowledgements

*Resilient St. Louis* was made possible through the hard work, advice, and mentorship of St. Louis residents, community stakeholders, technical advisors, City staff, departments and agencies, and the *Resilient St. Louis* Steering Committee who helped to guide this two-year process.

The work would not have been possible without the overwhelming support of 100 Resilient Cities and The Rockefeller Foundation. Special thanks to the entire project leadership team, especially Olivia Stinson, Paul Lillehaugen, Peter Jenkins, Eric Wilson, and Dr. Oren Ahoobim of Dalberg Advisors.

We would like to also thank the tireless work of the cohort of Washington University Urban Fellows Amy Nelson, Michael Epsten, Merima Beganovic, Mason Herleth, and Jacob Metz, all of whom spent countless hours preparing research, analyzing data, and drafting significant sections of this strategy and the City's Preliminary Resilience Assessment.

*Resilient St. Louis* was intentionally drafted as a tactical document and a means to help bolster the amazing existing work of other groups and organizations dedicated to improving the lives of St. Louis residents. To the organizations and existing plans referenced throughout this document, thank you for what you do for St. Louis.

