



# IMPLEMENTATION PLAN



## Implementation Challenges & Opportunities

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

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

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

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

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

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



## Early Action Items

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

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

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

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

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

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

## Building Capacity

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

### IMPLEMENTATION COMMITTEE

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

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

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

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

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

## **COMMUNITY-BASED DEVELOPMENT ORGANIZATION**

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

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

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

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

- » The Executive Director will operate from the non-profit’s office, in the North Central Plan area;
  - » At such time that dedicated office space is available in the North Central Plan area, CBDO shall relocate to that space.
2. The position of one (1) part-time community development specialist to work on the North Central Vision Action Plan; to be funded by grant funding from City of St. Louis, for a term of three (3) years.

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

## **RESIDENT COMMITTEES & TASK FORCES**

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

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

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

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

## Plan Adoption by the City of St. Louis

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

- » The Plan becomes an official document of the Planning & Urban Design Agency of the City of St. Louis.
- » The Plan becomes a reference for the Planning & Urban Design Agency and the Planning Commission, used in the review of development proposals and other planning reviews.
- » The City of St. Louis has identified funding and a process to complete updated neighborhood plans for every neighborhood in the City. Together, all of these neighborhood plans will serve as a new City-wide Comprehensive Plan for the City of St. Louis. With the agreement of the North Central neighborhoods and using this Plan as a starting point, the North Central Plan will serve as the basis for a new neighborhood plan, to be completed in partnership with the Planning & Urban Design Agency through the City's new neighborhood planning initiative.

The North Central Steering Committee and the Planning Team have been engaged with the City of St. Louis Planning and Urban Design Agency throughout the planning process. The North Central Vision Action Plan was unanimously adopted by resolution of the City of St. Louis Planning Commission on August 18, 2021.

## Outcome Management Reporting

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

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

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

## Wireless Broadband Mesh Network

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

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

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

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

## Implementation Matrix

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

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

## Implementation Priorities

### SHORT-TERM PRIORITIES (1 to 3 years)

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

### MEDIUM-TERM PRIORITIES (4 to 10 years)





















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

### LONG-TERM PRIORITIES (More than 10 years)




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



# Implementation Matrix

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

**TIMEFRAMES**

-  Short Term
-  Mid Term
-  Long Term







# Implementation Matrix

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




**TIMEFRAMES**

- Short Term
- Mid Term
- Long Term

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

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

**TIMEFRAMES**

-  Short Term
-  Mid Term
-  Long Term





# IMPLEMENTATION APPENDIX: COMMUNITY ACTION PLAN

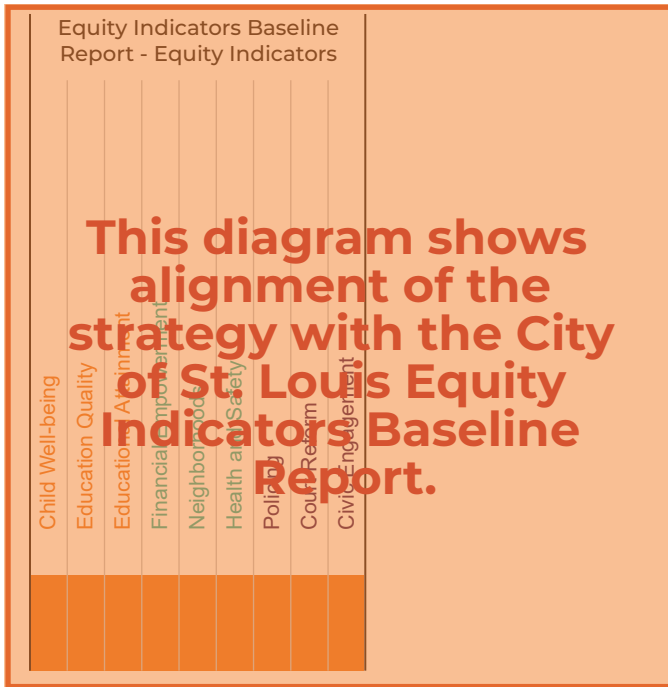
## How to Use the Community Action Plan

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

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

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

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



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

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

1. **Action Item X.1.1:** Each ***Strategy*** is supported by one or more ***Action Items***, which describes the specific steps and activities that will achieve the Strategy. Action Items utilize and build upon existing resources and capacity in the North Central community and surrounding region to maximize the chances for success, including:

- » Identifying ***North Central Plan partner organizations*** to participate in implementation activities;
- » Identifying ***other local and regional organizations and institutions*** with relevant expertise and/or capacity to participate in implementation activities;
- » Identifying ***existing programs and/or funding sources*** that are directly applicable to fund implementation activities; and
- » Identifying ***model programs and/or funding sources*** that can fill gaps in existing local resources.

**This table outlines the specific criteria of each Strategy.**

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

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

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

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

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

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



Equity Indicators Baseline Report - Equity Indicators

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

**CRITERIA**

<b>Strategy Type:</b>	Program
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	Implementation Committee
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 1.1.1.** Work with surrounding historic neighborhoods to build upon history and combine assets.
- Action Item 1.1.2.** Develop a community history project to discover and preserve the cultural history—especially African-American history—of Delmar Boulevard; North Central neighborhoods and churches; Grand Center; and other assets and utilize this history in neighborhood revitalization efforts.
- Action Item 1.1.3.** Work with area churches to document and preserve neighborhood history.

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

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

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

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

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

CRITERIA	
<b>Strategy Type:</b>	Program; Capital
<b>Timeline:</b>	Mid-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Number of programs; participation
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 1.3.1.** Work with existing stakeholders of churches and schools.
- Action Item 1.3.2.** Develop a system for identifying community landmarks like the Tuskegee Airman House on Cook Ave.
- Action Item 1.3.3.** Seek support of churches and schools in the area to build programs celebrating based on local history, including SLU, Harris-Stowe State University, UMSL Grand Center, Cardinal Ritter College Prep, and Grand Center Arts Academy.
- Action Item 1.3.4.** Establish a community history project where residents provide oral history, photographs, and architectural documentation; distribute via social media and a community archive.

- Action Item 1.3.5.** Link to broader St. Louis tourism initiatives, plans, and events.
- Action Item 1.3.6.** Work with local nonprofit group or groups of volunteers to develop and lead community walking tours
- Action Item 1.3.7.** Create and implement wayfinding and interpretive signage for historically-, culturally-, and architecturally-significant places in the community.

## 2. Create whole, healthy, and vibrant neighborhoods.

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

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

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

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

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

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

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

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

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

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

CRITERIA	
<b>Strategy Type:</b>	Capital; Policy
<b>Timeline:</b>	Long-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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

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

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

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

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

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

Equity Indicators Baseline Report - Equity Indicators

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

CRITERIA	
<b>Strategy Type:</b>	Capital; Policy
<b>Timeline:</b>	Mid-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Number of new parks
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 2.3.1.** Connect North Central to Forest Park and Fairgrounds Park.
- Action Item 2.3.2.** Connect to adjacent local parks including Beckett Park and Banks Park.
- Action Item 2.3.3.** New parks, both large and small, should be the focus of new development and should accommodate the needs of people of all ages and a variety of amenities.

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

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

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

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

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



Equity Indicators Baseline Report - Equity Indicators

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

**CRITERIA**

<b>Strategy Type:</b>	Program; Policy
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Adoption of Form-Based District
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 2.5.1.** Develop and adopt neighborhood design guidelines and one or more Form-Based Districts (under the City of St. Louis’ Form-Based District framework and enabling legislation).
- Action Item 2.5.2.** Work with Great Rivers Greenway on the Brickline Greenway and Hodiamont Greenway to leverage these projects to improve the immediate neighborhood.
- Action Item 2.5.3.** Collaborate with existing community resources—including the MSD Rainscape Program, Operation Brightside Small Grant Program, and others—for grants for beautification projects.



CRITERIA	
Strategy Type:	Capital; Program
Timeline:	Short-Term
Lead Partner:	CBDO
Funding Source:	TBD
Indicator:	Formation of Beautification Committee
Benchmark:	TBD
Target:	TBD

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

- Action Item 2.6.1.** Work with community residents to define the parameters of a health and beautiful neighborhood.
- Action Item 2.6.2.** Establish a community-based, volunteer organization to regularly clean up alleys and vacant lots; mow vacant lots; and other community beautification activities.
- Action Item 2.6.3.** Develop a program with local landscape businesses to clean up and cut vacant lots.

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

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

CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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

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

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

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

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

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

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

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

**Strategy 3.2: Connect qualified local developers with rehab opportunities.**

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

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

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

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

CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Long-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Number of housing units by type
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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

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



CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Mid-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Formation of Development Oversight Committee
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

### Strategy 3.2: Connect qualified local developers with rehab opportunities.

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





CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Mid-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Number of RFPs issued; number of homes constructed
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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



CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Resource dollars; number of programs and participation
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 3.4.1.** Building upon the City’s Emergency Home Repair grant program, secure and deploy resources to North Central residents for emergency home repairs and small home improvement projects (under \$5,000); resources can be deployed as grants for emergency repairs and a low-interest or no-interest loans for qualifying low- to medium-income households.
- Action Item 3.4.2.** Secure and allocate targeted rehab funding from CDFI partners for first-time homebuyers and existing homeowners.

- Action Item 3.4.3.** Develop training programs for homeowner renovation (how to select contractors and review proposals).
- Action Item 3.4.4.** Create a community-based equipment and tool loan program (shared tools, etc.) for DIY home repair.
- Action Item 3.4.5.** Work with partners to conduct DIY trainings for simple household repairs and/or maintenance.

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

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

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

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

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

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



CRITERIA	
<b>Strategy Type:</b>	Program; Policy
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	Grand Center, Inc.
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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



CRITERIA	
Strategy Type:	Capital; Program
Timeline:	Long-Term
Lead Partner:	CBDO
Funding Source:	TBD
Indicator:	TBD
Benchmark:	TBD
Target:	TBD

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

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



CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Mid-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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



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

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

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



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

CRITERIA	
<b>Strategy Type:</b>	Program
<b>Timeline:</b>	Mid-Term
<b>Lead Partner:</b>	TBD
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Participation in programs
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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

## 5. Improve neighborhood safety for all residents and visitors.

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

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

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

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

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

**Strategy 5.5: Decrease overall crime rates in North Central.**

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

CRITERIA	
<b>Strategy Type:</b>	Program
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	Implementation Committee
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Formation of Community Safety Committee
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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



CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Mid-Term
<b>Lead Partner:</b>	Community Safety Committee
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Overall crime rates; nuisance properties
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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

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

CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Long-Term
<b>Lead Partner:</b>	Community Safety Committee
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Traffic safety incidents
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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



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

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

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

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

CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Long-Term
<b>Lead Partner:</b>	Community Safety Committee
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Overall crime rate
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

### Strategy 5.5: Decrease overall crime rates in North Central.

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

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

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

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

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

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

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

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



Equity Indicators Baseline Report - Equity Indicators

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

**CRITERIA**

<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Mid-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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



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

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

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



CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Financial assistance dollars
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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



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

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

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

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

CRITERIA	
<b>Strategy Type:</b>	Program
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	Implementation Committee
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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

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

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

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

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

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

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

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

CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Long-Term
<b>Lead Partner:</b>	Metro / Bi-State Development; GRG
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Average commuting time
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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



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

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

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





CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Long-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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



CRITERIA	
Strategy Type:	Capital; Program; Policy
Timeline:	Mid-Term
Lead Partner:	Deaconess Foundation
Funding Source:	TBD
Indicator:	TBD
Benchmark:	TBD
Target:	TBD

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

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

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

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

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

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

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

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

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

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

Equity Indicators Baseline Report - Equity Indicators

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

**CRITERIA**

<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Long-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 8.1.1.** Encourage institutions to beautify and landscape their own spaces, and provide community-based resources to do so.
- Action Item 8.1.2.** Solicit their input from local churches on what amenities would attract their willingness to relocate and be able to walk to their perspective churches.
- Action Item 8.1.3.** Focus infrastructure and public space improvements around existing schools and churches.



CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Long-Term
<b>Lead Partner:</b>	CBDO; Cochran VA Med. Center
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Development Agreement
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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

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

CRITERIA	
<b>Strategy Type:</b>	Program; Policy
<b>Timeline:</b>	Long-Term
<b>Lead Partner:</b>	TBD
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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

Equity Indicators Baseline Report - Equity Indicators

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

**CRITERIA**

<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Long-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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



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

CRITERIA	
<b>Strategy Type:</b>	Program
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Number of programs; participation
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

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

Equity Indicators Baseline Report - Equity Indicators

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

CRITERIA	
Strategy Type:	Capital; Program
Timeline:	Short-Term
Lead Partner:	Grand Center, Inc.
Funding Source:	TBD
Indicator:	TBD
Benchmark:	TBD
Target:	TBD

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

1. **Action Item 8.6.1.** Establish a relationship between Grand Center Inc., arts district organizations, and the community to formulate better means of engagement between these entities.

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

CRITERIA	
<b>Strategy Type:</b>	Program
<b>Timeline:</b>	Mid-Term
<b>Lead Partner:</b>	TBD
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 8.7.1.** Provide parenting classes and counseling opportunities for parents.
- Action Item 8.7.2.** Identify existing support groups that target parents (Parents Anonymous, CHIPS, etc.).
- Action Item 8.7.3.** Provide training programs for school staff that focuses on prevention of child abuse and neglect.

## 9. Improve and enhance public infrastructure and public services.

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

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

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

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

**Strategy 9.4: Eliminate illegal dumping.**

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

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

Equity Indicators Baseline Report - Equity Indicators

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

**CRITERIA**

<b>Strategy Type:</b>	Program; Policy
<b>Timeline:</b>	Long-Term
<b>Lead Partner:</b>	Metro / Bi-State Development
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 9.1.1.** Conduct a community survey to evaluate if the bus schedule is adequate for the residents north of Delmar.
- Action Item 9.1.2.** Work with Metro to expand access to transit service.

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

CRITERIA	
Strategy Type:	Capital; Program
Timeline:	Mid-Term
Lead Partner:	CBDO
Funding Source:	TBD
Indicator:	Households served
Benchmark:	TBD
Target:	TBD

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

- Action Item 9.2.1.** Work with local providers to facilitate 5G wireless service.
- Action Item 9.2.2.** Coordinate with internet services serving North Central; Spectrum (cable), AT&T (IPBB), and ViaSat and Hughes Net (satellite).

Equity Indicators Baseline Report - Equity Indicators

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

**CRITERIA**

<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	CBDO; Alderpersons
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 9.3.1.** Work with neighborhood associations to lead the development of improved relationships with City services.
- Action Item 9.3.2.** Create local group or assign to another group a focused-on building public/private funding opportunities for local businesses/residents to adopt or participate in the beautification of the local neighborhoods.



CRITERIA	
Strategy Type:	Capital; Program; Policy
Timeline:	Mid-Term
Lead Partner:	Refuse Department
Funding Source:	TBD
Indicator:	TBD
Benchmark:	TBD
Target:	TBD

### Strategy 9.4: Eliminate illegal dumping.

- Action Item 9.4.1.** In collaboration with City services, create a program to reduce illegal dumping.
- Action Item 9.4.2.** Identify the owners of troubled properties and report them to the City for remediation and enforcement.
- Action Item 9.4.3.** Work with the City to and local partners to provide adequate lighting and cameras.





CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	Refuse and Forestry Departments
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 9.5.1.** In collaboration with City services, create a program to maintain vacant land.
- Action Item 9.5.2.** In collaboration with City services, create a neighborhood clean-up program.
- Action Item 9.5.3.** Work with the City to and local partners to provide adequate lighting and cameras.
- Action Item 9.5.4.** Provide opportunities and programs for the vacant lots to be designated as local habitats (bees, birds etc.) depending on local community and habitat needs.
- Action Item 9.5.5.** Create a neighborhood volunteer corps who provides education and resources about interim uses for vacant land (green markets, pocket parks, pollinator habitats, etc.).



CRITERIA	
Strategy Type:	Capital; Program; Policy
Timeline:	Mid-Term
Lead Partner:	Forestry Department
Funding Source:	TBD
Indicator:	Number of trees planted
Benchmark:	TBD
Target:	TBD

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

- Action Item 9.6.1.** Coordinate with Forestry Division, and identify funding a resource support from local organizations (Forest ReLeaf), local businesses, and community institutions.

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

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

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

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

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

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

CRITERIA	
<b>Strategy Type:</b>	Program; Policy
<b>Timeline:</b>	Mid-Term
<b>Lead Partner:</b>	Residents' Council; CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Formation of Community Oversight Committee
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 10.1.1.** Identify specific needed improvements and engage with Alderpersons to advocate for the North Central community with the City.
- Action Item 10.1.2.** Establish, via elected officials and Neighborhood Improvement Specialists (NISs), a proactive contact with city services.
- Action Item 10.1.3.** Establish a Community Oversight Committee to address concerns with Alderpersons and Neighborhood Improvement Specialists (NISs).

Equity Indicators Baseline Report - Equity Indicators

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

**CRITERIA**

<b>Strategy Type:</b>	Program
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 10.2.1.** Partner with other not-for-profits and community organizations on capacity building and resident education programs.
- Action Item 10.2.2.** Provide a City booklet with information and resources to each resident
- Action Item 10.2.3.** Actively develop a contact list of all neighborhood residents; focus on outreach to new residents.

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

CRITERIA	
<b>Strategy Type:</b>	Program
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	Residents' Council
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Monthly meetings
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 10.3.1.** Establish monthly meetings between the Community Oversight Committee and existing neighborhood associations.
- Action Item 10.3.2.** Establish monthly meetings between the Community Oversight Committee and City and other local officials (police, refuse, school officials, etc.).

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

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

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

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

**Strategy 11.3: Create a neighborhood that enables people of all ages and incomes to come together, to look after one another, and to share a strong sense of community pride.**



Equity Indicators Baseline Report - Equity Indicators	
Child Well-being	<input type="radio"/>
Education Quality	<input type="radio"/>
Educational Attainment	<input type="radio"/>
Financial Empowerment	<input type="radio"/>
Neighborhoods	<input type="radio"/>
Health and Safety	<input type="radio"/>
Policing	<input type="radio"/>
Court Reform	<input type="radio"/>
Civic Engagement	<input checked="" type="radio"/>

CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	Deaconess Center
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Formation of CBDO
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 11.1.1.** Establish a certified Community-Based Development Organization (CBDO; also known as a CDC) to lead implementation of the Plan; secure CDBG grant funding; and access other sources of funding, including dues, donations, grants, and assessments.
- Action Item 11.1.2.** Establish a Community Housing Development Organization (CHDO)—that is accountable to the community—and ongoing funding source to purchase land-bank vacant lots and derelict buildings.
- Action Item 11.1.3.** Facilitate business funding and support for this organization.

- Action Item 11.1.4.** Work with existing partners to improve access to high-quality schools for neighborhood children.
- Action Item 11.1.5.** Empower the neighborhood associations in this area.
- Action Item 11.1.6.** Form a partnership with the local financial institutions for community development funding resources.



CRITERIA	
Strategy Type:	Program
Timeline:	Short-Term
Lead Partner:	Implementation Committee
Funding Source:	TBD
Indicator:	Formation of Residents' Council
Benchmark:	TBD
Target:	TBD

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

- Action Item 11.2.1.** Establish a Residents' Council for all residents, businesses, churches, and other stakeholders; expand the block unit system and provide small-scale, geographical representation to the Residents' Council.
- Action Item 11.2.2.** Establish a Community Member Bill of rights.
- Action Item 11.2.3.** Increase participation of local stakeholders in issues pertaining to their community

- Action Item 11.2.4.** Provide opportunities for expanded leadership training and positions in the community associations
- Action Item 11.2.5.** Actively recruit new members, including youth and those who are new to the North Central community.
- Action Item 11.2.6.** Residents' Council should meet at least bi-annually and conduct quarterly canvassing and outreach to the entire North Central Plan area.

Equity Indicators Baseline Report - Equity Indicators	
Child Well-being	<input type="radio"/>
Education Quality	<input type="radio"/>
Educational Attainment	<input type="radio"/>
Financial Empowerment	<input type="radio"/>
Neighborhoods	<input type="radio"/>
Health and Safety	<input type="radio"/>
Policing	<input type="radio"/>
Court Reform	<input type="radio"/>
Civic Engagement	<input checked="" type="radio"/>

CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Mid-Term
<b>Lead Partner:</b>	CBDO
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

**Strategy 11.3: Create a neighborhood that enables people of all ages and incomes to come together, to look after one another, and to share a strong sense of community pride.**

- Action Item 11.3.1.** Utilize technology to expand and enhance the engagement with residents.
- Action Item 11.3.2.** Develop a community information list of family members and contact information.
- Action Item 11.3.3.** Create term-limited leadership positions on local committees / advisory groups

- Action Item 11.3.4.** Create more opportunities for civic engagement by creating advisory groups who have specific roles in pushing forward the agenda of the Neighborhood Association(s).
- Action Item 11.3.5.** Host regularly consistent events with city officials and appointed officials by a variety of different stakeholders.

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

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

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

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

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

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

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

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

CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	City of St. Louis
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Provision of access; households served
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 12.1.1.** Conduct informational session with internet providers to improve internet infrastructure.
- Action Item 12.2.2.** Provide community-based neighborhood-wide internet access via a locally-established wireless mesh network.

Equity Indicators Baseline Report - Equity Indicators

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

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

## Strategy 12.2: Improve North Central property values.

- Action Item 12.2.1.** Proactively identify community infrastructure issues (streets, sidewalks, lighting, vacant lots, etc.) and work with the City, partner institutions, and other stakeholders to improve community infrastructure.
- Action Item 12.2.2.** Proactively identify residents in need of home repair or improvement services and help connect these residents to resources.

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

CRITERIA	
<b>Strategy Type:</b>	Capital; Program; Policy
<b>Timeline:</b>	Long-Term
<b>Lead Partner:</b>	Beautification Committee
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	TBD
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 12.3.1.** Communicate with community businesses the need to improve the appearance of their surroundings, and provide assistance and resources if needed.
- Action Item 12.3.2.** Use zoning to eliminate inappropriate uses in residential districts.

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

CRITERIA	
Strategy Type:	Capital; Program; Policy
Timeline:	Long-Term
Lead Partner:	TBD
Funding Source:	TBD
Indicator:	{Enter Value}
Benchmark:	TBD
Target:	TBD

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

- Action Item 12.4.1.** Conduct a detailed accessibility audit of the community to define necessary improvements to accessibility.
- Action Item 12.4.2.** Improve access to quality childcare and education options for children and youth in North Central.



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

CRITERIA	
<b>Strategy Type:</b>	Capital; Program
<b>Timeline:</b>	Short-Term
<b>Lead Partner:</b>	Implementation Committee
<b>Funding Source:</b>	TBD
<b>Indicator:</b>	Community Group formation
<b>Benchmark:</b>	TBD
<b>Target:</b>	TBD

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

- Action Item 12.5.1.** Establish a community group to attend all City public meetings and report back to the community.
- Action Item 12.5.2.** Provide venues available quarterly or bi-annual and/or informational bulletins or newsletters
- Action Item 12.5.3.** Expanding local parent organizations to include other key community stakeholders (i.e., business leaders, nonprofits, government etc.) to forge strong ties between businesses, nonprofits, community groups, residents, and schools.



United Church of Christ  
Church Building  
 Loan Fund