



COMMUNITY REVITALIZATION ACTION PLAN

Revitalization Principle 1:

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



Revitalization Principle 2:

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



Revitalization Principle 3:

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



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

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

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



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

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

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

Goals & Strategies

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

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

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

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

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

Goals & Strategies

2. Create whole, healthy, and vibrant neighborhoods.

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

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

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

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

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

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

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

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

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

Goals & Strategies

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

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

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

Strategy 3.2: Connect qualified local developers with rehab opportunities.

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

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

Goals & Strategies

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

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

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

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

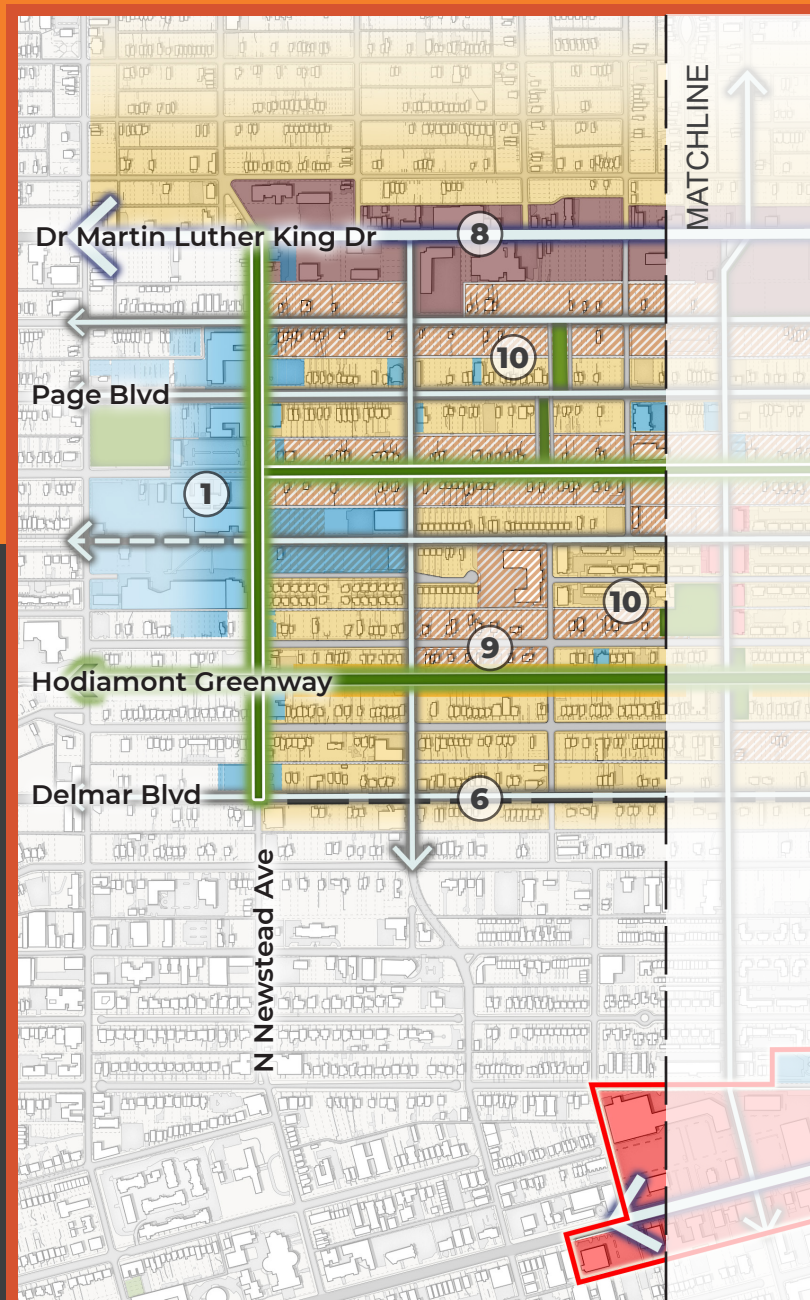
Strategy 4.4: **Work with local institutions and funders on programs that support North Central businesses and entrepreneurs.**

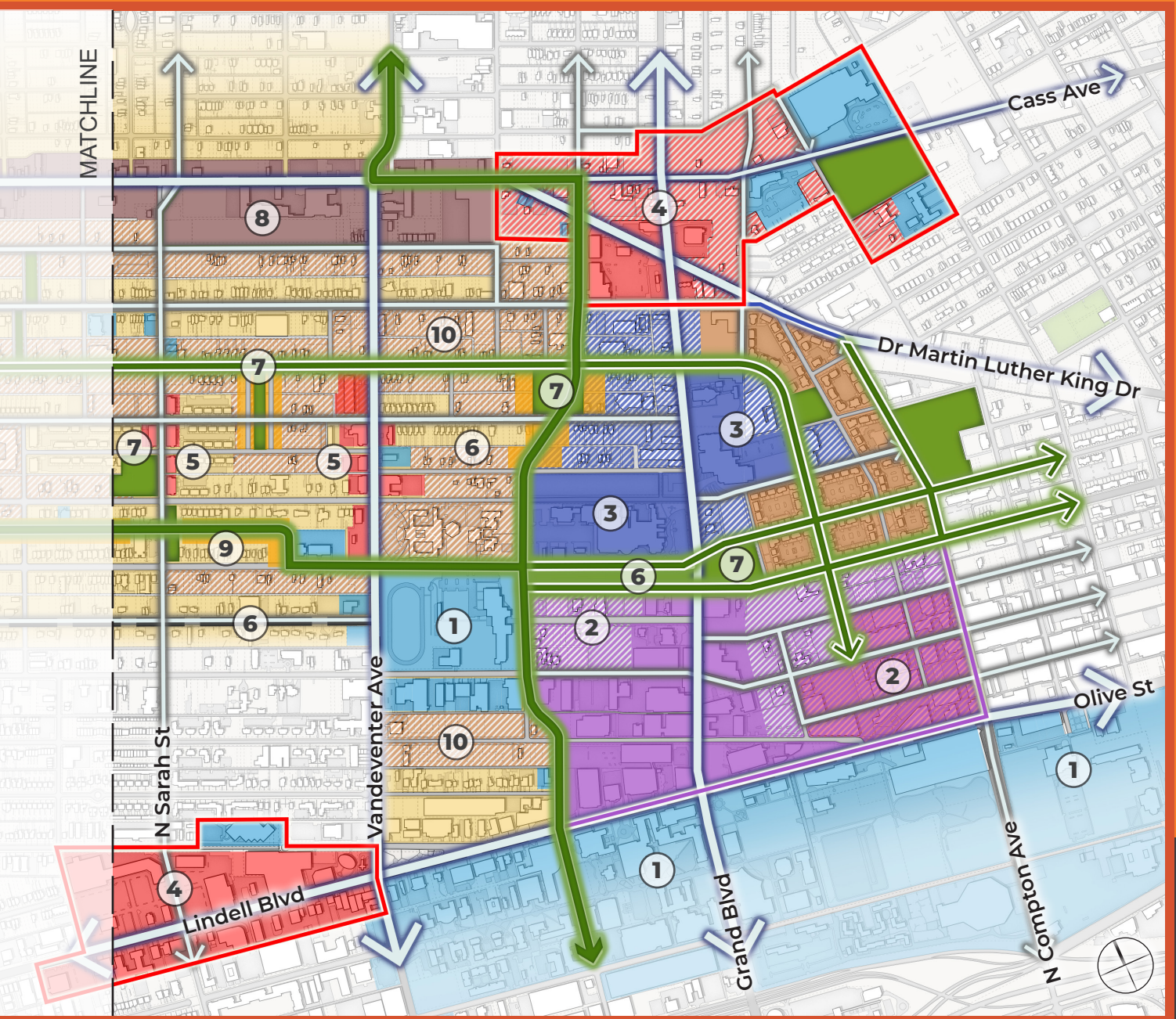
Strategy 4.5: **Establish community-based training and entrepreneurship programs, focusing a comprehensive range of skills.**

North Central Community Urban Design Plan

Focus Areas:

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





THE NORTH CENTRAL PLAN



Complete Park Provision

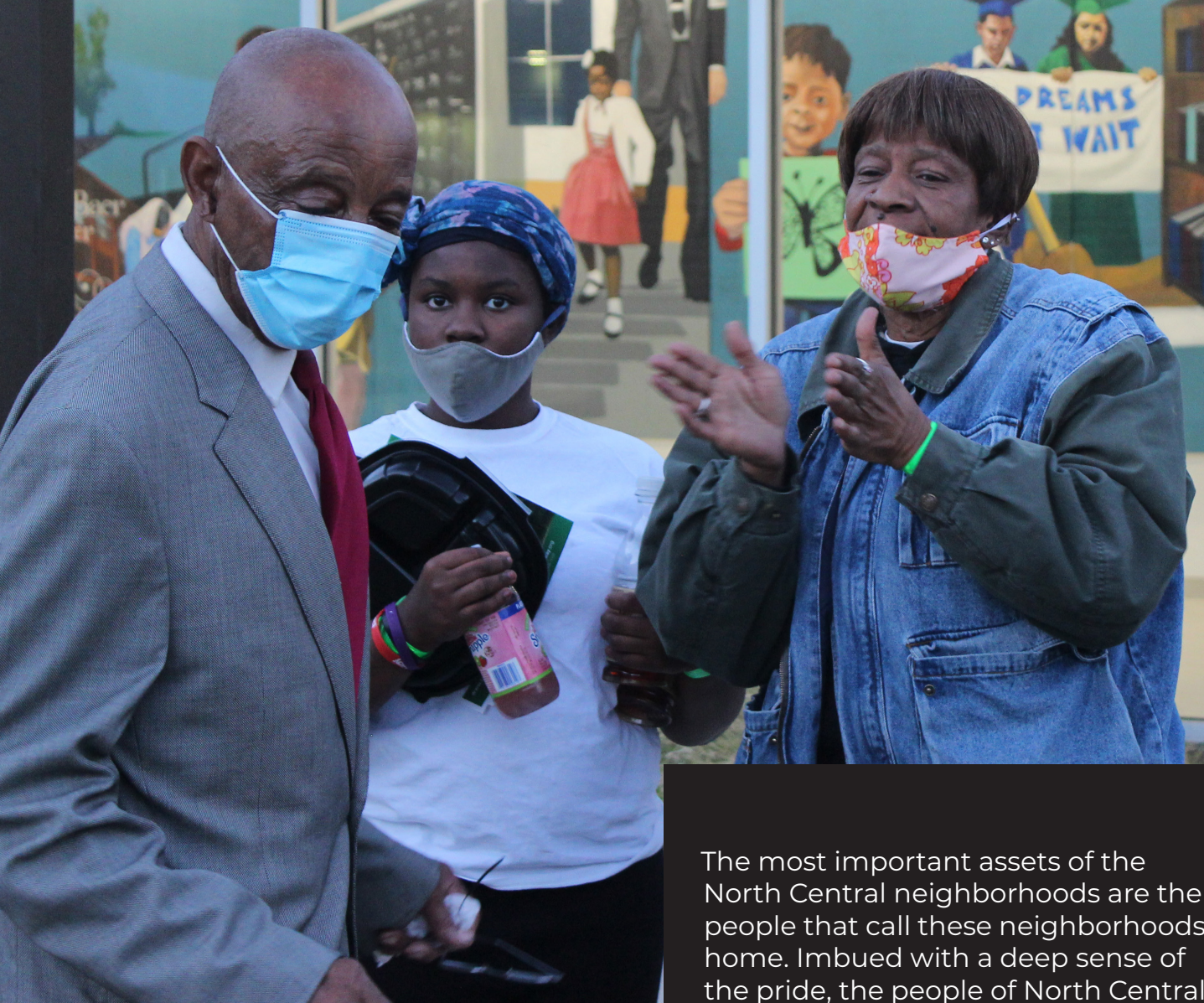
North Central Community Urban Design Plan

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

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

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

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



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

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

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

Goals & Strategies

5. Improve neighborhood safety for all residents and visitors.

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

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

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

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

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

Strategy 5.5: Decrease overall crime rates in North Central.

Neighborhood Safety

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

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

COMMUNITY INPUT

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

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

RECOMMENDATIONS

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

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

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

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

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

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

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

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

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

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

Inclusive and Equitable Community Revitalization

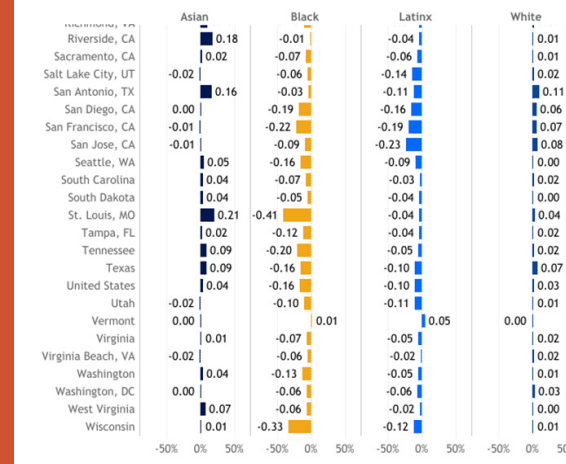
Ensuring an equity first outcome for on-going and future revitalization efforts is a critical component of this plan. North Central residents are supportive of efforts that increase home values, but are concerned that existing not be displaced and have the ability to remain in their homes, if they desire.

COMMUNITY INPUT

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

The Home Value Race Gap

Percent difference in current home values to ZHVI



ST. LOUIS DISPARITY IN BLACK-OWNED HOME VALUES

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



CASE STUDY: O'FALLON PARK NEIGHBORHOOD

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

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

RECOMMENDATIONS

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

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

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

2. Secure funding and partnerships to establish assistance programs for North Central homeowners, particularly those who are elderly, on fixed-incomes, or otherwise disadvantaged or at-risk:
 - » Building upon the City’s Emergency Home Repair grant program, secure and deploy resources to North Central residents for emergency home repairs and small home improvement projects (under \$5,000); resources can be deployed as grants for emergency repairs and a low-interest or no-interest loans for qualifying low- to medium-income households.
 - » Establish a homebuyer assistance program to connect disadvantaged homebuyers to educational and financial management resources; provide downpayment assistance for qualifying homebuyers.

3. Establish a Community Housing Development Organization (CHDO)—that is accountable to the community—and ongoing funding source to purchase land-bank vacant lots and derelict buildings.
 - » Establish a community land trust to maintain housing affordability.
 - » Facilitate rehab of existing buildings by connecting qualified local developers with rehab opportunities
 - » Facilitate development of new infill housing by acquiring vacant property and issuing Requests for Proposals (RFPs) for developers.

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



CASE STUDY: COMMUNITY LAND TRUSTS

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

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

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

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

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

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

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

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

Jobs, Business Opportunities & Community Services

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

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

COMMUNITY INPUT

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



COMMUNITY ASSET: RANKEN TECH ADVANCED MANUFACTURING INCUBATOR

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



CASE STUDY: ARTIST VILLAGE INVOLVES NEIGHBORHOOD RESIDENTS

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

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

RECOMMENDATIONS

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

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

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



**COMMUNITY ASSET:
\$5M WELLS FARGO GRANT**

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

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



**COMMUNITY ASSET:
NEIGHBORHOOD SOLIDARITY
FUND**

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

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

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

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

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

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

Strategy 8.2: Create a health and wellness district around 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.

Serving the Daily Needs of North Central Residents

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

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

COMMUNITY INPUT

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



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

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

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



CASE STUDY: HEALTH AND WELLNESS DISTRICT

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

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

COMMUNITY INPUT (CONTINUED)

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

RECOMMENDATIONS

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

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

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

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



COMMUNITY ASSET: DOORWAYS

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

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

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

9. Improve and enhance public infrastructure and public services.

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

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

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

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

Strategy 9.4: Eliminate illegal dumping.

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

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

Partnership with the City and Regional Agencies

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

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

COMMUNITY INPUT

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

RECOMMENDATIONS

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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Establish a community-based organization for Plan implementation.

WHAT KINDS OF ACTIVITIES CAN THIS ORGANIZATION DO?

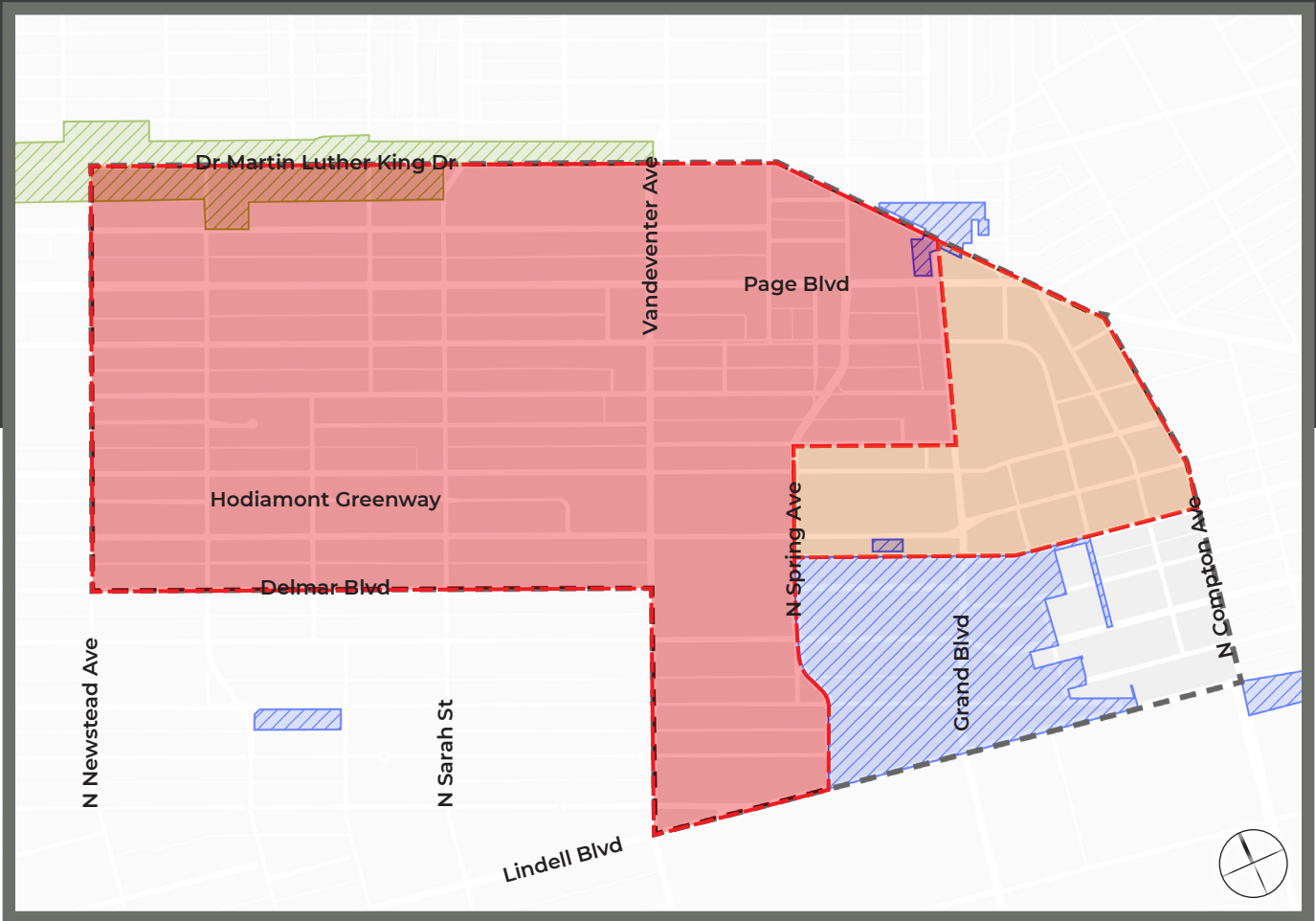
- » Provide community programs and services to neighbors.
- » Partner with the City of St. Louis and others to provide financial resources (i.e. home repair funds).
- » Purchase and land-bank derelict and vacant properties.
- » Consolidate properties for development opportunities.
- » Issue Requests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

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





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

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

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



SPECIAL DISTRICTS:

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

CDC Case Study: Skinker DeBaliviere Community Council



VISION & MISSION STATEMENT

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

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

SDCC PROGRAMS & ACTIVITIES

BLOCK UNIT PROGRAM

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

HOMESHARE ST. LOUIS

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

LANDLORDS & RESIDENTIAL INVESTORS

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

NEW NEIGHBORS

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

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

COMMUNITY GARDENS

Skinker DeBaliviere is home to two thriving community gardens.

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

HOMEOWNER ASSISTANCE

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

AGING IN PLACE PROGRAM

Skinker DeBaliviere has free monthly workshops for independent seniors.

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

Formation & Organization Recommendations

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

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

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

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



CASE STUDY: SKINKER DEBALIVIERE COMMUNITY HOUSING CORPORATION

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

PARTNERSHIPS & INITIATIVES

CITY OF ST. LOUIS

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

OPERATION IMPACT

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

COMMUNITY DEVELOPMENT ADMINISTRATION

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

OWNER-OCCUPANTS & PRIVATE DEVELOPERS

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

Certified Community-Based Development Organizations

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

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

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

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

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



CASE STUDY: GUADALUPE NEIGHBORHOOD AUSTIN, TEXAS

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

STRATEGIES & TOOLS

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

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

KEY OUTCOMES (AS OF 2018)

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

CASE STUDY: SOUTH BALTIMORE COMMUNITY LAND TRUST

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

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

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

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

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



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

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

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

Implementation Committee & Residents' Forums

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

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

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

Resident Committees & Task Forces

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

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

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

City-wide & Regional Plan Alignment

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

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

ADOPTED CITY OF ST. LOUIS PLANS

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

OTHER CITY-WIDE & REGIONAL PLANS AND REPORTS

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

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

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

City-wide & Regional Plan Alignment

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

CITY WIDE PLANS:

✓ Direct Alignment

EQUITY INDICATORS

● Direct Alignment

○ Secondary Alignment

City-wide & Regional Plan Alignment

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

City-wide & Regional Plan Alignment

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

CITY WIDE PLANS:

✓ Direct Alignment

EQUITY INDICATORS

● Direct Alignment

○ Secondary Alignment

City-wide & Regional Plan Alignment

	Adopted City-wide Plans				Non-Adopted City-wide & Regional Plans & Reports								Equity Indicators Baseline Report - Equity Indicators									
	City of St. Louis Sustainability Plan	Equitable Economic Development Strategy	Strategic Land Use Plan of the St. Louis Forward	Forward Through Ferguson Report	Great Rivers Greenway Citizen-Driven Regional Plan	East-West Gateway Connected 2045	OneSTL	Metro - Moving Transit Forward	Community Health Improvement Plan	Citywide Market Value Analysis	GeoFutures Strategic Report	Equity Indicators Baseline Report	Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
Goal 4: Promote and support the creation and retention of viable community businesses and creative arts industries, and promote entrepreneurship.	✓	✓	✓	✓	-	-	✓	-	-	✓	-	✓										
4.1: Develop creative-arts industries and local employment opportunities in partnership with the Grand Center Arts District.																●	●	○				
4.2: Revitalize existing commercial corridors and nodes with high-quality, community-supporting development.																●	●				○	
4.3: Leverage North Central locations for local business start-ups, including business incubators and live-work spaces.																●	●					
4.4: Work with local institutions and funders on programs that support North Central businesses and entrepreneurs.																●	○	○			○	
4.5: Establish community-based training and entrepreneurship programs, focusing a comprehensive range of skills.																●	○	○			○	

CITY WIDE PLANS:

✓ Direct Alignment

EQUITY INDICATORS

● Direct Alignment

○ Secondary Alignment

City-wide & Regional Plan Alignment

	Adopted City-wide Plans				Non-Adopted City-wide & Regional Plans & Reports							Equity Indicators Baseline Report - Equity Indicators										
	City of St. Louis Sustainability Plan	Equitable Economic Development Strategy	Strategic Land Use Plan of the St. Louis Forward	Forward Through Ferguson Report	Great Rivers Greenway Citizen-Driven Regional Plan	East-West Gateway Connected 2045	OneSTL	Metro - Moving Transit Forward	Community Health Improvement Plan	Citywide Market Value Analysis	GeoFutures Strategic Report	Equity Indicators Baseline Report	Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
Goal 5: Improve neighborhood safety for all residents and visitors.	✓	-	-	✓	✓	✓	✓	-	-	✓	-	✓										
5.1: Establish a resident-led committee and platform to re-envision public safety in North Central.												○					○	●	●	○	○	
5.2: Improve neighborhood safety through both physical improvements and enhanced relationships among residents.												○			○	○	○	●	○	○	○	
5.3: Streets are the focus of community life and should be designed to be safe for pedestrians, bicyclists, and drivers alike, and encourage civic engagement.																		●	○	○	○	
5.4: Strengthen coordination between neighborhood organizations in North Central.																			○	○	●	
5.5: Decrease overall crime rates in North Central.												○						●	○	○	○	

CITY WIDE PLANS:

- ✓ Direct Alignment

EQUITY INDICATORS

- Direct Alignment
- Secondary Alignment

City-wide & Regional Plan Alignment

	Adopted City-wide Plans				Non-Adopted City-wide & Regional Plans & Reports							Equity Indicators Baseline Report - Equity Indicators										
	City of St. Louis Sustainability Plan	Equitable Economic Development Strategy	Strategic Land Use Plan of the St. Louis Forward	Forward Through Ferguson Report	Great Rivers Greenway Citizen-Driven Regional Plan	East-West Gateway Connected 2045	OneSTL	Metro - Moving Transit Forward	Community Health Improvement Plan	Citywide Market Value Analysis	GeoFutures Strategic Report	Equity Indicators Baseline Report	Child Well-being	Education Quality	Educational Attainment	Financial Empowerment	Neighborhoods	Health and Safety	Policing	Court Reform	Civic Engagement	
Goal 6: Support and assist North Central residents to remain in place and build wealth and social capital.	✓	✓	✓	✓	-	-	✓	-	-	✓	-	✓										
6.1: Provide personal banking resources for residents.													○			●	○					
6.2: Incentivize inclusionary zoning in future development.																●	●					
6.3: Attract resources to provide support for community residents and property owners.																●	●	○				
6.4: Promote and incentivize increased homeownership in North Central.																●	○	○				
6.5: Partner with community development financial institutions (CDFIs) for Plan implementation.													○		○	○						

CITY WIDE PLANS:

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

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

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

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

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Goal 11: Create a participatory decision-making process for residents to guide the future of the community.	-	✓	-	✓	-	-	✓	-	-	✓	-	✓											
11.1: Establish a community-based development organization and funding sources for implementation of the North Central Plan and ongoing community-led development.													○		○	○	○	○		○	●		
11.2: Establish a Residents' Council to engage with and serve as a forum for community residents; and to serve as a liaison between residents and the City of St. Louis.																						●	
11.3: Create a neighborhood that enables people of all ages and incomes to come together, to look after one another, and to share a strong sense of community pride.													○		○	○	○	○		○	●		

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

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Conclusion

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

EQUITY AT THE CENTER

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

ASSET-BASED REVITALIZATION

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

HOLISTICALLY SUSTAINABLE

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



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

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