Meeting Notes

Committee: Leadership Network

Location: Office of Metro East Parks and Recreation District

Date: 10/18/2016
Start Time: 8:30 a.m.
Adjourned: 10:30 a.m.

In Attendance:
Loura Gilbert, Commerce Bank
Mary Grace Lewandowski, EWG
Mark Peters, St. Clair Co. Health Dept.
Kim Petzing, Madison County
Dayna Stock, United Way
Mary Vandevord, Heartlands Conservancy
David Stoecklin, Madison County ETD
Aaron Young, EWG
Bonnie Harper, EWG
Frank Johnson, EWG

Guests:
Kristen Wagner, UMSL
Erik Lintvedt, Rise
Mark Stroker, Rise
Julia Brucks, United Way

Meeting Notes

1. OneSTL Update – Aaron Young and Bonnie Harper

a) Technical Assistance
The July 2016 Leadership Network meeting provided an overview of the roles of InvestSTL and the technical assistance network within the context of the OneSTL network. Network leaders were asked to provide examples of the kinds of technical assistance their organization provides and the intended audience. This information has since been compiled and will be uploaded into a directory on the OneSTL website here.

b) Network mapping
The January 2016 Leadership Network meeting provided an overview of the different regional efforts related to addressing food insecurity and local food production. There was a desire to try and better understand all the different organizations, activities and priorities within the regional food system to try and better align programs. The idea of network mapping was presented as a tool to visually represent the different sectors and activities occurring in order to further collaboration among them. Since January, significant progress has been made to develop a tool for mapping the regional food system. Several organizations including United Way, Clark-Fox Family Foundation, Promise Zone, Forward through Ferguson, Grace Hill Settlement House, St. Louis Mental Health Board and others have collaborated to develop a protocol for how mapping a system can be done. Several different types of software have been researched and one called ‘Kumu’ is currently be tested among a sub-group of leaders working on food related initiatives. The output from all this will be an example of a network map that can demonstrate the relationships between system players working on a particular issue in the region and their different programs or activities. The Kumu software is free to use as long as the product is made publicly available, so the protocol for developing the map can be used by any organization looking to do a similar exercise. It is hoped this will be a tool for increasing collaboration and alignment of activities across sectors so that our work can be more efficient and impactful. Screen shots of the map created so far can be seen in the presentation. The network map of the regional food system is anticipated to be completed by the end of 2016 and the protocol for doing a network map should be completed in early 2017.

c) Sustainability Summit
See item 4 below
d) Sustainability Café
The idea of holding a Sustainability Café arose as a way for the different tracks within the OneSTL network (food access, green infrastructure, energy, community development and TOD) to meet in one forum to facilitate cross-sector communication and collaboration. The format of a Sustainability Café is similar to and could be modelled on Venture Café. Preliminary discussions have been held with the Nine Network about the use of their studio and meeting room space to provide a location for a Sustainability Café to set up and run once a month.

e) Collaboration Survey Results
Leadership network members were asked to take a survey about how collaboration is working (or not working) in the region and what we can do to improve collaboration and build upon the success of collaborative efforts that have made an impact in our region. A summary survey results are contained in the appendix to these notes. The results were used to help provide context to this meeting’s presenters and their experiences of collaboration. The results are also a point of reference for the planning of the 2017 Sustainability Summit as the role of collaboration will be a significant theme of the conference.

2. Emerald Ridge – Mark Stroker, Rise

Emerald Ridge is a mixed-income residential development in East Alton. It was a former defense area intended to only temporarily house ammunitions workers, but it was still being used as housing decades later. The key partner to Rise in the project to redevelop the area was East Alton who was supportive and instrumental in getting landlords of old units to buy-in to the development project. East Alton originally wanted less dense, suburban style housing, but Rise architects showed them a more community-focused, denser plan. East Alton sold some parcels to Rise at less than cost. They required Rise to use local labor and materials. The buildings are certified green. East Alton continues to improve and invest in areas around the Emerald Ridge development. PNC was a partner on affordable housing equity and tax credit equity.

3. Creating Whole Communities – Kristen Wagner, UMSL

Creating Whole Communities (CWC) is a partnership between UMSL, MU Extension and the region’s neighborhoods that started in 2014 to focus on strengthening our communities. CWC looks to link the resources of the university's local efforts throughout the region to create whole communities. The program is focused on 3 pillars which are research, capacity building and civic dialogue. The research pillar is focused on ‘applied research’ to connect academic researchers to community partners because of the common disconnect in language and priorities between academics and those working on the ground. The program has established the Research Fellows Program which commissions research projects that involve community partner organizations. The capacity building pillar has established a neighborhood leadership academy. This academy helps people in a neighborhood figure out how the make their vision for the neighborhood come alive. It teaches them how to identify funders and get funding. It has developed and made available resource guides and toolkits and the people who have ‘graduated’ from the academy are there for organizations to tap into and learn from. The third pillar of CWC works to promote civic dialogue about how neighborhoods matter in people's lives, what we can do to build stronger communities, and how local communities can be linked to opportunities in the region. A focus is on working with media to promote positive messaging and working in the actual neighborhoods themselves to hear from residents through events such as What’s Brewing. Kristen pointed out several lessons learned on collaboration from involvement in the CWC program so far:

- Need to clarify language
- Need to identify common issues and identify gaps
- Engage stakeholders at all levels of planning
- Need win-win outcomes
- Use junior faculty at universities for support because they are more likely looking for work and are not already entrenched in set projects
4. Collaboration, the Sustainability Summit and OneSTL Implementation – Aaron Young

a) Summit Background
Several universities and organizations have come together to partner on holding a regional Sustainability Summit in April 2017 (East-West Gateway, EarthWays Center, Maryville University, SIUE, SLU, STL Earth Day, UMSL, USGBC, Washington University, and Webster University). Each of these organizations were holding their own sustainability conference and the idea is to hold one joint summit in the region to attract more participants and have more impact on sustainability outcomes for the region. The theme for the Sustainability Summit is Setting Targets for our Shared Future and will be held at the John P. Newman Education center located at Washington University on April 5, 2017. The summit will consist of 7 topic areas (Biodiversity, Energy and Emissions, Water/Green Infrastructure, Transportation, Food, Materials and Recycling, Buildings/land-use and community development) and will bring speakers and people together to discuss setting and adopting regional targets for these topics to drive us to a more equitable, resilient and sustainable future. A post-summit workshop will be held on April 6, 2017 which will convene a select group of stakeholders to actually decide on what these targets should be and the priority actions for achieving them.

b) Mission of the Summit
- Build regional momentum and solidarity
- Identify SMART Objectives (specific, measurable, achievable, relevant, timebound)
- Identify strategies to achieve the Objectives
- Kick-off a forum for on-going conversations

c) SMART objective exercise
To help the summit planning committee formulate the discussions for developing regional targets and metrics, the participants were asked to divide into pairs to select a metric and identify a target/SMART Objective for that metric; think about what their organization is currently doing to help the region achieve that target; and think about what each other can do in collaboration to achieve the target. The pairs reported back on their biggest challenges in thinking through those points:
- Sub-metrics will have their own targets
- Context on national standards and comparative data is needed
- The conversation needs to be focused; it may not be better to have the freedom to choose any metric.

5. Next steps – Aaron Young
Aaron will send out a request to Leadership Network members for their accomplishments in 2016 related to OneSTL plan implementation. This is for inclusion in the 2017 OneSTL Report to the Region. The next meeting is scheduled for January 24, 2017 at the boardroom of Great Rivers Greenway, 6174 Delmar Blvd, St. Louis, MO 63112.
Appendix: Regional Collaboration Results

Regional Collaboration

Survey Results

**Cited examples (grants):**
- We Choose Health
- CityArchRiver
- TIGER
- Living Cities
- Capacity Building Collaborative
- Affordable Health Care Act opportunities
- Community Transformation
- HIV care and prevention
- Congestion Mitigation, Air Quality
- GSK Youth Health

**Cited examples (projects):**
- Community Health Needs Assessment(s)
- No Wrong Door (aka Aging and Disability Resource Collaboration ADRC)
- Greenway construction
- Tourism advertising
- Economic impact study
- LLC for redevelopment projects
- Civic Tech and Data Collaborative
- We Choose Health
- Safe Routes to School
- Pioneering Healthier Communities
- 10 Toe Express
- Guaranteed Ride Home
- Complete Streets and Great Streets
- Comprehensive School Health

**Lessons Learned:**
- Must track and monitor progress
- Everyone must have skin in the game, not just presence or a signature
- Participants must gain something by participating
- A strong, focused mission/purpose
- Know your partners (capabilities, service areas, goals)
- Active communications must be maintained
- Adding partners and increase scope creep
- Be clear about expectations and accountability
- It must be a part of organizational and regional culture
- Many groups are open, but not all know how to make it work
- Collective impact is a good model to use

**Missed Opportunities:**
- Lack of state support
- Lack of dedicated backbone staff
- Lack of beneficiary input (people with disabilities)
- Perceptions of turf/expertise, prevent some grant applications
- Lack of communication resulting in competition on grants (and subsequently losing those grants)
- Partnerships not in place before the grant