Plan for a Prosperous, Healthy, Vibrant St. Louis Region

BOARD APPROVED
DECEMBER 11, 2013
Eleven Consortium Partner organizations participated in the original grant proposal and work on this project. Many others have joined the work of the initiative over the last three years. As we move into implementation, additional organizations are invited to join the OneSTL Network in support of the plan. Actions by any organization or local government in support of OneSTL remain completely voluntary.

Consortium Partners:

ARC Applied Research Collaborative (St. Louis University, University of Missouri-St. Louis, Southern Illinois University-Edwardsville)
CMT Citizens for Modern Transit
EHOC Metropolitan St. Louis Equal Housing & Opportunity Council
EWG East-West Gateway Council of Governments
FOCUS FOCUS St. Louis
GRG Great Rivers Greenway District
HLC HeartLands Conservancy
Metro Metro (Bi-State Development Agency)
SLC City of St. Louis
SLCo St. Louis County
Trailnet Trailnet

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Executive Summary
Executive Summary

Sustainability is about adaptability. Planning with sustainability in mind is about helping people and governments adapt to the future, as the region responds to the changing local economy, the social needs of various communities, and the duty to safeguard the area’s natural assets of water, air and land.

This plan was developed through a three-year collaborative process led by the East-West Gateway Council of Governments. It provides a regional framework for sustainable development that citizens, non-profit organizations, businesses, and local governments can use to make better use of resources and better meet the aspirations and needs of residents. As partners throughout the region use the plan, they will update and revise it based on what they have learned as they improve their communities.

The planning effort was funded by a $4.7 million grant from the Department of Housing and Urban Development, as part of HUD’s $100 million Sustainable Communities Regional Planning Grant Program.

At the federal level, priority is being placed on improved coordination of transportation, housing, and environmental spending in recognition of the interdependence of those programs. By showing ways for St. Louis to make wiser use of funding from those programs, the plan will lead to increased economic vibrancy and environmental sustainability on the local level.

In general, sustainable development stresses the efficient and equitable management of natural and financial resources to meet the needs of the present without jeopardizing the ability of future generations to meet their needs.

Over the last three years, 10 consortium partners joined East-West Gateway to hold 94 public meetings attended by more than 2000 area residents who learned about the process, and expressed their ideas and opinions. Information gathered from those meetings, on-line surveys, and meetings with municipal officials formed the themes that are included in the plan.

More than 200 members who participated in four committees met regularly to discuss priorities and strategies. Through the work of the partners involved, 75 technical plans and reports were completed, including a Fair Housing Equity Assessment, transit oriented development plans and natural resource plans.
The goals of OneSTL were generated through discussions with residents from throughout the metropolitan area. The best practices used to implement these goals, and ideas about the resources available, are accessible to any non-profit group, business, government or citizen who wants them.

The result of this three-year planning effort is "OneSTL - Many Communities. One Future." OneSTL is a plan for creating a prosperous, healthy, and vibrant St. Louis region. The Plan includes a vision, goals, and objectives that outline what the people of St. Louis want for the future of the region as well as strategies, tools, and resources for achieving the OneSTL vision. OneSTL.org has an abundance of information, reports, plans, and ideas about a vast range of issues, including air and water quality, housing, transportation, energy efficiency, and flooding. By visiting the website, public officials or any citizen can find out what can be done, how it can be done, and what resources are available for "sustainable solutions."

OneSTL is an active plan that will be monitored and measured by East-West Gateway. For the plan to be successful, there needs to be voluntary participation of many partners. OneSTL will provide support, strategies, and models for sustainable development, but the plan has no mandates that require local governments to adopt new rules or ordinances to conform to state or federal goals.

Sustainable solutions for the challenges the St. Louis region faces need to come from the St. Louis region, and many of these solutions are available at OneSTL.org. OneSTL is locally grown and addresses the challenges faced by the St. Louis region.

St. Louis has sustained itself for 250 years through various cycles, including a frontier gateway to westward expansion, America’s fourth largest city in 1900, a manufacturing and railroad center through much of the 20th Century, and a city that struggled with the classic symptoms of urban decline in the late 1900s. Eventually it evolved into its current condition, a resilient metro area that is the country’s 18th largest market, typified by moderate growth and affordable access to modern amenities for its 2.8 million residents.

With world-class universities, first-rate medical and research facilities, convenient neighborhoods with expansive parks, and a skilled workforce that has a history of productive labor, St. Louis has many advantages to go along with its challenges.

OneSTL, by encouraging the efficient use of resources and promoting residents’ concern for quality of life issues, can help ensure that St. Louis sustains itself and meets future challenges.
The Vision—Many Communities. One Future.

The St. Louis region is many connected communities at the confluence of two great rivers, sharing one prosperous, healthy, and vibrant future. Together we will build an inclusive and opportunity-rich region that embraces our unique heritage, geography, and diverse communities.

As a region, we value and embrace:

Our Residents: a diversified and educated population with an entrepreneurial spirit is the key to meeting the challenges of an unpredictable future;

Our Communities: individual but interdependent communities give us the distinctive identity, affordable lifestyles and approachable amenities necessary to attract and retain residents;

Our Rivers: the foundation of our rich ecosystem and biodiversity, trade, agricultural productivity, and distinctive geography are our rivers;

Our Location: centrality and access to the Midwest and the Nation are the building blocks to a prosperous future in a global economy.
Introduction

OneSTL is the result of an extensive community engagement process and more than seventy-five (75) separate studies all of which contribute to a vision for moving the St. Louis region toward a healthy, prosperous, and vibrant future. OneSTL encourages the combined efforts of individuals, governments, organizations, and the private sector to ensure that the region continues to grow and prosper economically while improving the environment.

A Regional Approach

Cities throughout the country are embracing a more regional approach to economic, social, and environmental development. This regional approach is driven by globalization that has transformed metropolitan regions into the key engines driving economic growth. In order to maintain and enhance economic competitiveness, regions should plan for a collaborative and shared future. This regional approach, which comes in many different forms, is critical to future economic development. Central to economic development is an improved quality of life for all citizens while protecting and enhancing our environment and natural resources.

The St. Louis region has begun a discussion through this planning process facilitated by East-West Gateway Council of Governments. OneSTL provides goals, objectives, and strategies that will move the metropolitan area toward a more sustainable future. Throughout the planning process, citizens acknowledged that regional trends shape local conditions and local conditions have an impact on all of our residents. Our region’s natural, social, and economic resources create the unique and distinctive places that citizens value and want to protect. Our region, like others, is facing key challenges as we respond to changes in population, technology, the economy, and aging infrastructure, while managing impacts on local resources and the environment. OneSTL identifies these challenges as opportunities to create a unified, forward-thinking approach to enhance our quality of life and preserve the capacity to fulfill the needs of our citizens, now and in the future.
OneSTL presents a vision for the future that capitalizes on these regional resources and provides strategies and tools to empower jurisdictions, organizations, and individuals to play a role in building a more sustainable St. Louis over the long term. The plan seeks to ensure that growth and development will conserve resources and create choice and opportunity. Through implementation of OneSTL, the region will be able to improve water and air quality while more efficiently spending money on infrastructure. People will have more transportation and housing choices. Collaboration and efficiency will open up more resources for municipalities and communities. OneSTL prepares our region to improve the quality of life for all citizens in the St. Louis region. East-West Gateway is dedicated to the on-going facilitation and progress of this regional plan and will ensure that OneSTL is continually improved to enhance our region's health, vibrancy, and prosperity.

The Planning Process

In 2009 East-West Gateway initiated Renewing the Region, a regional discussion about the St. Louis Metropolitan region and our shared future. That community conversation provided an important basis for an application, in 2010, to the U.S. Department of Housing and Urban Development (HUD) for a Sustainable Communities Planning Grant. In October 2010 HUD announced that the St. Louis region would receive a Regional Sustainable Communities Planning Grant “to build economic competitiveness by connecting housing with good jobs, quality schools and transportation.” The grant is part of the federal government’s new emphasis on integrated planning, where transportation, housing and environmental issues are linked to create more sustainable and economically vibrant communities. The program is part of a growing recognition that rising fuel prices, a struggling economy, and an unstable housing market affect the quality of life in regions, cities, and neighborhoods. Eleven consortium partners came together and provided matching funds and a broad-based approach to planning and community engagement that has produced this plan (see Figure 2, page 8).
Early in 2011, East-West Gateway and partners organized four standing committees: a Steering Committee, Technical Planning Committee, Public Engagement Committee and Outcome Management Committee, to address the various components of the plan. St. Louis University took the lead in developing The St. Louis Data Exchange (stlouisdata.org) and in chairing the Technical Committee. FOCUS St. Louis led the community engagement planning and meetings in eleven community planning areas that represent a cross section of the region as a whole. East-West Gateway chaired the Steering and Outcome Management committees, led contract coordination and completed a Regional Economic Development Assessment, a Regional Housing Assessment, a Regional Development Scenario and the final plan—OneSTL.

Other partners focused on their areas of expertise. HeartLands Conservancy took the lead on natural resource planning. Trailnet committed to developing bicycle plans and safe routes to school programs for a variety of communities and to bring attention to the importance of pedestrian and bicycle access and safety as a part of a complete transportation system. The City of St. Louis, Metro, Citizens for Modern Transit (CMT), and Great Rivers Greenway partnered with East-West Gateway on a market study and Transit Oriented Development (TOD) planning for station areas.
on the MetroLink system. St. Louis County focused on a series of zoning, code assessments, and ordinances related to housing, form-base codes, energy and sustainable development. The Metropolitan Equal Housing and Opportunity Council brought its years of experience in fair housing work to the development of a Fair Housing Equity Assessment.

In 2011, 2012 and 2013, the partners engaged over two thousand area residents in 94 public meetings to discuss community needs and aspirations, transit and transit station area plans, community bicycle and pedestrian safety and to produce 75 plans or studies. OneSTL is, therefore, a summary of the work of partners, and represents the ideas of many residents from across the region.

Defining Sustainability

Sustainable development is often defined as meeting the needs of the present without jeopardizing the opportunities of future generations to meet their needs. Another interpretation of this concept emerged from the public engagement process. The public wants to create a strong region that will provide good jobs, healthy communities, and quality lifestyle choices for themselves, their children, grandchildren and great grandchildren. Thus a sustainable region is one where people can look forward to maintaining or improving a high quality of life for all residents. Developing sustainably means developing and maintaining a strong economy, and it also means supporting the physical amenities of a healthy community—clean water and air, attractive and accessible recreation, supportive communities with good educational opportunities, safe streets and neighborhoods, and effective transportation services.

The foundation for any sustainable region is its geographic location and available natural resources. St. Louis grew and prospered because it is located on major rivers, which provide inexpensive transportation and abundant water. Our communities and our society—our social life—are centrally situated in this rich environment with good soil and adequate rainfall, enabling the production of food for local consumption and world markets. Just as people in the region all breathe the same air, drink the same water, and inhabit the landscape shaped by our rivers, so too our social and political relationships and our local governments have been formed within this environment. Our built environment supports these social networks. Transportation services across
The St. Louis Region
the region enable workers to move from home to work and to other services and opportunities. Sewer and water infrastructure as well as electric and natural gas services are integral to the built environment, and together this built environment provides the framework within which the economy develops.

Our economy is thus situated within both the environment and society. In Figure 3, the economy is embedded within society and social life is embedded within the environment. An effective plan for a sustainable future considers all three components as equally important in creating a prosperous, healthy, and vibrant future.

Components of the Plan

OneSTL includes a vision, goals, strategies, as well as practical tools, resources and plans to encourage regional collaboration and local action to build a healthy, vibrant and prosperous region. OneSTL requires many partners to implement. Although eleven partners began the process three years ago, the goals, objectives and strategies already identify 45 additional organizations engaged in this effort. The OneSTL Network will facilitate participation of many additional organizations, local governments and individuals as the plan and related resources are shared throughout the community (see Page 55).

This OneSTL document is the synthesis of extensive community engagement and many separate studies, reports and plans. This document contains a regional profile in Chapter 2, which provides a snapshot of the region today. A summary of regional opportunities sets a context for regional planning and cooperation in Chapter 3.

Chapter 4 outlines how the plan will be implemented including the unifying Themes which identify what residents want for the future of the St. Louis region, and goals, objectives and strategies for becoming a more sustainable region. Chapter 4 also references the Sustainable Solutions Toolkit, which is a web-based resource designed especially to support local governments and neighborhoods that are interested in sustainability planning. The Toolkit and additional resources developed to support local and regional sustainability are all available at www.OneSTL.org. Finally, Chapter 4 includes a list of Performance Indicators that will be used to track the progress of the plan and evaluate the region's performance in becoming more sustainable.
Introduction

Our region is changing as we advance into the 21st century. Along with shifting population, the rising costs of infrastructure, water, energy, and public services call for a reevaluation of current practices. Moving forward, we must protect and maintain our most valued assets and strive for greater livability and social equity, while advancing our position in the nation and the world.

Like many regions throughout the Midwest and the nation, the St. Louis region faces a number of challenges brought about by aging infrastructure, global markets, shifting industrial sectors, and the economic downturn. OneSTL was developed to address the challenges that the region faces by building upon our existing assets and taking advantage of new opportunities. The regional profile summarizes the key trends and projections that characterize the St. Louis region now and over the coming decades. While it is tempting to view these challenges simply as problems to solve, a thoughtful and comprehensive approach to regional planning will allow St. Louis to capitalize on existing opportunities to fulfill the vision of a healthy and prosperous future.

Governance & Collaboration

The St. Louis region is made up of eight counties, nearly 200 municipalities and 2.7 million citizens. The region continues to rank in the top three nationally for overall number of local governments and for the ratio of local governments to population. The average number of units of local governments for the 35 largest metropolitan areas is 379; St. Louis has 884. Numerous reports and surveys completed during this process show that regional fragmentation, municipal competitiveness, and lack of regional coordination are among the top concerns in the St. Louis area.

Despite these challenges, many municipalities have experienced recent successes in collaboration. University City, an inner-ring suburb of St. Louis County, for example, has recently collaborated with neighbors on two separate, cross-jurisdictional plans. University City worked with the City of Olivette and an Urban Land...
Institute (ULI) Technical Assistance Panel (TAP) for a cross-jurisdictional commercial development plan for Olive Boulevard. They also worked with the City of St. Louis on a HUD-funded plan for the Delmar Loop and Parkview Gardens Neighborhood that has resulted in $160 million of new rehab and construction.

In addition, numerous public-private partnerships in the region have helped to leverage local resources. For example, local universities have invested in the neighborhoods that surround their campuses, playing an instrumental role in neighborhood stabilization and improvement. Trailnet, a bicycle advocacy organization and OneSTL partner, has worked with 13 local governments to complete municipal bike and pedestrian plans. Furthermore, grass roots initiatives such as those represented by Rally St. Louis also have the potential to create and advance a collective will around the way our emerging entrepreneurs envision the region of the future.

Economy

The St. Louis region is home to more than 150,000 business establishments, employing over 1.3 million individuals. The Great Recession of 2007-2009 took its toll on the St. Louis region. Although employment has grown fairly steadily over the last three years, with normal seasonal variation, the region still struggles to regain the jobs lost during the recession. An estimated 1,308,564 residents of the region were employed as of August 2013, about 70,000 shy of the employment level in August 2006.

Employed Persons, St. Louis Metropolitan Statistical Area, 2003-2013

The region... has now become a leading financial services hub, adding more of these jobs between 2007 and 2012 than any other region.
The sectoral composition of the St. Louis economy has changed markedly in recent decades. In 1969, manufacturing accounted for 26 percent of jobs, employing nearly 300,000 individuals. The number of manufacturing jobs steadily decreased to a low of 106,800 in 2010 but, over the last couple of years, the number of jobs increased to an estimated 111,200 (July 2013). Despite the recent increase, the number of manufacturing jobs remains below what it was before the recession (134,900 in 2007), and the percentage of workers engaged in manufacturing (8.5 percent in 2012) is still much lower than historical levels.

Over the last 10 years, the fastest growing sectors have been real estate, finance and insurance, and health care. In addition to manufacturing, sectors with job losses included construction, retail and government (see table on Page 17).

Income levels in the region are somewhat lower than average for metropolitan areas in the U.S. The average wage or salary per job in St. Louis was about $47,000 in 2011, compared to $50,000 for the U.S. Some of the difference in wages is offset by the relatively low cost of housing in the St. Louis region.1

The St. Louis workforce is relatively well-educated. In 2012, 30.7 percent of St. Louisans over the age of 25 had at least a bachelor’s degree, compared to 29.1 percent for the U.S. as a whole. Some 11.7 percent of adults in St. Louis had graduate or professional degrees, compared to 10.9 percent for the U.S. When compared with other major metropolitan areas, however, St. Louis lags somewhat in educational attainment. Of the nation’s 20 largest metropolitan areas, St. Louis ranks 14th in the percentage of the adult population with at least a college degree. The St. Louis Regional Chamber has set of goal of reaching the top 10 by 2025.

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### Employment in Key Economic Sectors, St. Louis Metropolitan Statistical Area (MSA)

<table>
<thead>
<tr>
<th>Sector</th>
<th>2001</th>
<th>2007</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Employment</strong></td>
<td>1,648,590</td>
<td>1,716,937</td>
<td>1,663,175</td>
</tr>
<tr>
<td><strong>Wage and Salary Employment</strong></td>
<td>1,418,565</td>
<td>1,430,235</td>
<td>1,360,500</td>
</tr>
<tr>
<td>Proprietors Employment</td>
<td>230,025</td>
<td>286,702</td>
<td>302,675</td>
</tr>
<tr>
<td>Construction</td>
<td>92,844</td>
<td>99,157</td>
<td>78,553</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>164,945</td>
<td>137,482</td>
<td>112,198</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>66,289</td>
<td>69,145</td>
<td>64,623</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>173,601</td>
<td>176,072</td>
<td>165,932</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>79,159</td>
<td>86,142</td>
<td>99,025</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
<td>52,741</td>
<td>70,889</td>
<td>71,719</td>
</tr>
<tr>
<td>Professional, Scientific and Technical Services</td>
<td>100,340</td>
<td>109,118</td>
<td>105,469</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>50,934</td>
<td>44,944</td>
<td>39,671</td>
</tr>
<tr>
<td>Administrative and Waste Management Services</td>
<td>88,583</td>
<td>99,303</td>
<td>102,879</td>
</tr>
<tr>
<td>Educational Services</td>
<td>46,868</td>
<td>50,608</td>
<td>50,029</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>163,215</td>
<td>194,041</td>
<td>205,612</td>
</tr>
<tr>
<td>Arts, Entertainment and Recreation</td>
<td>34,932</td>
<td>39,306</td>
<td>39,900</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>112,196</td>
<td>124,181</td>
<td>119,738</td>
</tr>
</tbody>
</table>

*Source: Bureau of Economic Analysis*
St. Louis has numerous assets on which to build. The region has a thriving plant science sector with leading firms such as Monsanto and Bunge North America, as well as major research initiatives such as the Donald Danforth Plant Science Center. St. Louis is also a leader in biomedical technology. With major companies such as Pfizer and Sigma-Aldrich, as well as two major medical schools, St. Louis has a strong research base from which to take scientific breakthroughs from laboratory to patients. Other thriving high-wage industries include aerospace, securities brokerages and transportation/logistics. While manufacturing has declined in recent decades, it still remains a vital part of the St. Louis economy, employing over 100,000 and accounting for a quarter of the region’s economic output.

There is also increased support for and recognition that entrepreneurship is a critical component of the region’s economy. Entrepreneurs create new companies, products and jobs, and attract talent to the region. St. Louis has a rich heritage of starting and growing innovative companies like Express-Scripts, World Wide Technology and Enterprise Rent-A Car, now among the largest companies in the nation. In 2012, with collaborative leadership from the City of St. Louis, St. Louis County and the St. Louis Regional Chamber, the region launched a Regional Entrepreneurship Initiative to create a roadmap for strengthening the region’s entrepreneurial economy. Thus far, the initiative has identified several of the region’s key resources and assets, as well as areas in need of improvement such as start-up capital and expert services.

In addition to finding our niche in the global economy, there is considerable evidence that the region will benefit from finding ways to more effectively use public investments that result in quality jobs. A 2010 study by East-West Gateway found that over $5 billion had been invested over the previous 20 years through development incentives such as tax increment financing, tax abatement, tax credits and other programs. The study also found that much of this investment had the effect of moving retail establishments from one municipality to another, with little net benefit to the region.
Regional Growth & Communities

St. Louis is a relatively slow growing region; its rate of population growth is about one-third that of the nation as a whole and lags most of its peer regions. Between 1950 and 2012, the population of the region grew by about 50 percent, while the urbanized geographic area grew roughly 400 percent. While this geographic expansion has brought prosperity to some parts of the region, it has been accompanied by disinvestment and increased segregation in parts of the urban core, as well as development in areas of ecological significance. This pattern of growth also limits accessibility to jobs and quality education relative to affordable housing. While population growth alone is not the most important indicator of long-term economic viability, it often reflects a region’s ability to attract and retain the most talented workforce.

Over the next thirty years the proportion of people over the age of 65 in the region is projected to rise from 13 to 21 percent of the population. This will result in smaller households, more single-person households, and fewer families with children. These significant changes in demographics affect planning decisions in terms of housing and transportation needs. An aging population will require accessible housing options without reliance on an automobile. These changes also emphasize the need to attract and retain young talent while training the next generation of business and civic leaders. Furthermore, more single-person households and couples choosing to have fewer or no children will have a direct impact on the demand for different types and locations of housing over the next thirty years.

There are opportunities in higher-density urban areas for redevelopment to help attract a talented workforce. From 2000 to 2010, the population of college-educated professionals between 25 and 34 years of age grew by 26 percent in the core neighborhoods of the largest metro areas and at a rate twice as fast as the other areas in those regions. Twenty five to 34 year-olds tend to have smaller household sizes, seek a more urban, walkable lifestyle, and often prefer renting to homeownership. The efforts in St. Louis to revitalize its urban core should not go unnoticed; from 2000 to 2010, St. Louis led the nation in population growth of young college-educated professionals in neighborhoods close to downtown, with an increase of 87 percent, as opposed to a 16 percent increase in the rest of the region. For example, the population of the Old North St. Louis neighborhood grew 28 percent between 2000 and 2010.
Also, international immigration contributes to the vitality of the region. Although St. Louis attracts far fewer immigrants than most of its peer regions, recent influxes of Asians, Bosnians and Hispanics have created new businesses and revitalized neighborhoods. In 2012, a 20 member St. Louis Regional Immigration and Innovation Steering Committee was formed to develop strategies for attracting more immigrants to St. Louis. Its recommendations include mentoring foreign college and university students in the region, assisting immigrants with professional certification, and coordinating social services to immigrant communities.

Housing & Social Systems

Among the great assets of the St. Louis region are its distinctive neighborhoods and diverse communities. St. Louis is nationally recognized for offering a distinctive quality of life ranking 13th out of 35 cities on the Vitality Index, which is an index that quantifies elements such as parks, cultural institutions, sense of place, and neighborhoods. The St. Louis region also is noted for its housing affordability, consistently ranking among the most affordable metropolitan areas. Nearly 85 percent of housing is considered affordable for families earning the median income.

Demographically, the St. Louis region is diverse, but racial, cultural, and income segregation persists in certain areas. Although there has been some growth in Asian and Hispanic populations, the region continues to be largely biracial with 75.1 percent of the population being White, 18.3 percent Black, 2.1 percent Asian, and 2.5 percent Latino. Although the recession has officially ended, regional unemployment rate and poverty rates are still higher than average and continue to affect African Americans and children disproportionately to other populations. Furthermore, the region ranks 39th among MSAs in upward mobility—the probability that children born into low-income households will advance in income level. This low probability of upward mobility is related in part to income segregation and the increased likelihood of poor quality of schools in areas with lower income. Though the region offers some of the highest ranking school districts in the country, many others rank low on national standards. This directly contributes to creating a highly segregated region with disproportionate access to high quality education, especially for those in poverty.
Furthermore, St. Louis is ranked 5th worst in gender wage-gap compared to other metropolitan regions in the US.\(^5\) In the St. Louis metro area, on average, a woman who holds a full-time job is paid $38,123 per year while a man who holds a full-time job is paid $50,710 per year. This means that women in the St. Louis area are paid 75 cents for every dollar paid to men in the area, amounting to a yearly gap of $12,587 between men and women who work full time. This disparity creates income inequality within our region that negatively impacts the entire region.

### Natural Resources & Environment

Located at the confluence of America’s two great rivers, the St. Louis region is defined by its access to water and its fertile alluvial soil. A healthy environment is the key to maintaining the quality of our local natural resources. These resources include abundant supplies of clean water, clean and healthy air, and our distinctive natural landscapes.

Water is an essential element that is locally sourced, treated, and consumed, and a critical ingredient in goods that are locally produced. As a result of human activities, however, many of our lakes and streams are not safe for human contact. To improve water quality, cities and sewer districts are expanding wastewater treatment and beginning to manage stormwater runoff. The St. Louis region will spend several billion dollars to construct and improve sewer infrastructure over the next 20 years.

Clean air is a natural resource that is most often taken for granted, but is essential for survival of the regional population and local economy. The primary air pollutants of concern to human health at a regional scale are ozone and fine particulate matter (PM\(_{2.5}\)). Ozone is created when factory emissions and car exhaust (hydrocarbons and nitrogen oxides), in the presence of strong sunlight and high temperatures, chemically react with oxygen in the lower atmosphere. Fine particulate matter can be emitted into the lower atmosphere either directly or indirectly: directly through factory smoke stacks and cars and indirectly by precursor emissions from car exhaust and factory emissions with a formation process similar to ozone. The St. Louis region is a designated non-attainment area for PM\(_{2.5}\) and although the region has reached compliance with the 1997 annual standard for PM\(_{2.5}\), it does not currently meet the newer, more restrictive 2012 standard.
standard. Likewise for ozone, the region reached compliance with the older standard just as a newer standard was adopted by the U.S. Environmental Protection Agency.

Although the region is not achieving current standards, the regional air quality shows a continuous trend toward improvement. Over time, improvements in vehicle technology, more extensive vehicle emissions testing, and reformulated gasoline have helped combat air pollution, but emissions from older factories, power plants and the large number of vehicles traveling throughout the region contribute to a significant number of days that exceed the ozone standard.

Climate Change & Resiliency

Flooding is one of the key public concerns identified through the OneSTL public engagement process. Between 1993 and 2013, the Mississippi River at St. Louis crested above the major flood stage 11 times. Serious flash floods have also hit the region several times in recent years, including 2008 and 2013.

Levees play an indispensable role in flood management, protecting communities, businesses and farmland. Much of the region’s heavy industry is located in levee-protected areas. Maintaining and improving existing levee systems is critical for protecting the region’s industrial base, as well as riverfront communities, against major flood events. Equally important is preserving existing floodplains, such as the area around the confluence of the Mississippi and Missouri rivers, as open space.

Impervious surfaces such as parking lots, roads and roofs play a role in flash floods, directing water into sewers and channelized waterways. When the runoff exceeds the capacity of stormwater sewers, overflow results, leading to property damage and erosion. Many communities in St. Louis have taken effective steps to reduce flooding risk. There are several construction techniques that can be used to allow more rainwater to be stored in the ground, near where it falls. These methods, sometimes referred to as Low Impact Development (LID), are already playing an important role in reducing the risk of flash floods in the St. Louis area. A program known as the Community Rating System (CRS), part of the National Flood Insurance Program, gives communities financial incentives to take measures to reduce flooding risk.
Publicly available climate projections suggest that the risk of flooding could increase in coming decades, with increases in the number of heavy precipitation events and increases in winter and spring precipitation. The potential for increases in flooding risk underscores the importance of levee maintenance, the use of LID techniques, and programs such as CRS.

Climate models also project increases in average temperatures, as well as increases in the number of days with heat in excess of 95 degrees. Extreme heat affects public health and the use of electricity, and also creates material stress on pavement and bridge expansion joints. Communities throughout St. Louis are already taking actions to reduce the impacts of extreme heat. Promoting energy conservation can partially offset increased demand for electricity in summer. Special needs registries allow public health officials to reach out to individuals that may be vulnerable during heat waves. Abatement strategies such as street trees help combat the urban heat island effect. These measures, already beneficial, grow in importance in the context of a changing climate.

Transportation

St. Louis citizens depend on and benefit from a diverse transportation network, comprised of highways, public transit, ports, major rail lines, airports and bicycle/pedestrian facilities. As our current infrastructure ages, the demographics of our population change, and transportation dollars become more scarce, thoughtful planning and collaboration among decision makers is needed to improve our air quality, economic productivity and quality of life.

Over the past half century, regional transportation investments have primarily focused on developing our intricate highway network, which most citizens rely on to satisfy their transportation needs. The average St. Louisan drives 24.9 miles per day, making the region number seven of 35 peer regions for vehicle miles traveled (VMT) per capita. The current highway network functions relatively well. Congestion levels and per-mile travel times are very low compared to peer regions. Unfortunately, our heavy reliance on highways and single-occupancy automobile travel has significant disadvantages. Since many of the region’s jobs and communities are served only by highways, the mobility of

The average St. Louisan drives over 24.9 miles per day, making the region number seven of 35 peer regions for vehicle miles traveled (VMT).
citizens who do not have access to an automobile or are looking for alternative modes of transportation is limited. Excessive automobile travel also contributes to the region’s poor air quality and discourages businesses from moving to the region, due to limited transportation options for potential employees. Changing demographics and preferences in the region have created a demand for more transportation alternatives. Future investments in a more balanced multi-modal system will provide residents with additional choices to meet their transportation needs. These investments may include expanding the Metrolink system, implementing transit oriented development or Great Streets plans, or adding to the region’s bicycle network. Having a more comprehensive transportation system will not only improve mobility and air quality it will also strengthen the regional economy.

St. Louis is fortunate to have the existing assets to become a leading transportation hub featuring the nation’s second largest inland port by trip-ton miles, access to major rail lines and yards, the junction of four major interstate highways, and an extensive airport network anchored by major international facilities. The St. Louis region ranks 10 out of 35 peer regions on total freight tonnage, and 16 out of 35 on total freight value.7 The region also has a complex freight rail network served by six Class I railroads that interface well with river port and intermodal port facilities. There are many opportunities to expand usage of the St. Louis area’s freight infrastructure because the region is in the center of the country and within 300 miles of seven other major metropolitan areas. The location and existing assets also gives St. Louis the opportunity to improve inter-regional passenger connectivity with high-speed rail—some of which is already underway between St. Louis and Chicago. In order to fully capitalize on this growing industry, coordination among communities, regional decision makers, and the states is vital as the region determines future transportation investment priorities.

Public Health, Safety & Well-Being

In line with national trends, crime rates in the St. Louis region dropped over the last eight years, with a 17.2 percent reduction in total crime and a 19.8 percent reduction in property crime since 2003.8 Violent crimes have fluctuated, with a slight increase since 2003. The perception of safety in the St. Louis region varies greatly by geographic area,
but an April 2013 Gallup Survey reports that 74 percent of citizens of the region feel safe walking alone at night in the area where they live. This statistic puts greater St. Louis as the 14th safest metro area on the list of the 50 most populous MSA’s in the country.

Nevertheless, localized parts of our region suffer from high crime rates, which negatively affect perceptions of the region as a whole. Residents in some of the community planning area meetings also identified crime as a high priority concern. Public safety can be addressed through enhanced community policing with involved neighborhoods and through improved neighborhood design.

The region’s record on public health is mixed. St. Louis is above average with respect to infant mortality, and is number one on asthma risk. On the other hand, in 2009 St. Louis was above average in individuals with health insurance coverage. Racial disparity continues to be a serious issue for the region. The black infant mortality rate in the region is more than three times as high as the white infant mortality rate, and white median household income is twice that of black households.

To assess the status of regional public health, in 2012 the St. Louis Regional Health Commission released the (2000-2010) Decade Review of Health Status. Among this report’s 14 leading health indicators and many successes, three items stand out as challenges for the region: 1) Poor health outcomes continue to be geographically concentrated; 2) Despite overall improvement in health status throughout the region over the past 10 years, race- and gender-based disparities persist; and 3) Despite overall improvement in health status over the past decade, negative trends in obesity, tobacco use, and inactivity were observed in the Decade Review of Health Status, completed in 2012.
trends in obesity, tobacco use, and inactivity were observed. These risk factors are associated with many social determinants of health. Additionally, the region's poor air quality is a contributing factor to St. Louis having the highest risk of asthma in the nation. Attention should be given to alleviating congestion and improving the region's air quality in an effort to promote public health and prosperity.

**Arts, Culture & Education**

Education quality at the K-12 level was expressed as a primary concern at all of the community planning area meetings. In the baseline telephone survey conducted in November 2011, education was also mentioned as a top priority by a majority of survey respondents. Nearly all respondents considered it extremely important for all residents of the St. Louis region to have access to high quality public education for kindergarten through 12th grade. When asked to pick a top priority in the field of public services, a majority selected high quality public education as the most important goal.

As noted in the economy section, there is a clear relationship between educational attainment and earnings. The quality of schools also ranks as a significant factor when families choose where to live, and therefore plays a central role in neighborhood stability, property values and municipal fiscal capacity.

Recent developments have heightened concern over the state of public education in the St. Louis area. Educators in both Missouri and Illinois have sounded alarms over inadequate state funding for public schools. And several school districts in the region have faced deaccreditation in recent years. As a result, improving education services has become a priority for local government and business leaders, as well as for families and educators.

The St. Louis Regional Chamber has made increasing the number of college graduates in the region a top priority. According to the Chamber, a one percent increase in college and advanced degrees leads to a $2.4 billion annual increase in regional incomes. The
region is fortunate to have 49 degree-granting institutions serving approximately 200,000 students at any one time. Providing employment opportunities to keep these locally educated adults in the region is one way to work toward this goal. Another piece of the puzzle is to provide assistance to working adults with some college access. By providing flexibility and financial incentives, employers can help these individuals finish their degrees.

St. Louis also has an active, well respected, and highly recognized philanthropic community. St. Louis ranks ninth among the top 30 U.S. metropolitan areas for philanthropy, according to a study compiled by Charity Navigator, a nonprofit that evaluates charities. The top three priority giving areas for foundations in the Midwest are human services, education, and arts and culture. In St. Louis in particular, arts and cultural philanthropists, foundations, museums, and public/private partnerships are often cited as world class and unmatched. Our assets and community of giving are very robust and well rounded, particularly for a region of our size and location. With numerous arts, history, music, theatre, and dance organizations along with our leading parks system, and admired Zoo-Museum District, the St. Louis region boasts an impressive array of arts and cultural amenities.

The benchmark Arts & Economic Prosperity IV study of the arts and culture industry’s impact on the economy demonstrates how arts and cultural organizations leverage additional event-related spending by their audiences. Nationally in 2010, arts and cultural event attendees spent an average of $24.60 in addition to the event admission price. According to the study, the St. Louis region is commensurate with the national measures.

The St. Louis region is fortunate to have such a wealth of leading cultural and educational institutions, which forms a significant part of its collective identity and contributes to the overall quality of life. Second only to Washington, DC, the region offers the most free museums, cultural institutions, and attractions in the country. Entrance fees at many of these institutions are partially or fully subsidized through taxes collected by the Zoo-Museum District in the City of St. Louis and St. Louis County. However, movement of the region’s population out of the Zoo-Museum District boundaries threatens the financial base of these institutions.

Nationally in 2010, arts and cultural event attendees spent an average of $24.60 in addition to the event admission price.
Regional Opportunities
Regional Opportunities

OneSTL will achieve a prosperous, healthy, and vibrant future for the region by identifying and taking advantage of key opportunities in the St. Louis area. These opportunities respond to the unique physical and socio-economic context of the region and comprise the key implementation priorities of OneSTL.

OneSTL is a framework for broad communication, collaboration and action. The primary implementation items of the plan are Strategies, which are presented in detail in Chapter 4. OneSTL operates in the physical and regulatory environment of the St. Louis region. This context enables the OneSTL Network to address regional challenges by capitalizing on unique regional strengths and assets.

The metropolitan land-use, transportation, social and economic systems, and regional landscapes tie the communities in the region to one another and link the region to the Midwest and nation as a whole. Planning for sustainability as the foundation for the future will help ensure that people can live and work in healthy and prosperous communities with transportation, employment, housing, education, and recreation opportunities that create a better quality of life.

Regional opportunities include 1) Economic Development, 2) Social Capital, 3) Blue, Gray & Green Infrastructure, 4) Transportation, and 5) Local Communities. Each regional opportunity is correlated with goals, which are presented in detail in Chapter 4 of this document.

Planning for sustainability as the foundation for the future will help ensure that people can live and work in healthy and prosperous communities.
ECONOMIC DEVELOPMENT

Collaboration is an essential element of a resilient and growing economy. National trends over the past two decades support the notion that a collaborative approach toward economic development is better for overall economic prosperity for cities, towns, and suburbs alike. Metropolitan regions, not cities, now compete in the global marketplace.

SOCIAL CAPITAL

The greatest resource that the St. Louis region possesses is its citizens. Addressing changing demographics, meeting a diverse set of needs, and encouraging entrepreneurship are keys to ensuring that all citizens have the opportunity to participate in current and future regional success.

BLUE, GRAY & GREEN INFRASTRUCTURE

The St. Louis region is defined by the confluence of America’s two great rivers and its unique landscapes. By utilizing an interconnected and multi-functional network of blue, gray, and green infrastructure, the region can enhance water quality, improve community health and safety, and reduce infrastructure costs to local governments and individual citizens.

TRANSPORTATION

Transportation is the link between regional land uses. An efficient and effective transportation system serves the region's citizens as well as businesses and industries; protects the environment; and promotes the economic and population growth of the St. Louis area.

LOCAL COMMUNITIES

To the citizens of our region, St. Louis is defined by its local communities. OneSTL provides tools and support to our local communities to improve the diversity of housing opportunities and access to transportation and services, which in turn create a broad variety of choices about the kinds of neighborhoods where we choose to live.
Regional Employment Density

Economic Development

Collaboration is an essential element of a resilient and growing economy. National trends over the past two decades support the notion that a collaborative approach toward economic development is better for overall economic prosperity for cities, towns, and suburbs alike. Metropolitan regions, not cities, now compete in the global marketplace.

In *A Region at Risk*, Robert D. Yaro and Tony Hiss write, “The flow of trade, capital, and jobs is determined by the performance of economic regions, not political jurisdictions. The future prosperity of [a] region’s separate parts and places depends far more on their combined ability to compete effectively with other regions… than on their ability to compete individually with each other.” The various counties, municipalities, and communities of the St. Louis region have historically competed with one another to secure new development, utilizing various financial incentives to attract developers and employers. These efforts have resulted in the movement of economic development from one part of the region to another and in little new economic growth for the region as a whole.

Within the eight-county St. Louis region, the highest density of employment exists in the urban areas of St. Louis City, St. Louis County, and St. Charles County. As illustrated in the facing map on page 32, jobs are concentrated along interstates and major arterial roads in the central corridor that runs east-west across the Mississippi River. Outlying cities and towns also form employment centers that are satellites to the region’s urban core. The St. Louis region needs to ensure that these existing employment centers are connected to patrons and employees by a variety of transportation options, including MetroLink, regional trails and greenways, and other transportation alternatives.

"The future prosperity of a region’s separate parts and places depends far more on their combined ability to compete effectively with other regions than on their ability to compete individually with each other"
One key to the St. Louis region’s future success is economic diversification and growth in new employment sectors. An example of past and ongoing success is the biological and life sciences industries in the region. From 2007 to 2010, these employment sectors grew by over two percent per year. This growth rate was over three times the total growth rate of professional and technical services sectors in the region. While supporting continued growth of life sciences, both government leaders and the private sector should also pursue the creation and growth of other new employment sectors within the region.

Our regional economy will be best positioned to grow when the public sector (county and municipal governments, airports, port districts, other jurisdictions) operates collaboratively as a regional entity and works with private sector entities (St. Louis Regional Chamber, local Chambers of Commerce, financial institutions, business leaders, special business districts, etc.) on coordinated, regional outcomes. OneSTL goals to enhance the regional economy are outlined in the sidebar to the right. Along with associated objectives and strategies, they are presented in detail in Chapter 4 of this document.

OneSTL Network Members recognize that a cooperative regional economy is a major component to future regional success. Through regional collaboration, our economy can help improve the efficiency of local governments, enhancing the quality of local services while reducing cost. Regional economic growth translates directly to local municipal growth.

The OneSTL planning process includes two key studies that examine St. Louis regional economics:

» Baseline & Regional Development Scenarios

» Economic Development Assessment

These studies are available for download at www.OneSTL.org.
ECONOMIC DEVELOPMENT GOALS (From Chapter 4)

- Approach economic development regionally. *(PROSPEROUS)*
- Incorporate sustainable practices into government economic development strategies and decisions. *(PROSPEROUS)*
- Promote resource-efficient business practices. *(PROSPEROUS)*
- Build the regional economy. *(PROSPEROUS)*
- Reduce combined housing and transportation costs. *(DISTINCTIVE)*
- Increase energy diversity. *(EFFICIENT)*
- Strengthen cross-jurisdictional planning that promotes efficient use of public resources. *(EFFICIENT)*
- Increase the efficiency of economic development initiatives. *(EFFICIENT)*
- Build a globally competitive talent pool. *(EDUCATED)*

OneSTL Network Members recognize that a cooperative regional economy is a major component to future regional success.
Regional Housing Values

Social Capital

The greatest resource that the St. Louis region possesses is its citizens. Addressing changing demographics, meeting a diverse set of needs, and encouraging entrepreneurship are keys to ensuring that all citizens have the opportunity to participate in current and future regional success.

The St. Louis region’s governmental leaders can actively work to ensure that its housing stock and social services, transportation system, educational system, and cultural and recreational amenities respond to and meet the needs of the people of the region. Acknowledging that St. Louis is currently a slow-growth region, local government and business can work to attract new and retain existing businesses and workers.

The region possesses a number of nationally- and internationally-recognized universities, research centers, and medical schools. These institutions attract students and professionals from around the world. In order to maintain a competitive, world-class talent pool, the region’s communities should create attractive vibrant communities in which the best and brightest want to work and live. Similarly, the region can enhance its vitality by actively working to attract immigrants. While St. Louis possesses some key immigrant populations, the percentage of citizens that are immigrants is less than 20 percent of its peer regions. In the St. Louis region, immigrants are 60 percent more likely to own small businesses than native born citizens. As a result, immigrants represent a key entrepreneurial demographic that bolsters the region’s population, economy, and vibrancy.

The region can enhance its vitality by **actively working to attract immigrants.**
The region's housing is generally affordable, with nearly 85 percent of housing classified as affordable to families earning the median income. This is critical to low-income citizens and the expanding, fixed-income senior population. Unfortunately, both housing type and affordability tend to be geographically segregated, characterized by single family detached homes, and only served by highways. This all but necessitates car ownership, resulting in high transportation costs that partially offset housing affordability. To best serve a diverse and aging population, the region needs to embrace a greater diversity of housing types and affordability throughout the entire region.

Healthy communities also need high quality schools. Housing diversity can maintain and improve property values by responding to market demand, and increased property values benefit public education. The map on page 36 shows the relationship of regional geography to housing values. Low-value housing is concentrated in North St. Louis City, North St. Louis County, and the Metro East, while high-value housing is concentrated in the central corridor and West St. Louis County. Helping to ensure equitable access to schools throughout the region is a major factor in attracting and serving an educated, upwardly-mobile population.

OneSTL goals to enhance social capital are outlined in the sidebar to the right. Along with associated objectives and strategies, they are presented in detail in Chapter 4 of this document. OneSTL Network Members recognize that investing in our region's citizens is necessary to creating a vibrant, prosperous, and competitive St. Louis. While many issues of social capital are localized to individual municipalities, these local issues can be most effectively addressed through regional collaboration. OneSTL can facilitate cooperation between many local and regional interest groups working toward creating an open, equitable, and regional society for greater St. Louis.

To be a sustainable region, residents need housing options that meet their needs. The OneSTL planning process includes three key studies that directly examine housing in the St. Louis region:

- **Regional Housing Assessment**
- **St. Louis Housing Study**
- **Fair Housing Equity Assessment (FHEA).**

These studies are available for download at www.OneSTL.org.
SOCIAL CAPITAL GOALS
(From Chapter 4)

• Reduce racial disparities in economic opportunities. *(PROSPEROUS)*

• Increase the diversity of housing stock. *(DISTINCTIVE)*

• Embrace the region’s civic and cultural diversity. *(INCLUSIVE)*

• Eliminate areas of concentrated poverty. *(INCLUSIVE)*

• Encourage integrated communities. *(INCLUSIVE)*

• Improve access to opportunities. *(INCLUSIVE)*

• Improve quality of life in low-income neighborhoods. *(INCLUSIVE)*

• Improve access to fresh, local food. *(EFFICIENT)*

• Improve the overall quality of education. *(EDUCATED)*

• Increase citizen participation. *(EDUCATED)*

• Increase opportunities for life-long learning for all citizens. *(EDUCATED)*

• Increase public understanding of sustainability and healthy lifestyle choices. *(EDUCATED)*

While many issues of social capital are localized to individual municipalities, these local issues can be most effectively addressed through regional collaboration.
Blue, Gray & Green Infrastructure Opportunities

USGS, 2006.
FEMA, 2009.
Blue, Gray & Green Infrastructure

The St. Louis region is defined by the confluence of America’s two great rivers and its unique landscapes. By utilizing an interconnected and multi-functional network of blue, gray, and green infrastructure, the region can enhance water quality and reduce costs to local governments and individual citizens.

Our region has a rich and complex interconnected network of rivers, creeks and streams. When combined with built infrastructure including levees, storm sewers, sewers, water supply, and water treatment systems, along with parks and open spaces, these natural systems can serve as the framework for low-impact, high-performance water infrastructure. This blue, gray, and green natural infrastructure system can help the region improve water quality and mitigate flooding through coordinated watershed planning. At the same time, it can provide recreational amenities and protect and expand natural habitats in the St. Louis region.

Our sewer infrastructure serves residents throughout the region, both by removing waste and by removing stormwater from streets and properties. Point source pollution can emanate from sewer overflows, which often activate when sewer systems are overwhelmed with stormwater runoff. In order to remove sewage from streams, regions across the country are being forced to spend billions of dollars to eliminate sewer overflow systems. St. Louis and peer regions are expected to require $3 to $5 billion each in infrastructure upgrades to attain compliance with federal clean water laws.\textsuperscript{14}

In addition, local sewer districts have been mandated to initiate on-site stormwater detention, which increases development costs. Metropolitan St. Louis Sewer District’s (MSD) new site design requirements are one regional example. Costs for such changes to the system must currently be paid from limited municipal, county and regional resources. In addition, there exists no coordinated regional framework to achieve these requirements. While St. Louis City and County are under the jurisdiction of MSD, the rest of the region is served by a patchwork of many sewer districts and municipalities.
A coordinated regional approach to watershed planning based on blue, gray, and green infrastructure will reduce both public and private sector costs while improving the local environment. OneSTL goals to build a regional blue, gray, and green infrastructure are outlined in the sidebar to the right. Along with associated objectives and strategies, they are presented in detail in Chapter 4 of this document.

The first step is to map existing water infrastructure and new blue, gray, and green infrastructure opportunities. The map on page 40 illustrates the regional opportunities located along our rivers and streams. This mapping should incorporate regional watersheds, water bodies, and water intake, treatment and outflow facilities. This comprehensive mapping will show the sources, flows, destinations of the water we use. As we understand the relationships between the rivers and streams and the human-built pipes, channels, and treatment facilities, it becomes possible to think creatively to find cost effective solutions to the problems of water quality, erosion and flood prevention. For example, stream buffers along urbanized creeks can help to protect adjacent development from flooding. Within a system of stream buffers, it may, over time, be possible to restore channelized streams to wider, natural channels surrounded by green space. Such improvements will make more room for our rivers. Stream buffers can help to reduce the amount of runoff channeled directly to our primary rivers and restored channels can improve water quality because of the filtering capacity of natural, vegetated stream beds.

In addition to flood protection, stream buffers can become habitat corridors for native wildlife, recreational amenities, and greenways as part of the transportation network. The blue and green infrastructure network includes existing assets such as established parks and preserves. Larger scale open space functions as recreational hubs within the greater network. It also provides opportunities for centralized stormwater management facilities and major “carbon sinks” to improve air quality. This multi-functional approach is one of the keys to successful, triple-bottom-line sustainability. The potential of green infrastructure is the ability to create a network that functions as a high-quality natural habitat, an aesthetically beautiful park and recreational amenity, and a high-performance stormwater treatment and runoff management system.

The OneSTL planning process includes five key studies that examine environmental issues in the St. Louis region:

» Kaskaskia Water Supply Plan
» Middle Mississippi River Plan & Best Practices
» Environmental Sustainability Roadmap Report
» Mounds Heritage Trail Master Plan
» Conservation Best Practices
» Climate Change Assessment

These studies are available for download at www.OneSTL.org.
BLUE, GRAY & GREEN INFRASTRUCTURE GOALS
(From Chapter 4)

• Facilitate coordinated regional leadership. (COLLABORATIVE)
• Increase inter-jurisdictional cooperation. (COLLABORATIVE)
• Protect the quality of our natural resources and environment. (GREEN)
• Plan for and invest in green infrastructure. (GREEN)
• Guarantee clean water for all citizens. (GREEN)
• Exceed clean air standards. (GREEN)
• Provide increased access to nature for all citizens. (GREEN)
• Promote municipal sustainability planning. (GREEN)
• Protect open areas. (GREEN)
• Improve the integrity of aging water infrastructure. (PREPARED)
• Increase conservation efforts. (EFFICIENT)

A coordinated regional approach to watershed planning based on blue, gray, and green infrastructure will reduce both public and private sector costs while improving the local environment.
Regional Transportation Network

Transportation

Transportation is the link between regional land uses. An efficient and effective transportation system serves the region’s citizens as well as businesses and industries; protects the environment; and promotes the economic and population growth of the St. Louis area.

The current federal transportation bill—Moving Ahead for Progress in the 21st Century (MAP 21)—formally establishes performance and outcome-based criteria to improve safety, maintain or improve infrastructure condition, reduce congestion, improve system reliability, enhance freight movement and economic vitality, reduce project delivery delays, and protect the environment. Fulfillment of these criteria on a project-by-project basis must be demonstrated in mandated long-range plans and short-term transportation improvement plans (TIPs).

The region’s highway system provides good access to regional growth centers, as illustrated in the facing map on page 44. The St. Louis region currently ranks fifth in the nation in terms of the proportion of jobs located from 10 to 35 miles outside of the central business district. This development pattern fosters strong sub-regional centers for work and can reduce commuting distances for residents in suburban communities. However, since many centers are not adequately served by transit, this development pattern limits workers’ transportation options.

As illustrated in the section on Economic Development in this Chapter (pages 32-33), these growth centers provide the highest regional employment densities. These centers will benefit from additional multimodal transportation options. Future regional transportation investments should preserve the existing surface transportation network while enhancing the availability of transit and multi-modal alternatives—including buses, bikes, sidewalks, trails, and rails.
The Great Streets program is a prime example of how investments in regional corridors can help catalyze economic growth and community building. Great Streets is a program administered by East-West Gateway for projects that enhance multi-modal transportation and access to transportation alternatives. Elements include road diets, bike lanes, streetscape improvements, and enhancements to transit facilities. A notable example of recent Great Streets program success is South Grand Boulevard in St. Louis City, where sales tax revenue increased eight percent after improvements.\(^6\)

The Metro transit system provides more than 47 million trips annually. The increased efficiency of mass transit can help reduce the financial and environmental impact of the overall transportation system, both for regional and local agencies as well as individual citizens. A strong transit system will support the St. Louis region in retaining and attracting new residents and growing new business opportunities. Investments in MetroLink, bus rapid transit (BRT), regional rail, and high-speed rail can all help make the region an even more attractive place in which to live and work.

Our location makes the St. Louis region ideally situated as a major hub of freight movement and shipping. The Missouri and Mississippi rivers; Interstates I-70, I-44, I-64, and I-55; major rail access; Lambert St. Louis International Airport; and Mid-America Airport all provide the St. Louis region with excellent access to water, truck, rail, and air. As a result, St. Louis has evolved into a major intermodal transfer point for intercontinental shipping. In addition, St. Louis exported $14.6 billion in goods in 2012, up from $7.2 billion in 2005, with 17.8 percent of exports—$2.6 billion—going to China. Our shipping access should continue to support a variety of local industries that export goods to the nation and the world. One key to improving the region’s international shipping is greater coordination and cooperative planning for our regional ports and airports.

Transportation goals that meet or exceed the criteria of MAP-21 will help ensure that the St. Louis region has maximum access to future federal transportation funding. Related OneSTL goals are outlined in the sidebar to the right. They are presented in detail, along with associated objectives and strategies, in Chapter 4 of this document.
TRANSPORTATION GOALS
(From Chapter 4)

• Utilize transportation assets to stimulate economic development. *(CONNECTED)*

• Integrate transportation and land use planning. *(CONNECTED)*

• Expand public transit accessibility and utilization. *(CONNECTED)*

• Advance active transportation initiatives. *(CONNECTED)*

• Effectively manage and maximize the efficiency of existing transportation assets. *(CONNECTED)*

• Provide a safe and secure transportation system. *(CONNECTED)*

*Transportation goals that meet or exceed the criteria of MAP-21 will help ensure that the St. Louis region has maximum access to future federal transportation funding.*
Local Communities

St. Louis is defined by its local communities. OneSTL provides tools and support to our local communities to improve the diversity of housing opportunities and access to transportation and services, which in turn create a broad variety of choices about the kinds of neighborhoods where we choose to live.

A key challenge to achieving regional sustainability in the St. Louis area is providing relevant, useful, and voluntary solutions that our local communities can use based on their particular needs, capacities, and desires. These communities exist in diverse contexts, landscapes, and geographies. They each have their own assets and challenges. They each operate under different jurisdictions and governmental structures, and they each possess unique populations, interests, and constituencies. While the varied communities of the region are interconnected through regional systems, economies, and interpersonal relations, these communities are still individual and distinctive places.

In addition, many of the region’s outlying communities are sub-regional centers with their own downtowns, business districts, and suburbs. The history, existing character, and diversity of our communities are a major asset to the St. Louis region. Regional success will capitalize and build upon the distinctive character of local communities.

While the varied communities of the region are interconnected through regional systems, economies, and interpersonal relations, these communities are still individual and distinctive places.
OneSTL provides numerous tools to local communities. The web-based Sustainable Solutions Toolkit (OneSTL.org/toolkit) includes model development codes and ordinances, stormwater and runoff mitigation projects, water and air quality improvement projects, local food production, resource management, and energy efficiency programs—with implementation strategies, economic and regulatory benefits, performance indicators, case studies, and local resources. These tools are searchable by topic, user, and community type. The map on page 48 illustrates both the number of local municipalities as well as the variety of local community types. These regional community types contain characteristic descriptions which local communities can use to self-identify for the purpose of selecting the most relevant solutions and tools. Developed as part of the OneSTL planning process, the Community Types are presented in detail in Appendix B of this document.

To provide the best and most up-to-date data to all regional communities, OneSTL Network Members launched the St. Louis Regional Data Exchange as part of this planning process. Good data is the basis of good decisions, and the Data Exchange provides publicly accessible information and mapping via an interactive website (see StLouisData.org).

In addition to the tools described above, OneSTL outlines goals, objectives, and strategies to facilitate sustainability in local communities. The OneSTL related goals are outlined in the sidebar to the right. Associated objectives and strategies are presented in detail in Chapter 4 of this document.

The OneSTL planning process included an extensive public engagement process:

» Over 180 stakeholders on 10 working committees

» 33 community-based public meetings (Community Planning Areas)

» 12 region-wide Public Open Houses

» 61 special topic open houses and meetings

» Feedback from over 2,000 regional citizens

The outcomes of these public engagement activities are discussed more in Appendix A and are available at www.OneSTL.org.
LOCAL COMMUNITY GOALS
(FROM CHAPTER 4)

• Strengthen neighborhood and community collaboration. (COLLABORATIVE)

• Improve access to information for local government officials and citizens. (COLLABORATIVE)

• Strengthen the identity of the region. (DISTINCTIVE)

• Invest in existing communities. (DISTINCTIVE)

• Foster active and healthy lifestyles. (DISTINCTIVE)

• Increase safety of neighborhoods. (DISTINCTIVE)

• Protect communities from known risks of natural disaster by focusing on prevention. (PREPARED)

• Strengthen capabilities for shared disaster response. (PREPARED)

• Respond quickly to emergencies. (PREPARED)

• Enable efficient and effective recovery. (PREPARED)

• Increase building and construction efficiency. (EFFICIENT)

• Expand education to improve effectiveness of government operations and services. (EDUCATED)

The history, existing character, and diversity of our communities are a major asset to the St. Louis region. Regional success should capitalize and build upon our distinctive local communities.
OneSTL is a plan for creating a prosperous, healthy, and vibrant St. Louis region. The Plan includes a vision, goals and objectives that outline what the people of St. Louis want for the future of the region as well as strategies, tools and resources for achieving the OneSTL vision. OneSTL Network Members will implement the plan.

Who will implement OneSTL?
The OneSTL Network Members will implement the plan by pursuing relevant strategies and coordinating with one another. The Network is comprised of local governments, organizations, businesses and residents who support the plan. An implementation committee will lead the Network and ensure OneSTL remains current.

How will OneSTL be implemented?
Network Members will use strategies, tools and resources created through the planning process and will use the Network to share their successes, coordinate funding and collaborate on achieving the goals of OneSTL.

What does a Sustainable St. Louis look like?
The vision for the future of the St. Louis region is expressed in nine Themes. These nine Themes describe what the people of the Many Communities of the St. Louis region want for the region’s One Future. Specific goals, objectives, and strategies are listed under each Theme.

When will it be implemented?
Implementation of OneSTL has already begun. OneSTL Network Members are already pursuing some of the plan’s strategies and invite others to join the Network. Implementation will be ongoing with continual communication and an annual Report to the Region.
Who Will Implement the Plan?

OneSTL Network Members will implement the plan with the guidance of an implementation committee. All local governments, businesses, organizations and residents of the St. Louis region are invited to join the Network. Network Members will achieve the goals of the plan through collaboration, ongoing communication and use of the strategies and tools.

OneSTL Network Members join on behalf of their organization or as a resident by signing the OneSTL Network Membership Pledge.

Network Members commit to:
» Supporting the OneSTL vision, goals, objectives, and strategies.
» Sharing their sustainable successes at OneSTL.org.
» Providing ideas for adapting OneSTL.

Network Members are invited and encouraged to:
» Adopt strategies identified in the plan document.
» Share additional strategies they are implementing to help the region achieve the OneSTL goals.
» Attend the annual OneSTL Network Gathering.

Network Members will receive:
» Recognition as a supporter of OneSTL.
» Regular updates on OneSTL.

An implementation committee will guide implementation of OneSTL as well as revisions to adapt the Plan to the changing needs of the region. Members of the committee will represent the spectrum of communities in the region and the range of topics included in the OneSTL Themes. The committee will meet approximately three times a year. East-West Gateway will provide staff support to the committee.

Committee members will:
» Determine target goals and a communications plan.
» Identify funding and partners for implementation.
» Report to the OneSTL Network on what they and other agencies are doing to implement OneSTL.
» Assist in revising the plan to adapt to the needs of the region.
» Create additional working groups as needed.

OneSTL Network Members are listed next to strategies they are currently working on, seeking funding to implement, or are interested in working on. Additional agencies are invited to join the effort and contribute their strategies at OneSTL.org.
Strategies are ideas for how St. Louis area residents and organizations can contribute to achieving the regional goals. The list will be updated, expanded and adapted to the needs of the region and available resources. As strategies and Network Members are added, updates will be maintained at OneSTL.org.

Sustainable Solutions Toolkit is an online resource that provides ideas, instructions and case studies for programs, projects and policies that local governments, community organizations, citizens, and business owners can incorporate into their initiatives and daily activities. This web-based resource currently includes over 100 tools or solutions. The toolkit will be updated with new information on the existing tools and will be expanded to include new tools and resources. Additionally, the toolkit provides a catalogue of locally-implemented example projects and case studies. Visit OneSTL.org/toolkit.

Regional Data Exchange is a web-based resource that provides access to a range of data and maps for the St. Louis region. The data exchange was created as a way for those working with data in the St. Louis region to easily share and access common datasets. The Exchange provides users with the ability to search for local data, create and share interactive maps, and access ready-made maps. Visit Stlouisdata.org.

Reference Materials including plans, best practices, and how-to manuals are provided as tools to help partners, local governments and other organizations develop and implement OneSTL strategies as well as their own sustainability plans. Visit OneSTL.org.
What Does a Sustainable St. Louis Region Look Like?

Themes, goals, objectives and strategies provide an outline for what the people of St. Louis want for the future of the region and how we will achieve it. The vision for the future of the St. Louis region is expressed in nine themes, which collectively define sustainability for our region.

Development of the Themes, Goals, Objectives and Strategies

The regional planning process was a three-year effort with the goal of finding out what “sustainability” means to the residents of St. Louis and determining how regional and local organizations can better coordinate and collaborate to build a sustainable region. OneSTL was developed through:

» **Community Input:** The values, priorities, and concerns of residents, local government officials, and other community leaders were gathered through telephone surveys, interviews, public meetings, on-line surveys, focus groups, and open houses. Questions asked included: What do you value? What should be changed? What should be preserved? The themes and goals reflect what we heard from people from throughout the eight-county region.

» **Technical Studies and Reports:** Seventy-five technical plans and reports were completed as part of the planning process. These reports provide data and contextual information for the current environment in the region. They provide a baseline understanding of what is happening with such things as housing, the economy, transit-oriented development, climate change, bike and walk planning, and racial equity issues as well as provide best practices for addressing local and regional challenges. The results of these studies helped shape the objectives and strategies for achieving the goals of the many communities of the St. Louis region.

» **Committee Input:** The members of the committees that worked to create OneSTL represent a wide variety of organizations and advocate for an equally wide variety of constituents. The technical and topic-area expertise brought by the committee members were essential in developing the objectives and strategies.
Structure of the Themes, Goals, Objectives & Strategies

Theme

Goal: Statement of a desired outcome.

Objective: Statement that further defines the goal and introduces an action to achieve the goal.

Strategy: A program, policy, or initiative that is or will be implemented that leads to accomplishing a goal.

Strategies are being implemented by OneSTL Network Members and can be employed by others to help the region meet the goals of OneSTL.

Objectives are grouped in the nine Themes under the Goals. Objectives are statements that further define the Goals and introduce actions that will help achieve the Goal.

OneSTL Network Members are listed next to specific strategies they are currently working on, they are seeking funding to implement or those on which they are interested in working. Network Members will use the strategies to guide their work and learn what others in the region are doing to achieve the OneSTL goals. Others are invited to adopt the listed strategies and report additional strategies they are employing to achieve the OneSTL goals.

Goals are organized by the nine Themes. Due to the scale of OneSTL as a regional effort, the Goals are stated broadly to allow for a range of Objectives and Strategies.

Themes are nine one-word descriptions of what residents, local government officials, representatives from non-profit organizations, and regional leaders said they want for the future of the St. Louis region.

Performance Indicators will measure the region’s progress in becoming more sustainable. For each of the nine theme areas, a set of measures was chosen that indicate if the region is making progress in meeting the goals and objectives of the plan. In this section, indicators are listed under the goals of each theme area. More details on the indicators are on page 124.
## Themes

### Collaborative 60
Promote inclusive and on-going efforts that involve communication, cooperation, and action among local and regional leaders and residents.

### Prosperous 66
Coordinate economic development efforts to create high quality employment and development opportunities and build a diverse, innovative, and entrepreneurial economy.

### Distinctive 74
Maintain, develop, and enhance the unique places and communities in our region through investment that reflects local values, diversity, and character.

### Inclusive 82
Engage all citizens in regional civic and cultural life by providing quality, equitable services and opportunities.

### Green 90
Protect and enhance the quality of water, air, land, and biodiversity in order to maintain a healthy population, economy, and ecosystem.

### Prepared 98
Equip the region’s communities with the infrastructure, knowledge, communications, and partnerships to be safe and resilient.

### Connected 104
Develop and maintain a safe, accessible, multi-modal transportation system that connects local communities and links the region to the nation.

### Efficient 112
Promote regional energy and resource efficiency to maintain the health, safety, and economic vitality of our communities.

### Educated 118
Strengthen learning, education, and training opportunities and increase public support for the region’s education, research, arts, and cultural institutions.

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### Network Members
Members that are currently working on these strategies, seeking funding to implement them, or are interested in working on them are stated in the box following each strategy.

<table>
<thead>
<tr>
<th>Network Members</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>ARC</td>
<td>Applied Research Collaborative</td>
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<tr>
<td>AW</td>
<td>American Water</td>
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<tr>
<td>BH</td>
<td>Beyond Housing</td>
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<tr>
<td>CBN</td>
<td>Community Builders Network</td>
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<tr>
<td>CC</td>
<td>St. Louis Clean Cities</td>
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<tr>
<td>Chamber</td>
<td>St. Louis Regional Chamber</td>
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<tr>
<td>CMT</td>
<td>Citizens for Modern Transit</td>
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<tr>
<td>DAP</td>
<td>Diversity Awareness Partnership</td>
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<tr>
<td>ENSD</td>
<td>Partnership for Downtown St. Louis</td>
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<tr>
<td>ENSD</td>
<td>Metropolitan St. Louis Equal Housing &amp; Opportunity Council</td>
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<tr>
<td>EMCC</td>
<td>Eastern Missouri Transportation Coordinating Council</td>
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<tr>
<td>EWG</td>
<td>East-West Gateway Council of Governments</td>
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<td>Fed</td>
<td>Federal Reserve Bank of St. Louis</td>
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<td>FOCUS</td>
<td>FOCUS St. Louis</td>
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<td>FRL</td>
<td>Forest ReLeaf</td>
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<tr>
<td>GG</td>
<td>Gateway Greening</td>
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<td>GRG</td>
<td>Great Rivers Greenway District</td>
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<tr>
<td>HLC</td>
<td>HeartLands Conservancy</td>
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<tr>
<td>IDOT</td>
<td>Illinois Department of Transportation</td>
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<td>Inlin</td>
<td>International Institute</td>
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<td>LCS</td>
<td>Leadership Council Southwestern Illinois</td>
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<td>LSC</td>
<td>Leadership for Social Change</td>
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<td>LSU</td>
<td>Livable St. Louis Network</td>
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<td>MBG</td>
<td>Missouri Botanical Garden</td>
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<td>MCo</td>
<td>Madison County</td>
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<tr>
<td>MCT</td>
<td>Madison County Transit</td>
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<tr>
<td>MDC</td>
<td>Missouri Department of Conservation</td>
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<td>Metro</td>
<td>Metro (Bi-State Development Agency)</td>
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<td>MEPDR</td>
<td>Metro East Park and Recreation District</td>
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<td>MFH</td>
<td>Missouri Foundation for Health</td>
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<td>MSD</td>
<td>Metropolitan St. Louis Sewer District</td>
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<tr>
<td>MODOT</td>
<td>Missouri Department of Transportation</td>
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<tr>
<td>MWIP</td>
<td>Metropolitan Water Infrastructure Partnership</td>
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<td>NCCJ</td>
<td>National Conference for Community and Justice</td>
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<td>Paraquad</td>
<td>Paraquad</td>
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<td>RideFinders</td>
<td>RideFinders</td>
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<tr>
<td>Rise</td>
<td>(Formerly RHCDA)</td>
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<td>SCCDT</td>
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<td>SLACO</td>
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<td>SLED</td>
<td>St. Louis Earth Day</td>
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<td>SLC</td>
<td>City of St. Louis</td>
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<td>SLCo</td>
<td>St. Louis County</td>
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<td>St. Louis Green</td>
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<td>St. Louis Regional Clean Air Partnership</td>
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<td>St. Louis Streetcar Company</td>
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<td>SLU</td>
<td>St. Louis University</td>
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<tr>
<td>Starkloff</td>
<td>Starkloff Disability Institute</td>
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<td>STARRS</td>
<td>St. Louis Area Regional Response System</td>
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<td>SWMD</td>
<td>St. Louis-Jefferson Solid Waste Management District</td>
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<tr>
<td>TNC</td>
<td>The Nature Conservancy</td>
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<tr>
<td>Trailnet</td>
<td>Urban Land Institute</td>
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<tr>
<td>USGBC-MGC</td>
<td>US Green Building Council - Missouri Gateway Chapter</td>
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<tr>
<td>WTC</td>
<td>World Trade Center – St. Louis</td>
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</tbody>
</table>
Collaborative

Promote inclusive and on-going efforts that involve communication, cooperation, and action among local and regional leaders and residents.

Case Study

Great Rivers Greenway District & Metro East Parks and Recreation District

In 2000, the people of the greater St. Louis area voted to create the Great Rivers Greenway District (GRG) in Missouri and the Metro East Parks and Recreation District (MEPRD) in Illinois. The residents of five counties supported a vision to make the region a great place to live. Since that time, the two districts have connected the region with a network for trails, parks and greenways. Collaborative projects include:

• The Malcolm W. Martin Memorial Park, (MEPRD) on the Mississippi River across from the Arch.

• CityArchRiver 2015 project (GRG) connecting the Arch to St. Louis and the Mississippi River.

• The Gateway Bike Plan encompassing St. Louis City, St. Louis County and urban St. Charles County accommodates and encourages bicycling as a viable transportation mode.


A collaborative St. Louis region will work cooperatively for the benefit of all citizens. Collaboration preserves the individual identity of cities, towns, and neighborhoods while allowing residents and communities to benefit from shared resources, coordinated services, and increased efficiency.

Residents in every county have expressed their appreciation of the small town feel of our regional communities, combined with the amenities of a large metropolitan area. The Regional Economic Assessment, Regional Water Infrastructure Assessment, and Transit Oriented Development Market Assessment conducted as part of this plan all identify collaboration as a vital component to the success of the St. Louis region. Leaders and residents alike have, for many years, recognized the need to share common goals and effectively coordinate local resources.

Collaboration is an essential element in achieving many of the other goals identified in this project. OneSTL Network Members will use the regional plan as an opportunity to organize leaders, residents, and resources to build a collaborative future. The St. Louis region will continue to support collaboration among local governments, agencies, and communities.
Goal 1: **Facilitate coordinated regional leadership.**

**Objective:** Strengthen the OneSTL Network of regional leaders to enable collaboration and strategic allocation of resources.

**Objective:** Create an on-going evaluation process that allows regional leadership to monitor conditions, measure progress toward goals, and refine OneSTL.

Goal 2: **Increase inter-jurisdictional cooperation.**

**Objective:** Provide information and resources needed to support local decisions that result in net benefits for the region.

**Objective:** Improve the connection between local, regional, state, and federal planning efforts to efficiently use and leverage funding.

Goal 3: **Strengthen neighborhood and community collaboration.**

**Objective:** Support local efforts and networks that empower residents to strengthen and maintain conditions in their own neighborhoods and communities.

**Objective:** Increase public engagement and communication in regional and local planning efforts.

Goal 4: **Improve access to information for local government officials and citizens.**

**Objective:** Provide access to data that is needed to make informed, sustainable decisions.

**PERFORMANCE INDICATORS** (See Page 125)

- OneSTL Network Membership
- Inter-Jurisdictional Cooperation
- Stronger Neighborhoods
- Access to Information
Collaborative

“Let us recognize the essential bond as a region. Metropolitan areas have become economic and social units that compete for resources, jobs, and people with urban regions throughout the nation and world.”

– Jerry Blair, East-West Gateway

St. Louis has the 3rd highest number of municipalities per capita of peer regions

The Livable St. Louis Network

“The Livable St. Louis Network catalyzes partnerships to enhance the capacity to adopt model transportation and land use policies to remove barriers and open avenues for creating livable communities. Participating agencies leverage resources to provide professional development, technical assistance, and avenues for new and expanded partnerships.

The biennial Livable St. Louis Conference brings livability best practices and case studies from across the nation to St. Louis and provides action-oriented workshops to spur innovation. Learn more at http://livablestlouis.com.”

Goal 1: Facilitate coordinated regional leadership.

Objective: Strengthen the OneSTL network of regional leaders to enable collaboration and strategic allocation of resources.

» **Strategy:** Create an implementation committee to advise and guide implementation of OneSTL.  
  EWG

» **Strategy:** Use outreach and presentations to bring additional partner organizations into the regional initiative.  
  EWG, OneSTL Network

» **Strategy:** Coordinate Livable St. Louis Network activities with OneSTL.  
  Trainet, LSLN

» **Strategy:** Continue leadership immersion training programs for regional citizens.  
  FOCUS

» **Strategy:** Reach out to anchor institutions and identify opportunities for enhancing implementation of OneSTL.  
  OneSTL Network

» **Strategy:** Use OneSTL Network during the development of large-scale planning efforts to solicit input and feedback from a diverse cross-section of agencies.  
  OneSTL Network

Objective: Create an on-going evaluation process that allows regional leadership to monitor conditions, measure progress toward goals, and refine OneSTL.

» **Strategy:** Host an annual OneSTL Network Gathering to establish and strengthen peer networks, provide living case studies and tools, measure progress and celebrate successes.  
  EWG, OneSTL Network

» **Strategy:** Partner with other conferences such as the Livable St. Louis Conference and St. Louis Earth Day to showcase OneSTL projects and inform Network Members and the region on the plan’s progress.  
  OneSTL Network, EWG, LSLN, SLED

» **Strategy:** Cross-market the OneSTL Sustainable Solutions Toolkit, Healthy, Active and Vibrant Communities Toolkit, and Sustainable Neighborhood Toolkit.  
  EWG, Trailnet, SLC, LSLN

» **Strategy:** Report on progress in meeting OneSTL goals through OneSTL Network conferences and programs.  
  Rise, Trailnet, EHOC

» **Strategy:** Review the performance of the plan and update it accordingly on an annual basis.  
  EWG, OneSTL Network
## Collaborative

**Goal 2: Increase inter-jurisdictional cooperation.**

**Objective:** Provide information and resources needed to support local decisions that result in net benefits for the region.

- **Strategy:** Update the OneSTL Sustainable Solutions Toolkit of best practices with tools and best practices that leverage inter-jurisdictional cooperation. 
  - EWG, OneSTL Network
- **Strategy:** Highlight examples of successful cooperation on OneSTL.org and in other media.
  - EWG
- **Strategy:** Develop and share information about cities that are implementing cooperative agreements.
  - EWG
- **Strategy:** Heighten awareness of the importance of regionalism through media and other outlets.
  - EWG

**Objective:** Improve the connection between local, regional, state and federal planning efforts to efficiently use and leverage funding.

- **Strategy:** Leverage federal funding sources for OneSTL projects.
  - EWG, OneSTL Network
- **Strategy:** Support projects that connect and leverage multiple sources of funding.
  - EWG, OneSTL Network
- **Strategy:** Collect and share information on grants and loans available for community improvements and community development.
  - EWG, CBN
- **Strategy:** Act as a clearinghouse of information on local and regional initiatives.
  - EWG

**Goal 3: Strengthen neighborhood and community collaboration.**

**Objective:** Support local efforts and networks that empower residents to strengthen and maintain conditions in their own neighborhoods and communities.

- **Strategy:** Develop a Sustainable Neighborhood Toolkit.
  - SLC, Rise, EWG
- **Strategy:** Continue and expand community development corporation and neighborhood association capacity building programs.
  - Rise, CBN, SLACO
- **Strategy:** Promote volunteer activities through an online database and media outlets.
  - EWG, SLC, GRG
- **Strategy:** Support community development programs such as the City of St. Louis Neighborhood Small Grant Competition.
  - SLC
Objective: Increase public engagement and communication in regional and local planning efforts.

» **Strategy:** Involve residents in the local decision-making processes through on-line surveys, open house meetings, social media, and other innovative techniques.  
EWG, OneSTL Network

» **Strategy:** Promote the OneSTL website as a source of information about local events and activities.  
EWG, OneSTL Network

» **Strategy:** Develop and implement a new and innovative public involvement program.  
EWG

» **Strategy:** Provide opportunities for communities to actively participate in OneSTL plan implementation activities such as participating in walkability audits.  
OneSTL Network, Trailnet

» **Strategy:** Include OneSTL implementation elements as objectives in community grants.  
OneSTL Network

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**Goal 4: Improve access to information for local government officials and citizens.**

Objective: Provide access to data that is needed to make informed, sustainable decisions.

» **Strategy:** Maintain the OneSTL Sustainable Solutions Toolkit so that it is a valuable resource for local governments, citizens, and organizations.  
EWG

» **Strategy:** Provide training and maintain data on the St. Louis Regional Data Exchange (www.stlouisdata.org).  
EWG, SLU, OneSTL Network

» **Strategy:** Provide information to residents and organizations about sustainability principles, projects, and regional data through the OneSTL website, Sustainable Solutions Toolkit, St. Louis Regional Data Exchange and partner websites.  
EWG, SLU, OneSTL Network

» **Strategy:** Expand research and planning capacity to assist local municipalities.  
SLU, EWG, Rise, MBG, One STL Network

» **Strategy:** Support data collection projects for sustainable modes of transportation.  
EWG, Trailnet

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**Collaboration in Action**

Twenty-four municipalities in the Normandy School District came together to form the 24:1 initiative, an innovative effort to achieve strong communities, engaged families and successful children. Through collaboration among municipalities, community residents and stakeholders, the effort is identifying strategies and solutions for creating a sustainable community transformation.
Prosperous

Coordinate economic development efforts to create quality employment and development opportunities and build a diverse, innovative, and entrepreneurial economy.

Case Study
St. Louis Green Business Challenge

The St. Louis Green Business Challenge was created by the Regional Chamber and Missouri Botanical Garden Earthways Center to improve regional sustainability and grow the region’s green economy.

The Challenge helps companies and organizations adopt sustainable practices to reduce environmental impact and help their bottom line.

In its first three years, the Challenge attracted 125 companies and institutions, representing more than 105,000 employees across the bi-state metropolitan region.

To learn more visit: http://stlouisgreenchallenge.com/home.html.

A prosperous St. Louis region will promote economic growth that supports our local communities and equitably benefits all of the region’s citizens. Prosperity capitalizes and builds upon our unique regional assets to create a resilient economy that is strong both nationally and globally.

Residents and regional leaders stress the importance of a strong economy for the sustainability of the region. Compared to other major metropolitan regions, St. Louis is in the middle of the pack with respect to many economic and social characteristics, including education levels, income growth, and poverty rates. The recent recession impacted St. Louis about as much as it did the nation as a whole, as measured by changes in employment levels and housing price. St. Louis, like many regions, is redefining its niche in the global marketplace after decades of losing manufacturing jobs and corporate headquarters.

St. Louis has unique assets, many of which are related to its geographic location. OneSTL Network Members will continue to work together to strengthen and support existing coordinated economic development efforts, increase the use of sustainable practices in government and businesses that protect our natural resources, focus on quality jobs and the local economy and reduce racial disparities in economic opportunities.
Goal 1: Approach economic development regionally.
Objective: Support local and regional efforts that facilitate economic development that is beneficial to local communities and to the region.
Objective: Promote economic growth and investment by leveraging the region's natural, cultural, and infrastructure assets.
Objective: Strengthen coordination of economic development efforts among local governments.

Goal 2: Incorporate sustainable practices into government economic development strategies and decisions.
Objective: Encourage local governments to implement sustainable development practices such as bike, walk and transit facilities that have low impact on the environment.
Objective: Focus economic development efforts on quality jobs.

Goal 3: Promote resource-efficient business practices.
Objective: Encourage businesses to employ sustainable business practices that protect the natural resources of the region and promote livable communities.

Goal 4: Build the regional economy.
Objective: Support entrepreneurship, creativity, and small business creation.
Objective: Encourage the production, marketing, and consumption of locally produced food, goods, and services.
Objective: Develop a skilled, creative, adaptive and diverse workforce.
Objective: Support a diversified economy.

Goal 5: Reduce racial disparities in economic opportunities.
Objective: Increase workforce diversity and inclusion programs.

PERFORMANCE INDICATORS (See Page 126)
Economic Resiliency
Access to Jobs
Poverty
Quality Jobs
Employment
Unemployment
Income
Gross Metropolitan Product (GMP)
Racial Disparity
**Prosperous**

### Economic Collaboration

In July 2013 the City of St. Louis and St. Louis County came together to create the St. Louis Economic Development Partnership. The new agency provides more efficient and effective services to grow the regional economy.

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#### Unemployment in St. Louis is dropping, but is still higher than pre-recession rates

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#### Growing Biotech Jobs

CORTEX is a biotech incubator located in the central corridor of the City of St. Louis. Since 2002 more than $110 million has been invested to develop office and lab space for biotech companies. It is expected that CORTEX will generate 11,500 jobs over the next 20 years. For more information on the region's economy, view the "Economic Development Assessment" at [Onestl.org/resources/reports](http://Onestl.org/resources/reports).

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### Goal 1: Approach economic development regionally.

**Objective:** Support local and regional efforts that facilitate economic development that is beneficial to local communities and to the region.

- **Strategy:** Encourage collaboration among economic development agencies within the region. (EWG, Chamber, Fed)
- **Strategy:** Use scenario planning and models to analyze and evaluate potential impacts of development decisions in an innovative way. (EWG)
- **Strategy:** Support collaborative, sub-regional economic development planning focused on adjacent communities. (Chamber, OneSTL Network)
- **Strategy:** Remedy and prepare vacant properties for redevelopment. (SLC, OneSTL Network)
- **Strategy:** Provide education on the economic benefits of incorporating walk and bike friendly elements in business corridors. (Trailnet)

**Objective:** Promote economic growth and investment by leveraging the region’s natural, cultural, and infrastructure assets.

- **Strategy:** Align communities with the St. Louis Regional Chamber’s “One Region, One Plan” economic development strategy. (Chamber)
- **Strategy:** Work with regional convention and visitors commissions to market the St. Louis region. (Chamber, Trailnet, OneSTL Network)
- **Strategy:** Promote the region’s strength in water supply as an economic development opportunity. (MWIP, Chamber, HLC)
- **Strategy:** Strengthen the connection between economic development and community development. (Rise)
- **Strategy:** Expand the existing international and regional airport infrastructure and network to advance the shipping/logistics industry and promote more efficient business and leisure travel. (OneSTL Network)
Prosperous

Objective: **Strengthen coordination of economic development efforts among local governments.**

- **Strategy:** Conduct workshops for local government officials, economic development agencies, and other OneSTL Network Members to position each community to strengthen regional economic growth. - OneSTL Network

- **Strategy:** Encourage local governments to report on successful sustainable economic development efforts to be showcased on the OneSTL Sustainable Solutions Toolkit and at the OneSTL Network Gathering. - EWG

**Goal 2: Incorporate sustainable practices into government economic development strategies and decisions.**

Objective: **Encourage local governments to implement sustainable development practices such as bike, walk and transit facilities that have low impact on the environment.**

- **Strategy:** Use the OneSTL Sustainable Solutions Toolkit to provide sample Transit Oriented Development overlay codes/form based codes as tools to link transit to development. - EWG

- **Strategy:** Use best practices guidebooks developed as part of OneSTL as tools for local government planning. - EWG, Trailnet, HLC, GRG, EHOC

- **Strategy:** Encourage adoption of business retention and expansion policies at all levels of government. - OneSTL Network

- **Strategy:** Use site-specific green infrastructure and low impact development strategies to improve livability in neighborhoods. - HLC

- **Strategy:** Encourage local economic development investment that redevelops or re-occupies previously developed land and buildings. - HLC, SLC

- **Strategy:** Focus business retention on economic sectors that simultaneously contribute to regional growth and local fiscal diversification. - Chamber, OneSTL Network

- **Strategy:** Promote transportation policy and design that enhances access to local businesses and strengthens communities. - Trailnet, EWG

- **Strategy:** Provide local government officials with education on effects of parking policies on local business development. - Trailnet

- **Strategy:** Encourage policies in line with the OneSTL Sustainable Solutions Toolkit and national best practices to incorporate bike, walk, and transit facilities and infrastructure into routine road maintenance and development projects. - Trailnet, LSLN, EWG
Prosperous

In the St. Louis region 46% of jobs have a median wage of $17.81 or higher ... the living wage for a 1 adult, 1 child family

Living Wage Ordinance
The City of St. Louis passed a living wage ordinance in 2002. The ordinance requires municipal contractors and City Financial Assistance Recipients (CFAR) to pay employees 130% of the federal poverty income guideline for a family of three. Employers must also provide health insurance or pay a higher wage to compensate for the lack of health benefits. Living wage ordinances can help increase the number of quality jobs in the region.

Objective: Focus economic development efforts on quality jobs.

» Strategy: Conduct research on the effect of tax policy on quality job development.
EWG, OneSTL Network

» Strategy: Promote ordinances that require local government employees, contractors, and companies receiving development incentives to pay their employees a living wage.
OneSTL Network

Goal 3: Promote resource-efficient business practices.

Objective: Encourage businesses to employ sustainable business practices that protect the natural resources of the region and promote livable communities.

» Strategy: Promote the Green Business Challenge and other sustainable business development initiatives.
Chamber, EWG, USGBC-MGC, MBG

» Strategy: Encourage green business development along the model of the Regional Chamber’s Green-print plan for green business development.
Chamber, USGBC-MGC

» Strategy: Demonstrate the financial return on investment from improved environmental sensitivity in economic development and employment.
HLC, TNC

Goal 4: Build the regional economy.

Objective: Support entrepreneurship, creativity, and small business creation.

» Strategy: Support new funding streams for entrepreneurial ventures.
Chamber

» Strategy: Support the economic development goals of the St. Louis Mosaic Project.
Intln

» Strategy: Improve career path opportunities for under-employed immigrants.
Intln

$41,518: personal income per capita in the St. Louis region
## Prosperous

<table>
<thead>
<tr>
<th>Objective: <strong>Encourage the production, marketing, and consumption of locally produced food, goods, and services.</strong></th>
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<tbody>
<tr>
<td><strong>Strategy:</strong> Research and support programs, companies and organizations that produce and promote local foods, goods and services.</td>
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<tr>
<td><strong>Strategy:</strong> Promote practices, tools and programs that produce local foods, goods and services through the OneSTL Sustainable Solutions Toolkit and website.</td>
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<td><strong>Strategy:</strong> Encourage zoning policies that allow land use for production of local food, goods and services.</td>
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<tr>
<th>Objective: <strong>Develop a skilled, creative, adaptive and diverse workforce.</strong></th>
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<tr>
<td><strong>Strategy:</strong> Conduct workforce training programs to prepare workers for the jobs of today and the future.</td>
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<tr>
<td><strong>Strategy:</strong> Support initiatives to increase the number of college graduates in the region.</td>
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<tr>
<td><strong>Strategy:</strong> Measure and report on quality jobs, unemployment, personal income, and number of citizens living in poverty.</td>
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<tr>
<th>Objective: <strong>Support a diversified economy.</strong></th>
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<tbody>
<tr>
<td><strong>Strategy:</strong> Encourage growth of strong economic clusters by supporting Missouri’s “Strategic Initiative for Economic Growth”, and the development of a statewide economic development plan in Illinois.</td>
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<tr>
<td><strong>Strategy:</strong> Support entrepreneurial programs and funding.</td>
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<tr>
<td><strong>Strategy:</strong> Provide data on the St. Louis economy on the OneSTL website.</td>
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</table>
Goal 5: Reduce racial disparities in economic opportunities

Objective: Increase workforce diversity and inclusion programs.

- **Strategy:** Research and monitor minority hiring and training programs and evaluate success of diversity inclusion plans. (EHOC)
- **Strategy:** Provide education and training for low income individuals and information to local governments on methods and requirements for minority training. (EHOC)
- **Strategy:** Reduce geographic segregation. (Rise)
- **Strategy:** Publicize data on changing demographics and reality of changing workforce. (EWG, OneSTL Network)
- **Strategy:** Support the development and implementation of workforce inclusion policies. (SLC, OneSTL Network)

OneSTL Network Members are listed next to strategies they are currently working on, seeking funding to implement, or are interested in working on. Additional agencies are invited to join the effort and contribute their strategies at OneSTL.org.
Distinctive

Maintain, develop and enhance the unique places and communities in our region through investment that reflects local values, diversity and character.

Case Study
Live Well Ferguson Initiative

The City of Ferguson, MO, in partnership with Trailnet, created the Live Well Ferguson Initiative in 2008, to encourage residents to be healthy and active.

The Initiative hosts many popular events such as their annual Twilight Run and Bike Ramble, Firecracker Dash, Doggie Wag n’ Walk, an award winning farmer’s market and several community gardens. Local restaurants identify healthy menu items with the Live Well Ferguson logo.

The program has given Ferguson residents a renewed sense of pride in their city and helped brand the community as one that values the health of its residents.

To learn more visit: http://livewellferguson.com.

A distinctive St. Louis region will embrace the variety of cities, towns, and neighborhoods that make our communities vibrant and accessible places to live and work. A distinctive region builds upon our unique community characteristics to provide a diversity of places and housing options that support all of our citizens.

Residents consistently voiced their fondness for their community, because of its unique or distinctive characteristics. In many parts of the region, there are stable multi-generational communities with strong family ties and unique neighborhoods that entice young people to remain or return to their roots. However, many communities suffer from lack of services, including restaurants or banks, lack safe conditions for walking, biking, or have limited access to parks or recreation facilities. Many communities also lack adequate transportation connections to other parts of the region.

Our distinctive neighborhoods and communities provide the region’s residents with choices about where and how to live. Urban, suburban and rural neighborhoods with varying characteristics enrich the quality of life for the region’s residents. OneSTL Network Members will work to preserve the character of our local communities, enhance access to transportation opportunities, amenities, and community services, and provide a variety of housing types and affordability to address the diversity of our region’s citizens.
Goal 1: **Strengthen the identity of the region.**
Objective: Support efforts that create or strengthen regional initiatives.

Goal 2: **Invest in existing communities.**
Objective: Preserve historic places and important cultural and heritage sites.
Objective: Encourage communities to update municipal codes and ordinances to facilitate sustainable decision-making.
Objective: Leverage existing infrastructure and investments.
Objective: Promote economic activity through lively and attractive streets.

Goal 3: **Increase diversity of housing stock.**
Objective: Increase the availability of affordable housing.
Objective: Increase the availability and variety of accessible housing options to accommodate changing family and individual housing needs.
Objective: Increase understanding of the need for housing options in all communities.

Goal 4: **Foster active and healthy lifestyles.**
Objective: Promote (re)development of accessible, walkable, bikeable and transit oriented neighborhoods.
Objective: Maintain and improve residents’ access to quality parks and recreational opportunities.
Objective: Increase access to local, fresh and healthy food.

Goal 5: **Reduce combined housing and transportation costs.**
Objective: Encourage land use and transportation planning that increases access, promotes health and reduces costs for residents.
Objective: Increase access to multi-modal transportation options.

Goal 6: **Increase safety of neighborhoods.**
Objective: Increase overall safety and welfare in neighborhoods and communities.
Objective: Promote neighborhood and site design that helps deter crime.

**PERFORMANCE INDICATORS (See Page 127)**

- H+T Affordability
- Access to Open Space
- Crime
- Healthy and Active
Goal 1: Strengthen the identity of the region.

Objective: Support efforts that create or strengthen regional initiatives.

- **Strategy:** Build regional support for major projects that support the distinctive character of the St. Louis region, including CityArchRiver 2015, Mounds of the Mississippian era, the Confluence, and the regional parks and trails network. 
  
  **GRG, MEPRD, HLC, SLC, OneSTL Network**

- **Strategy:** Encourage cooperation to support and promote regional cultural amenities, including the institutions in the Zoo-Museum District.
  
  **OneSTL Network**

- **Strategy:** Support initiatives of the Regional Arts Commission and others to incorporate art into public spaces.
  
  **OneSTL Network**

- **Strategy:** Link ancient and contemporary communities together through Mounds Heritage Trail and secure public ownership of archeological sites from willing sellers.
  
  **HLC, Trailnet, IDOT, MoDOT**

Goal 2: Invest in existing communities.

Objective: Preserve historic places and important cultural and heritage sites.

- **Strategy:** Encourage local planning that protects historical and cultural sites during development.
  
  **HLC, SLC, OneSTL Network**

- **Strategy:** Support incentive programs that facilitate historic preservation and promote the use of such programs through the OneSTL Sustainable Solutions Toolkit.
  
  **OneSTL Network**

- **Strategy:** Promote Mounds World Heritage site as a national monument, and build bicycle trails that link communities to the site.
  
  **HLC, Trailnet, MEPRD, IDOT**
**Objective:** Encourage communities to update municipal codes and ordinances to facilitate sustainable decision-making.

- **Strategy:** Encourage pilot study communities to implement recommended changes and share results with peer local governments.
  - HLC, EWG, OneSTL Network
- **Strategy:** Conduct additional municipal code and ordinance studies.
  - EWG, HLC
- **Strategy:** Provide education on how to update zoning codes using the St. Louis County Code assessment manual as a model.
  - EWG, SLCo, OneSTL Network
- **Strategy:** Provide information on form based codes as a tool for development, especially around transit stations, employment centers and in town centers.
  - SLCo, SLC, OneSTL Network

**Objective:** Leverage existing infrastructure and investments.

- **Strategy:** Promote maintenance, rehabilitation, and repurposing of existing infrastructure and buildings.
  - EWG, SLC, SLCo, USGBC-MGC
- **Strategy:** Prioritize the redevelopment of brownfield sites.
  - SLC, SLCo, USGBC-MGC, OneSTL Network
- **Strategy:** Develop stakeholder-driven plans for brownfield redevelopment in key sites.
  - HLC, MCo, OneSTL Network

**Objective:** Promote economic activity through lively and attractive streets.

- **Strategy:** Support local Great Streets and complete streets development that enhances the distinctive character of communities within the region.
  - EWG, HLC, Trailnet
- **Strategy:** Assist in the implementation of existing Great Streets plans such as Page Avenue, Grand Center, Dorsett Road, Manchester Road.
  - EWG
- **Strategy:** Provide Great Streets consulting services and training.
  - EWG
- **Strategy:** Host community engagement events such as Open Streets to increase use and appreciation of Great Streets and complete streets as well as knowledge of local business corridors.
  - Trailnet
### Goal 3: Increase diversity of housing stock.

**Objective: Increase the availability of affordable housing.**

- **Strategy:** Provide information to local officials on ways to build partnerships with developers in order to create mixed use and mixed price developments through the OneSTL Sustainable Solutions Toolkit and workshops.  
  - **EWG, Rise**

- **Strategy:** Provide workshops on using zoning codes that allow for increased density, mixed-use, and mixed-income housing.  
  - **LSLN, OneSTL Network**

- **Strategy:** Promote use of socialserve.com to local governments and landlords for advertising affordable rental properties.  
  - **OneSTL Network**

**Objective: Increase the availability and variety of accessible housing options to accommodate changing family and individual housing needs.**

- **Strategy:** Encourage municipalities to include universal design in building standards and use a functional approach to new construction and retrofits of existing buildings through initiatives such as the Universal Design Summit, consultation services, the OneSTL Sustainable Solutions Toolkit and other partner activities.  
  - **Starkloff, Paraquad**

- **Strategy:** Establish incentives that encourage diverse housing options.  
  - **OneSTL Network**

- **Strategy:** Locate housing near transit, greenways, jobs, institutions and urban centers.  
  - **OneSTL Network**

**Objective: Increase understanding of the need for housing options in all communities.**

- **Strategy:** Explore housing affordability challenges and enhance public awareness of challenges, needs and solutions by working with the local media.  
  - **EWG, OneSTL Network**

- **Strategy:** Work with local governments to understand the impact of diversified housing stock on municipal services and finances through research and conversations.  
  - **OneSTL Network**

- **Strategy:** Provide data and information on housing options in communities through the OneSTL website, stlouisdata.org, and partner programs.  
  - **EWG, SLU, SLCo, SLC**
### Goal 4: Foster active and healthy lifestyles.

**Objective:** Promote (re)development of accessible, walkable, bikeable and transit oriented neighborhoods.

- **Strategy:** Encourage wellness programs like “Live Well Ferguson” throughout the region.  
  Trailnet, LSLN
- **Strategy:** Work with health oriented foundations and institutions to develop programs to meet the region’s health goals and measure progress in meeting those goals.  
  ARC, MFH, Trailnet
- **Strategy:** Provide workshops for local officials on strategies for developing walkable business districts.  
  EWG, Trailnet, LSLN
- **Strategy:** Encourage local governments to create bicycle and pedestrian master plans for neighborhoods.  
  Trailnet, LSLN
- **Strategy:** Encourage local governments to include universal design in planning and ordinances.  
  Starkloff
- **Strategy:** Promote bike lanes, bike parking, and bike rack availability.  
  SLC, Trailnet, OneSTL Network
- **Strategy:** Assist communities in applying for Walk Friendly or Bike Friendly Community status.  
  Trailnet

**Objective:** Maintain and improve residents’ access to quality parks and recreational opportunities.

- **Strategy:** Develop an analysis of access to open space and parks (“Park Score”), and identify areas that are not adequately served.  
  EWG, ARC
- **Strategy:** Identify and improve connections from neighborhoods to parks through trails, on-road bikeways, sidewalks and development of new parks.  
  EWG, GRG, MEP, Trailnet
- **Strategy:** Provide easy access to greenspace, trails or parks within a half mile or 10 minute walk of most residents.  
  SLC, Trailnet, OneSTL Network

**Objective:** Increase access to local, fresh and healthy food.

- **Strategy:** Support the Farm to Family Naturally Mobile Market program and other similar programs.  
  CMT, Metro
- **Strategy:** Conduct analysis of locations of “food deserts” and work with local government and non-profit organizations to address access to fresh food.  
  MFH
- **Strategy:** Provide information on market opportunities for locally produced food.  
  GG, SLG
- **Strategy:** Decrease obesity through programs such as Small Changes for Health, Let’s Move STL, Live Well Ferguson and Good 4 U!  
  SLC, OneSTL Network
- **Strategy:** Support land use policies that encourage and incentivize community, school and home gardens.  
  LSLN
### Distinctive

**The average household spends 54.8% of income on housing and transportation**

**Goal 5: Reduce combined housing and transportation costs.**

**Objective:** Encourage land use and transportation planning that increases access, promotes health and reduces costs for residents.

- **Strategy:** Work with local governments, transit providers and developers to implement Transit Oriented Development Plans (TOD) developed through OneSTL.  
  - CMT
- **Strategy:** Assist communities that have bus and light rail services to implement TOD plans.  
  - CMT
- **Strategy:** Develop a TOD website and lecture series.  
  - CMT
- **Strategy:** Track and publicize regional statistics on transportation costs in relation to housing costs.  
  - EWG, OneSTL Network

**Objective:** Increase access to multi-modal transportation options.

- **Strategy:** Promote expansion of the regional Bike Plan to counties that are currently not covered.  
  - GRG, Trailnet
- **Strategy:** Encourage local governments to adopt complete streets policies to support multi-modal transportation and enhance safe bicycling and walking.  
  - Trailnet, LSLN, GRG, HLC
- **Strategy:** Encourage affordable housing near transit.  
  - LSLN
- **Strategy:** Hold workshops on the economic and health benefits of complete streets.  
  - Trailnet, LSLN

---

**What are Complete Streets?**

Complete Streets allow users of all ages and abilities, including pedestrians, bicyclists, motorists, and transit users, to safely reach their destinations. At least 15 local governments in the St. Louis region have adopted Complete Streets policies or ordinances. Learn more by viewing the Complete Streets tool at OneSTL.org/toolkit.

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**Improve Bicycling in Your Community**

The OneSTL toolkit has tools for Bicycle and Pedestrian Facilities and Programs and Connectivity Indexes. Find them at OneSTL.org/toolkit. For more information on creating safe, comfortable, and convenient transportation options, read the “Streets for Everyone Guide” by Trailnet at OneSTL.org/resources/reports.
Goal 6: **Increase safety of neighborhoods.**

**Objective:** *Increase overall safety and welfare in neighborhoods and communities.*

- **Strategy:** Promote cooperative efforts among residents, government officials, and law enforcement agencies. (LSLN, SLC, SLCo)

- **Strategy:** Improve pedestrian signal placement and response time of signals to encourage pedestrian use of designated crosswalks. (LSLN)

**Objective:** *Promote neighborhood and site design that helps deter crime.*

- **Strategy:** Conduct workshops on improving neighborhood safety through planning and design using such programs as the Crime Prevention through Environmental Design. (LSLN)

- **Strategy:** Identify opportunities to increase pedestrian and bicycle traffic that will put more eyes on the street to deter crime. (LSLN, GRG)

- **Strategy:** Use research to identify key areas for crime prevention and work with law enforcement to focus attention on these areas. (SLC, SLCo, OneSTL Network)
Inclusive

Engage all citizens in regional civic and cultural life by providing quality, equitable services and opportunities.

Case Study
Sustainable Neighborhood Initiative

In the Sustainable Neighborhood Initiative included a small grant competition and toolkit: City of St. Louis neighborhood organizations, individuals, religious organizations, and community groups proposed projects that help improve livability and enhance quality of life at the local level.

In the first year of the initiative, 43 groups, representing 30 of the City's 79 unique neighborhoods, submitted projects. Seven winning projects were awarded grants of $5,000 to complete proposed sustainable neighborhood project ideas.

This initiative included a Sustainable Neighborhoods Toolkit that citizens and local organizations can use to make their neighborhoods more inclusive and sustainable.

To learn more about the initiative visit: sustainableneighborhood.net/.

Inclusiveness recognizes the value of diversity in creating and maintaining a vibrant, entrepreneurial, and globally-competitive region.

The St. Louis region has a rich legacy of diversity in ethnicity, age, religion, lifestyle, race, socio-economic groups, and affiliations. Today it can be seen in the burgeoning immigrant populations from Bosnia, Vietnam, China, India, Mexico, and the Middle East. If we want to be a truly inclusive region, it is crucial that we address issues such as poverty, education, infant mortality, unemployment, crime, income, and higher education.

A metropolitan area that embraces, empowers, and builds upon its diversity tends to be more creative, equitable, entrepreneurial, and resilient. OneSTL Network Members will provide tools and policies to increase the social and economic well-being of all demographic groups represented in our region, and in the process, reduce the number of areas where poverty and inequity is concentrated.
Goal 1: Embrace the region’s civic and cultural diversity.
Objective: Recognize and embrace diverse cultures and neighborhoods.

Goal 2: Eliminate areas of concentrated poverty.
Objective: Spur redevelopment in areas of concentrated poverty through public investments.
Objective: Increase private investment in concentrated areas of poverty.
Objective: Increase availability of affordable and workforce housing in areas of opportunity, where poverty is not pervasive.
Objective: Increase protection for source of income discrimination by including protections for housing financial assistance such as Section 8 vouchers.

Goal 3: Encourage integrated communities.
Objective: Increase racially, ethnically and economically integrated communities throughout the region.
Objective: Increase regional fair housing enforcement.

Goal 4: Improve access to opportunities.
Objective: Provide equitable access to jobs, housing, education, health care, financial services and other services.
Objective: Increase the opportunities for all youth to have high quality, meaningful, safe access to education, job training, art, physical activity, and social interactions.

Goal 5: Improve quality of life in low-income neighborhoods.
Objective: Increase the safety and quality of housing.
Objective: Increase civic engagement of typically underrepresented populations.

PERFORMANCE INDICATORS (See Page 127)

Stably Integrated Communities
Housing Choice
Concentrated Poverty
Income Inequality
Housing Affordability
### Goal 1: Embrace the region’s civic and cultural diversity.

**Objective:** Recognize and embrace diverse cultures and neighborhoods.

- **Strategy:** Develop marketing strategies to reinforce a culture of inclusion and dispel myths about immigration.  
  *IntIn, WTC*

- **Strategy:** Work with neighborhoods and community organizations to identify programs to highlight on the OneSTL website.  
  *EWG*

- **Strategy:** Ensure programs exist to engage citizens and enhance their skills around diversity issues.  
  *FOCUS, DAP, NCCJ, LSC*

### Goal 2: Eliminate areas of concentrated poverty.

**Objective:** Spur redevelopment in areas of concentrated poverty through public investments.

- **Strategy:** Encourage TOD at MetroLink stations that are in or close to racially concentrated areas of poverty.  
  *EHOC, CMT, EWG*

- **Strategy:** Identify areas with prime development potential in racially concentrated areas of poverty and market these areas.  
  *ULI, Chamber, SWILC*

- **Strategy:** Consider the specific needs of racially concentrated areas of poverty as a factor in the allocation of transportation funds and programs through the transportation improvement program and long-range transportation plan.  
  *EWG*

- **Strategy:** Encourage local governments to prioritize high poverty areas for funding allocated through economic councils and Community Development Block Grant funds.  
  *OneSTL Network*
<table>
<thead>
<tr>
<th>Objective: <strong>Increase private investment in concentrated areas of poverty.</strong></th>
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<tbody>
<tr>
<td><strong>Strategy:</strong> Promote partnerships between community organizations and financial institutions that increase services and investments in low-income communities and fulfill bank Community Reinvestment Act obligations.</td>
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<tr>
<td>EHOC</td>
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<tr>
<td><strong>Strategy:</strong> Use Great Streets plans to support neighborhood reinvestment.</td>
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<tr>
<td>EWG, OneSTL Network</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Develop strategies to reduce homelessness by linking housing providers, economic development stakeholders and social service providers.</td>
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<td>SLC, OneSTL Network</td>
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<table>
<thead>
<tr>
<th>Objective: <strong>Increase availability of affordable and workforce housing in areas of opportunity, where poverty is not pervasive.</strong></th>
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<tbody>
<tr>
<td><strong>Strategy:</strong> Discuss with state housing finance agencies ways to include a greater emphasis on low-income housing tax credit developments in areas with lower minority populations and areas of high opportunity as part of the Qualified Allocation Plan (QAP) criteria for development proposals.</td>
</tr>
<tr>
<td>EHOC, Rise</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Promote local governments’ use of density bonuses to encourage development that increases the percentage of affordable units in new developments, locating housing near transit and employment centers, projects that utilize universal design, and for developing infill sites.</td>
</tr>
<tr>
<td>OneSTL Network</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Encourage municipalities to pass inclusionary zoning ordinances that require affordable units in new developments by providing model ordinances.</td>
</tr>
<tr>
<td>EHOC, OneSTL Network</td>
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<tr>
<th>Objective: <strong>Increase protection for source of income discrimination by including protections for housing financial assistance such as Section 8 vouchers.</strong></th>
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<tr>
<td><strong>Strategy:</strong> Encourage municipalities to include source of income protection in their human rights statute by providing model language and support for this amendment.</td>
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<tr>
<td>EHOC</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Support an expansion of the state-wide human rights act to include source of income and specifically housing financial assistance protections.</td>
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<tr>
<td>EHOC</td>
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</table>
35% of Fair Housing Complaints in the St. Louis region are based on race

Goal 3: Encourage integrated communities.

Objective: Increase racially, ethnically and economically integrated communities throughout the region.

» Strategy: Develop education and marketing messages that promote diversity and highlight the benefits of integrated communities.

» Strategy: Identify organizations that can have meaningful impact in specific neighborhoods and encourage focus on integration and involvement of residents.

» Strategy: Develop and promote the use of MoveSmartSTL.org, a website designed with a search function that increases housing choices in diverse areas for people looking to move.

» Strategy: Encourage local governments to promote information about integrated communities on their websites and in education materials as part of affirmatively furthering fair housing requirements.

» Strategy: Hold programs and events that educate about the history of exclusion in the region and the benefits of integrated communities.

Objective: Increase regional fair housing enforcement.

» Strategy: Encourage local governments to conduct fair housing testing in rental, sales, and lending markets as a part of their obligations to affirmatively further fair housing.

» Strategy: Provide additional fair housing education resources, materials and trainings for local governments and community members.

30% of local government officials in the region say that housing that no longer meets market demand is an issue in their community
### Goal 4: Improve access to opportunities.

**Objective:** Provide equitable access to jobs, housing, education, health care, financial services and other services.

- **Strategy:** Support programs and organizations that work toward gender and lifestyle equality.  
  - SLC, OneSTL Network
- **Strategy:** Develop partnerships to advance awareness and access to services related to disabilities and mental health.  
  - SLC, OneSTL Network
- **Strategy:** Ensure that discussion about increasing access to opportunities is included and prioritized in regional policy planning.  
  - OneSTL Network
- **Strategy:** Research access to opportunity and improve documentation for community development.  
  - Rise
- **Strategy:** Assist in developing a course of action to improve access to high-speed broadband connectivity.  
  - EWG
- **Strategy:** Improve service to neighborhoods by promoting tools and best practices through the OneSTL Sustainable Solutions Toolkit.  
  - SLC, OneSTL Network
- **Strategy:** Increase access to mainstream financial services in underserved communities by ensuring that banks are serving all parts of the community and developing partnerships to improve products, services and investments.  
  - EHOC
- **Strategy:** Encourage affordable and workforce housing in areas of opportunity.  
  - EHOC
- **Strategy:** Consider walking, biking and public transit access to education and job centers during regional transportation planning.  
  - EWG, Trailnet, Metro

**Objective:** Increase the opportunities for all youth to have high quality, meaningful, safe access to education, job training, art, physical activity and social interactions.

- **Strategy:** Encourage programs and partnerships that provide opportunities for youth.  
  - OneSTL Network, SLC
- **Strategy:** Identify the gaps and needs for youth opportunities and work with OneSTL Network Members to increase opportunities.  
  - OneSTL Network
### Goal 5: Improve quality of life in low-income neighborhoods.

#### Objective: Increase the safety and quality of housing.

- **Strategy:** Promote enhanced code enforcement through the OneSTL Sustainable Solutions Toolkit and workshops.
  - OneSTL Network
- **Strategy:** Support educational initiatives for homeowners on ways to improve housing quality through home maintenance.
  - BH
- **Strategy:** Research best practices for addressing absentee landlords and promote the use of such tools through the OneSTL Sustainable Solutions Toolkit.
  - EWG, CBN

#### Objective: Increase civic engagement of typically underrepresented populations.

- **Strategy:** Research best practices for involving low-income, minority and foreign-born populations and implement through public involvement programs.
  - EWG, OneSTL Network
- **Strategy:** Provide training on increasing opportunities for civic engagement.
  - FOCUS
- **Strategy:** Develop partnerships to increase engagement of typically underrepresented populations in public decision-making.
  - IntlIn, EWG, BH, EHOC, OneSTL Network
- **Strategy:** Provide dialogue opportunities around community policy issues.
  - FOCUS, LSLN

In 2013, the City of St. Louis adopted its first Sustainability Plan, which includes a collection of broad goals, specific objectives and direct strategies that present the best opportunity to advance sustainability in the City. The City has prioritized 29 action items to take place over the next five years.

Some items from the Action Agenda include:
- Creating a sustainability resource toolkit for neighborhoods
- Increasing number of trees planted by 16,000, or 15%
- Building Phase II of CORTEX bioscience and technology research district
- Advancing use of public transit, trolleys and streetcars to connect arts, culture and innovation hubs
- Employing 500 youth in annual summer job program
- Maintaining the city’s premier Municipal Equality Index rating for LGBTQ
- Reducing crime by 25%
- Ending chronic homelessness
- Supporting Citywide greenhouse gas emission reductions of 25% by 2020 and 80% by 2050
- Increasing the number of dedicated bicycle lanes by 150% and shared road facilities by 35%
- Opening 20 additional quality public charter schools
- Creating at least 8,500 new jobs at Ballpark Village, CORTEX, Carondelet Coke, St. Louis Army Ammunition Plant, and North Riverfront

For the complete Mayor’s Sustainability Action Agenda and the City of Saint Louis Sustainability Plan visit: stlouis-mo.gov/sustainability/.
Green

Protect and enhance the quality of water, air, land, and biodiversity in order to maintain a healthy population, economy, and ecosystem.

Case Study
Creve Coeur Green Power Community Challenge

Creve Coeur Missouri is a Green Power Community, which means it has exceeded the Environmental Protection Agency’s guidelines for buying clean, renewable energy.

In one year the City was able to reduce its carbon footprint by three percent. This prevented 29 million pounds of CO$_2$ from entering the atmosphere.

Creve Coeur has inspired many of its residents and peer cities to implement their own energy practices and hopes to reduce its emissions 20 percent by 2015.

For more information visit their website at: http://www.creve-coeur.org/.

A green St. Louis region will protect and enhance its natural systems while improving the performance of its water supply, stormwater, and wastewater infrastructure. Green strategies create networks for natural habitat, recreation, access to nature, flood mitigation, and water and air quality improvement.

Residents in communities across the region desire clean air, water, and access to open space and parks for recreation and enjoyment. They also expressed concern about flooding, soil erosion, and the increasing costs of sewer services. The Regional Water Infrastructure Assessment and Pilot Study process also show that water resource needs and costs will increase significantly in the coming decades as sewer districts and cities in the region replace obsolete infrastructure and improve water quality.

A healthy and well-functioning natural environment is critical to a strong economy and citizen quality of life. Investments in parks and green spaces can benefit communities. OneSTL Network Members will pursue strategies and policies for blue and green infrastructure investments that will save money for both governments and citizens while also providing enhanced water quality and reduced flood risk.
Goal 1: **Protect the quality of our natural resources and environment.**
Objective: Strengthen public understanding of the value of our natural resources in supporting healthy communities, a healthy economy and healthy citizens.
Objective: Encourage local governments to use EWG’s natural communities and ecological significance data in planning.
Objective: Develop a culture that understands and values regional and local sustainability.

Goal 2: **Plan for and invest in green infrastructure.**
Objective: Increase the use of green infrastructure to improve the health of communities.
Objective: Improve regional and site specific stormwater management.

Goal 3: **Guarantee clean water for all citizens.**
Objective: Improve the health of our watersheds and waterways for drinking, aesthetics, and recreation.
Objective: Promote rainscaping as a way individual property owners can help to reduce stormwater runoff and improve water quality.

Goal 4: **Exceed clean air standards.**
Objective: Maintain priority focus on clean air for the region.
Objective: Prioritize public investments, encourage private activities, and educate individuals on actions that reduce greenhouse gas emissions and improve air quality.

Goal 5: **Provide increased access to nature for all citizens.**
Objective: Link neighborhoods to natural areas, parks, recreational amenities, and gardens.

Goal 6: **Promote municipal sustainability planning.**
Objective: Educate community leaders about the benefits of implementing environmental best practices, sustainability plans, and other tools.
Objective: Improve tree canopy.

Goal 7: **Protect open areas.**
Objective: Conserve agricultural and forest resources, cultural sites and open space.

**PERFORMANCE INDICATORS (See Page 128)**

<table>
<thead>
<tr>
<th>Land Preservation</th>
<th>Watershed Plans</th>
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<tbody>
<tr>
<td>Air Quality</td>
<td>Water Quality</td>
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<tr>
<td>Rainscaping</td>
<td>Sustainable Codes</td>
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<tr>
<td>Tree Cities</td>
<td>Greenhouse Gas Emissions</td>
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<tr>
<td>Tree Canopy</td>
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</tbody>
</table>
## Green

### Ecology in St. Louis

The St. Louis region has many landscapes of ecological significance, which are areas with high occurrences of natural vegetation and wildlife species. Knowing the location of ecologically significant areas helps identify lands for conservation and development. You can view the regional Ecological Significance Map at the GIS Data Center at ewgateway.org.

### Goal 1: Protect the quality of our natural resources and environment.

**Objective:** Strengthen public understanding of the value of our natural resources in supporting healthy communities, a healthy economy and healthy citizens.

- **Strategy:** Research the financial benefits of natural resource planning and protection and report the findings to local governments through workshops, website and the OneSTL Sustainable Solutions Toolkit.
  - HLC
- **Strategy:** Develop partnerships between resource agencies, universities, schools to enable the sharing of technical research with the public.
  - EWG, MBG, OneSTL Network

**Objective:** Encourage local governments to use EWG’s natural communities and ecological significance data in planning.

- **Strategy:** Hold public/municipal workshops on resource planning and use of GIS data in planning.
  - SLU, EWG, OneSTL Network
- **Strategy:** Provide information through the St. Louis Regional Data Exchange and OneSTL Sustainable Solutions Toolkit.
  - EWG, SLU

**Objective:** Develop a culture that understands and values regional and local sustainability.

- **Strategy:** Conduct workshops for community leaders on the OneSTL Sustainable Solutions Toolkit, St. Louis Regional Data Exchange and the triple bottom line benefits of implementing recommendations from OneSTL.
  - EWG, OneSTL Network
- **Strategy:** Develop partnerships between local, state and federal agencies to address regional sustainability.
  - EWG, OneSTL Network
- **Strategy:** Conduct robust citizen engagement to ensure local concerns and interests are reflected in OneSTL updates.
  - EWG, OneSTL Network
- **Strategy:** Promote sustainability practices such as recycling, composting and bicycle parking at all public arts and cultural events.
  - SLC, MBG, OneSTL Network

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### Water Conservation Saves Money

Despite the abundance of fresh water available in St. Louis, water conservation is still an important issue. Conserving water saves money for residents, reduces the need for water infrastructure investments, and lessens the impact of droughts. For more info, view the Greywater Reuse and Water Supply/ Drought Awareness and Preparedness tools online at OneSTL.org/toolkit.

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There are over 350 sewer overflow points in St. Louis city and county, which reduce water quality and require infrastructure improvements.
Goal 2: Plan for and invest in green infrastructure.

**Objective:** Increase the use of green infrastructure to improve the health of communities.

» **Strategy:** Develop green infrastructure strategic plans at a regional, community, and site scale with detailed strategies and priority implementation for specific watersheds.

» **Strategy:** Map existing green infrastructure and analyze opportunities for future green infrastructure projects.

**Objective:** Improve regional and site specific stormwater management.

» **Strategy:** Use ecological significance data to identify wetlands, flood plains and other critical areas to protect or mitigate.

» **Strategy:** Use GIS and modeling to evaluate impact of green infrastructure on water quality.

» **Strategy:** Encourage cooperation among local governments and sewer districts throughout the region to address stormwater, erosion, flooding.

» **Strategy:** Encourage the use of development incentives that protect natural resources.

Goal 3: Guarantee clean water for all citizens.

**Objective:** Improve the health of our watersheds and waterways for drinking, aesthetics, and recreation.

» **Strategy:** Work with local governments and property owners to identify priority streams and complete watershed based storm water management plans.

» **Strategy:** Increase awareness of the EPA Clean Water Act, including number of miles of impaired streams, and number of miles of streams assessed.

» **Strategy:** Prioritize areas for watershed planning based on analysis of sewage treatment facilities, water quality monitoring and local concerns.

» **Strategy:** Encourage watershed based mitigation projects to protect water quality when publicly funded projects negatively impact streams, wetlands or key resources.

» **Strategy:** Implement Illinois EPA Non-Point Source Management Program through 5-year priority watershed rotation (Planning, Implementation, Monitoring).

» **Strategy:** Develop a watershed plan for upper Silver Creek; St. Clair County, IL.

» **Strategy:** Assist communities in developing a water quality scorecard and modifying ordinances to achieve higher scorecard ratings.
Green

What is Rainscaping?
Rainscaping consists of a variety of landscaping practices that reduce stormwater overflows and reduce the threat of localized flooding. One example is rain gardens, which use deep rooted native plants to help the ground absorb more stormwater.

Learn more about rainscaping at OneSTL.org/toolkit.

Objective: Promote rainscaping as a way individual property owners can help to reduce stormwater runoff and improve water quality.

» Strategy: Develop a comprehensive regional plan for water supply and wastewater that will fully document aging water infrastructure and create strategies for critical threats to water quality such as malfunctioning septic systems. 

HLC, MSD, AW, SLC, SLCo, MWIP

» Strategy: Provide programs, such as the RainScape Rebates Program, for local officials and homeowners.

MSD, MBG

» Strategy: Promote the OneSTL Sustainable Solutions Toolkit of best practices through workshops and social media.

EWG, HLC, MBG

Goal 4: Exceed clean air standards.

Objective: Maintain priority focus on clean air for the region.

» Strategy: Coordinate the Interagency Consultation Group and Air Quality Advisory Committee to achieve and maintain air quality standards for the region.

EWG

» Strategy: Continue collaboration with local media on Ozone air quality reporting.

SLRCAP

» Strategy: Develop a relationship with social media to increase public awareness of the daily ozone levels and air quality.

ALA, SLRCAP, EWG

» Strategy: Continue efforts to reduce vehicle miles traveled (VMT).

CMT, EWG, Metro, GRG, Trailnet

» Strategy: Implement a new Try-n-Ride program to attract more people to transit.

CMT

On average the St. Louis region has 29 days of unhealthy air quality due to ozone per year.

RAIN GARDENS REDUCE STORMWATER OVERFLOWS

What is Rainscaping?
Rainscaping consists of a variety of landscaping practices that reduce stormwater overflows and reduce the threat of localized flooding. One example is rain gardens, which use deep rooted native plants to help the ground absorb more stormwater.

Learn more about rainscaping at OneSTL.org/toolkit.
**Goal 5: Provide increased access to nature for all citizens.**

**Objective:** Prioritize public investments, encourage private activities, and educate individuals on actions that reduce greenhouse gas (GHG) emissions and improve air quality.

- **Strategy:** Conduct workshops for local governments on GHG inventories.  
  - USGBC-MGC

- **Strategy:** Promote the OneSTL Sustainable Solutions Toolkit of best practices for energy savings and GHG reduction.  
  - EWG, USGBC-MGC

- **Strategy:** Encourage local governments to conduct periodic (every 3-5 years) GHG emissions inventory and develop plans to reduce emissions from government operations and from the community at large.  
  - SLU, USGBC-MGC

- **Strategy:** Research and implement a regional GHG inventory and plan.  
  - OneSTL Network

- **Strategy:** Support region-wide greenhouse gas emission reductions.  
  - SLC, SLU, USGBC-MGC, OneSTL Network

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**Goal 6: Promote municipal sustainability planning.**

**Objective:** Link neighborhoods to natural areas, parks, recreational amenities, and gardens.

- **Strategy:** Encourage communities to create bicycle and pedestrian links from neighborhoods to parks.  
  - GRG, Trailnet, LSLN, MBG

- **Strategy:** Convert vacant, publicly owned land to pocket parks as part of redevelopment strategies.  
  - OneSTL Network

---

**Objectives:** Educate community leaders about the benefits of implementing environmental best practices, sustainability plans, and other tools.

- **Strategy:** Promote the OneSTL Sustainable Solutions Toolkit through workshops, newsletters and partnerships.  
  - EWG, LSLN

- **Strategy:** Present to professional organizations and municipal officials.  
  - EWG, OneSTL Network, MBG

- **Strategy:** Share information on successful planning initiatives, such as the Green Power Challenge in Creve Coeur and City of Clayton, and the Cool Cities program in Alton and Granite City, and the City of St. Louis Sustainability Plan through OneSTL website and Sustainable Solutions Toolkit.  
  - EWG, OneSTL Network

- **Strategy:** Create a sustainability resource toolkit for neighborhoods.  
  - SLC, EWG, Rise

- **Strategy:** Encourage local governments to track their sustainability initiatives.  
  - SLC, OneSTL Network
### Green

**Objective:** Improve tree canopy.

- **Strategy:** Hold workshops for the public and officials on importance of tree health, methods to promote tree growth, and strategies for non-invasive tree selection in local communities.  
  - MDC, FRL, HLC

- **Strategy:** Report on percent of tree canopy in municipalities.  
  - MDC, FRL, HLC

- **Strategy:** Provide workshops for local governments on effective strategies for street tree planting to increase healthy street trees.  
  - MDC, FRL, HLC

- **Strategy:** Encourage local governments to take action to improve tree canopy through programs such as Tree City USA.  
  - HLC, FRL, SLC

- **Strategy:** Encourage tree plantings on walking, biking and transit corridors to provide comfort and increase the appeal of using alternative modes of transportation.  
  - MDC, GRG, Trailnet

#### Goal 7: Protect open areas.

**Objective:** Conserve agricultural and forest resources, cultural sites and open space.

- **Strategy:** Use ecological data as a planning tool to identify significant features to protect during development.  
  - HLC, SLC, EWG

- **Strategy:** Promote use of conservation easements as incentive for property owners to protect agricultural resources.  
  - HLC

- **Strategy:** Encourage local jurisdictions to provide density bonuses for developers who provide open space/parks in new developments and redevelopment projects.  
  - HLC, OneSTL Network

- **Strategy:** Develop hazard mitigation plans, including recommendations for the buy-out of repetitive loss properties to reduce risk and improve community safety.  
  - EWG, HLC, OneSTL Network

- **Strategy:** Organize local agencies and county governments to determine an approach to defining open spaces and collecting/maintaining data on open spaces in the region.  
  - OneSTL Network
Prepared

Equip the region’s communities with the infrastructure, knowledge, communications, and partnerships necessary to be safe and resilient.

Case Study
St. Charles County Community Organizations Active in Disaster

The St. Charles County Community Organizations Active in Disaster (COAD) program provides for collaborative community response in the event of a disaster.

COAD coordinates local non-profit, governmental, volunteer, faith-based, public service and private business organizations. By working in together and following a mutually agreed upon plan of action, the COAD seeks to meet unmet needs and to minimize duplication of services.

COADs use community disaster education, hazard analysis, training exercises, classes for community leadership, local emergency management plans and membership expertise to increase disaster awareness.

For more information visit: http://www.sccmo.org/Home/.

A prepared St. Louis region will be organized and equipped with the resources, capabilities and plans to maintain safe and healthy cities and to respond to the unexpected natural or man-made disaster. When a crisis occurs, a prepared region is able to respond quickly, efficiently and responsibly to meet the needs of all citizens.

Across the region, residents expressed concerns about flooding. In some communities, crime and neighborhood safety were also key issues. Working together, local governments can be more effective in addressing regional challenges such as preparing for unprecedented drought or flood, and addressing problems of neighborhood safety.

Safety in our communities is based on relationships, trust, communication and the work of fostering relationships among residents, local officials, law enforcement and the many agencies with overlapping jurisdictional authorities. OneSTL Network Members will work to prepare communities to address local problems as they arise. A prepared region is a more resilient region; and prepared local governments working together provide a strong base for that resilience.
Goal 1: **Protect communities from known risks of natural disaster by focusing on prevention.**

**Objective:** Reduce exposure to risks and hazards through improved disaster planning actions.

**Objective:** Increase understanding of risks and take appropriate actions to minimize risks of flooding.

**Objective:** Reduce the severity of future events through mitigation and adaptation efforts.

**Objective:** Encourage development that is compatible with hazard mitigation plans.

Goal 2: **Strengthen capabilities for shared disaster response.**

**Objective:** Increase cooperation among first responders.

**Objective:** Promote community involvement in preparedness efforts.

Goal 3: **Respond quickly to emergencies.**

**Objective:** Save lives, protect property and the environment, and meet basic human needs in the aftermath of natural and man-made incidents.

Goal 4: **Enable efficient and effective recovery.**

**Objective:** Build systems that focus on timely restoration, improvement and revitalization of infrastructure, housing, economic activity, social structures, and environmental conditions in the event of a natural or man-made disaster.

Goal 5: **Improve the integrity of aging water and utility infrastructure.**

**Objective:** Invest in replacement of aging water and wastewater systems to meet current and future needs.

**PERFORMANCE INDICATORS (See Page 129)**

- Flood Resilience
- Floodplain Management
- Heat/Cold Mortality
- Hazard Mitigation
- Development in Hazardous Areas
- Addressing Climate Change
- StormReady
# Prepared

### StormReady

9 local governments in the St. Louis region are certified StormReady, meaning they are prepared for severe weather.

### St. Louis Communities are Addressing Climate Change

Twenty communities in St. Louis have taken steps to address climate change. These communities have completed Greenhouse Gas Inventories, developed a Climate Action Plan, signed the US Conference of Mayors Climate Protection Agreement, or have become a “Cool City”. To learn more about climate change in the St. Louis region, read the “Climate Change Assessment” at OneSTL.org/resources/reports.

### 62.7% of local governments in the St. Louis region participate in local hazard mitigation plans

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## Goal 1: Protect communities from known risks of natural disaster by focusing on prevention.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Reduce exposure to risks and hazards through improved disaster planning actions.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy:</strong> Create a regional disaster and emergency recovery scenario plan.</td>
<td>STARRS</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Update, strengthen and support local hazard mitigation plans and emergency management and disaster recovery scenario plans.</td>
<td>EWG, STARRS</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Maintain and improve a civilian notification system.</td>
<td>EWG, STARRS</td>
</tr>
</tbody>
</table>

## Objective: Increase understanding of risks and take appropriate actions to minimize risks of flooding.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Promote stream corridor protection strategies to reduce flood risk and reduce costs of stream channel maintenance.</th>
<th>MWIP, EWG</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy:</strong> Encourage municipal participation in the Community Rating System (CRS) program run by the National Flood Insurance Program.</td>
<td>NFIP</td>
<td></td>
</tr>
<tr>
<td><strong>Strategy:</strong> Work with US Army Corps of Engineers and other partnerships to complete a cumulative effects study of the regional levee system.</td>
<td>HLC, OneSTL Network</td>
<td></td>
</tr>
</tbody>
</table>

## Objective: Reduce the severity of future events through mitigation and adaptation efforts.

| **Strategy:** Complete a comprehensive regional Climate Change Action Plan. | OneSTL Network |
| **Strategy:** Include mitigation strategies for all publicly funded projects. | OneSTL Network |
| **Strategy:** Encourage local governments to implement climate change mitigation and adaptation strategies. | EWG |
**Objective:** Encourage development that is compatible with hazard mitigation plans.

- **Strategy:** Discourage development in hazard areas by providing data and information for decision-making.
- **Strategy:** Promote building and design standards for development that minimize risk or costs from natural disasters.

**Goal 2: Strengthen capabilities for shared disaster response.**

**Objective:** Increase cooperation among first responders.

- **Strategy:** Continue facilitating STARRS Board of Directors and committee meetings to support regional coordination and cooperation.

**Objective:** Promote community involvement in preparedness efforts.

- **Strategy:** Increase awareness of Community Organizations Active in Disasters (COAD) program.
- **Strategy:** Assist with establishing a COAD in each county.

**Goal 3: Respond quickly to emergencies.**

**Objective:** Save lives, protect property and the environment, and meet basic human needs in the aftermath of natural and man-made incidents.

- **Strategy:** Maintain a unified emergency response system.
- **Strategy:** Continue to improve communications among agencies.
### Goal 4: Enable efficient and effective recovery.

**Objective:** Build systems that focus on timely restoration, improvement and revitalization of infrastructure, housing, economic activity, social structures, and environmental conditions in the event of a natural or man-made disaster.

- **Strategy:** Assist the Regional COAD committee in identifying events, incidents, accidents, disasters, etc., that occur in the region and need a coordinated effort for recovery.  
  - STARRS

- **Strategy:** Prepare plans of action to facilitate recovery from all types of disasters.  
  - STARRS

### Goal 5: Improve the integrity of aging water and utility infrastructure.

**Objective:** Invest in replacement of aging water and wastewater systems to meet current and future needs.

- **Strategy:** Advocate for federal water infrastructure funding modeled on transportation funding.  
  - HLC, MWIP

- **Strategy:** Develop a comprehensive regional plan for water supply and wastewater.  
  - MWIP, HLC

- **Strategy:** Provide equal access for water and wastewater systems (municipal, water district and investor owned utilities) to the State Revolving Loan Fund.  
  - HLC, MWIP

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**OneSTL Network Members** are listed next to strategies they are currently working on, seeking funding to implement, or are interested in working on. Additional agencies are invited to join the effort and contribute their strategies at OneSTL.org.
Connected

Develop and maintain a safe, accessible, multi-modal transportation system that connects local communities and links the region to the nation.

Case Study
Citizens for Modern Transit

Citizens for Modern Transit (CMT), the region's transit advocacy group, created a series of events called Tapping Into Transit in an effort to engage youth and urban professionals in transit-related discussions, developments, and solutions.

Tapping Into Transit connects community leaders, businesses, interested parties and the region's residents with information that will help make St. Louis more interconnected with alternative public transit solutions.

For upcoming events check out CMT’s blog: http://cmt-stl.org/blog/.

A connected St. Louis region links residents to jobs, amenities, and community services. Connectivity provides transportation opportunities to all citizens, regardless of age, income, or ability.

Communities that are well connected within the region provide residents who commute to work, school, and other activities with more choices as to where they live. Residents in different parts of the region have very different perspectives on the range of choices they have for transportation ranging from the outlying communities where transit options are few or not available, to the core of the region where people generally feel they have more choice.

The region benefits from a system that includes a well-connected highway network, while the core of the region is served by a light rail and bus system. OneSTL Network Members will work to enhance the regional transportation system’s efficiency, accessibility, and range of transportation choices to reduce traffic congestion, diminish social inequities, improve air quality, and foster an economically vibrant and prosperous region.
Goal 1: Utilize transportation assets to stimulate economic development.
   Objective: Facilitate efficient freight movement.
   Objective: Support Transit Oriented Development (TOD).
   Objective: Expand complete streets and Great Streets throughout the region.

Goal 2: Integrate transportation and land use planning.
   Objective: Prioritize projects for regional transportation investments that integrate land-use planning, economic, environmental and equity considerations.
   Objective: Develop a Long Range Transportation plan that is consistent with OneSTL and national sustainability standards.
   Objective: Review and revise local Transportation Improvement Program to be consistent with OneSTL and national sustainability standards.

Goal 3: Expand public transit accessibility and utilization.
   Objective: Increase transit ridership.
   Objective: Increase access to transit.

Goal 4: Advance active transportation initiatives.
   Objective: Improve bicycle and pedestrian accessibility and safety through the “5 e’s”: education, engineering, encouragement, enforcement and evaluation.
   Objective: Increase bicycle and pedestrian mode share.

Goal 5: Effectively manage and maximize the efficiency of existing transportation assets.
   Objective: Prioritize limited resources on rehabilitating and replacing aging infrastructure over system expansion.
   Objective: Utilize transportation demand management strategies to reduce regional vehicle miles traveled (VMT).

Goal 6: Provide a safe and secure transportation system.
   Objective: Reduce annual fatalities and serious injuries for all transportation modes.
   Objective: Improve transportation security.

PERFORMANCE INDICATORS (See Page 130)

<table>
<thead>
<tr>
<th>Transportation Choice</th>
<th>VMT per capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Transit Access</td>
<td>Bikeability</td>
</tr>
<tr>
<td>Employment Transit Access</td>
<td>Complete Streets</td>
</tr>
<tr>
<td>Transit Oriented Development (TOD)</td>
<td>Transit Ridership</td>
</tr>
</tbody>
</table>
Connected

Goal 1: Utilize transportation assets to stimulate economic development.

Objective: Facilitate efficient freight movement.

- **Strategy:** Incorporate findings from freight study into regional transportation and economic development planning efforts. 
  - EWG, IDOT, MoDOT, Chamber

- **Strategy:** Implement a regional freight transportation district to work jointly in both Missouri and Illinois portions of the region.
  - EWG, IDOT, MoDOT, OneSTL Network

- **Strategy:** Coordinate major freight infrastructure improvements with Midwest High Speed Rail planning.
  - EWG, Chamber, MoDOT, IDOT

- **Strategy:** Enhance multi-modal freight facilities to streamline freight movement.
  - OneSTL Network

- **Strategy:** Promote St. Louis’ existing transportation assets (port, airport, railroad and interstate connections) on an international scale.
  - OneSTL Network

- **Strategy:** Continue to market the region as the northernmost ice-free river port along the Mississippi and engineer waterways to accommodate consistent traffic.
  - OneSTL Network

Objective: Support Transit Oriented Development (TOD).

- **Strategy:** Include sample design standards for development around station areas in the OneSTL Sustainable Solutions Toolkit.
  - CMT, SLC, EWG, SLC

- **Strategy:** Create a model zoning ordinance that ensures land surrounding station areas is compatible with future TOD opportunities and include in the OneSTL Sustainable Solutions Toolkit.
  - CMT, EWG

- **Strategy:** Promote high quality pedestrian and vehicle facilities around transit stations to increase attractiveness of mixed use development.
  - Trailnet, LSLN

What is a Great Street?

A Great Street is interesting and attractive, serves all modes of transportation, and improves the local economy and quality of life. The St. Louis Great Streets Initiative helps communities turn their good streets into great ones. Seven Great Streets plans have been completed so far, including South Grand, where sales tax revenue increased 8% in the first year after Great Streets improvements.

Moving TOD Forward

Transit Oriented Development (TOD) refers to mixed-use development near transit stations that boosts accessibility and ridership. The regional TOD study, completed as part of OneSTL, provides a guide on how to increase TOD, including detailed station area plans for five MetroLink stations. You can view the TOD Framework Plan, TOD Best Practice Guide, and the station area profiles at OneSTL.org/resources/reports.
## Plan Implementation & Goals

### Objective: Expand complete streets and Great Streets throughout the region.

- **Strategy:** Conduct workshops for local officials on TOD and design standards, including form based code and flexible parking standards for development around Metro stations.  
  - CMT, Metro
- **Strategy:** Prioritize transportation investments that support mixed-use development and TOD.  
  - EWG, Metro
- **Strategy:** Create working group to pursue implementation of TOD recommendations and plans.  
  - Metro, SLC, SLCo, CMT

### Objective: Prioritize projects for regional transportation investments that integrate land-use planning, economic, environmental and equity considerations.

- **Strategy:** Identify funding for Great Streets project in Illinois.  
  - EWG, IDOT
- **Strategy:** Research and prepare report on performance of completed Great Streets projects.  
  - EWG
- **Strategy:** Conduct workshops for local officials on Great Streets and complete streets planning and design.  
  - EWG
- **Strategy:** Encourage communities to adopt model complete street policies and resolutions.  
  - HLC, Trailnet
- **Strategy:** Develop complete streets plans for cities and counties in the region.  
  - HLC, Trailnet

### Goal 2: Integrate transportation and land use planning.

- **Strategy:** Focus planning and development efforts in areas with high growth potential. (close to employment centers, with access to public transportation, and/or disinvested properties within built up areas).  
  - EWG, OneSTL Network
- **Strategy:** Research and develop an accessibility measure to be included in the Regional Transportation Plan (RTP) 2045.  
  - EWG
- **Strategy:** Continue to prioritize projects that increase access from low-income and minority communities (“environmental justice communities”) to areas of high opportunity.  
  - EWG, Metro

### Objective: Develop a Long Range Transportation plan that is consistent with OneSTL and national sustainability standards.

- **Strategy:** Incorporate OneSTL elements such as the Ecological Initiative, housing plus transportation costs, safety, accessibility, TOD, freight, system preservation, and bicycle/pedestrian facilities into RTP 2045 project selection process.  
  - EWG
- **Strategy:** Prioritize projects that conform to national sustainability standards outlined in MAP-21 and other national funding programs.  
  - EWG
18.4% of the region’s bridges are structurally deficient and/or functionally obsolete.

Goal 3: Expand public transit accessibility and utilization.

Objective: Increase transit ridership.

- **Strategy:** Improve rider experience through general service and technology enhancements such as additional transit centers; a Smart Card system for automated fare payment; GPS tracking of Metro-Buses; additional seating, shelters, signage and lighting at MetroBus stops; and real-time arrival and departure bus information directly available to customers.

- **Strategy:** Promote transit through educational campaigns such as the “Ten Toe Express Walking Program”, “Make Your Move on Metro”, “Monthly Transit Picture Contest”, “Tapping Into Transit”, and “Try-n-Ride.”

- **Strategy:** Increase the use of incentives for riding transit such as workplace programs like the “Guaranteed Ride Home Program.”

- **Strategy:** Increase frequency of transit service to encourage ridership.

Objective: Increase access to transit.

- **Strategy:** Continue to study and identify funding sources for Bus Rapid Transit and MetroLink expansion.

- **Strategy:** Implement recommendations from Metro’s existing planning efforts including “Moving Transit Forward” and the “St. Louis Rapid Transit Connector Study.”

- **Strategy:** Expand higher-speed, higher-frequency transit to more communities through implementation of bus rapid transit.
### Connected

<table>
<thead>
<tr>
<th>Strategy</th>
<th>EWG, CMT, Metro, MoDOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote projects that improve connections between transit stops and surrounding communities.</td>
<td>EWG, Metro, CMT</td>
</tr>
<tr>
<td>Support trolley and street car initiatives.</td>
<td>EWG, MODOT, SLC, SLSC</td>
</tr>
<tr>
<td>Advance use of public transit to connect arts, culture and innovation hubs.</td>
<td>SLC, OneSTL Network</td>
</tr>
<tr>
<td>Support the national High-Speed Intercity Passenger Rail Program, in particular the Chicago to St. Louis route, and ensure the adequacy of transit and other modal connections at stations.</td>
<td>EWG, CMT, Metro, MoDOT, IDOT</td>
</tr>
</tbody>
</table>

#### Goal 4: Advance active transportation initiatives.

**Objective:** Improve bicycle and pedestrian accessibility and safety through the “5 e’s”: education, engineering, encouragement, enforcement and evaluation.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>GRG, Trailnet, MPRD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure the design and construction of all bicycle facilities to meet current standards of national transportation organizations.</td>
<td>GRG, Trailnet, MPRD</td>
</tr>
<tr>
<td>Partner with regional multi-modal advocacy agencies to provide bicycle awareness and education.</td>
<td>GRG, MPRD, Trailnet</td>
</tr>
<tr>
<td>Provide outreach and education to regional law enforcement on bicycle and pedestrian safety and legislation.</td>
<td>GRG, MPRD, Trailnet</td>
</tr>
<tr>
<td>Annually track the number of miles of bicycle lanes and pedestrian facilities added to the regional transportation system.</td>
<td>GRG, MPRD, Trailnet</td>
</tr>
<tr>
<td>Conduct regular bicycle and pedestrian counts at key locations in the region.</td>
<td>GRG, MPRD, Trailnet</td>
</tr>
<tr>
<td>Provide education and training to municipalities on national best practices, standards and policies related to bicycle and pedestrian planning.</td>
<td>GRG, MPRD, Trailnet</td>
</tr>
</tbody>
</table>

**Objective:** Increase bicycle and pedestrian mode share.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>EWG, Trailnet, GRG, MPRD, SLC, Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement regional and local bike walk plans created by OneSTL and partnerships.</td>
<td>GRG, MPRD, Trailnet</td>
</tr>
<tr>
<td>Work with regional partnerships to improve route signing and end-of-trip facilities.</td>
<td>GRG, MPRD, Trailnet</td>
</tr>
<tr>
<td>Identify funding sources for the implementation and ongoing maintenance of regional bicycle and pedestrian projects.</td>
<td>EWG, Trailnet, GRG, MPRD</td>
</tr>
<tr>
<td>Advocate for transportation plans and funding that allow more people to be less car dependent.</td>
<td>SLC, OneSTL Network</td>
</tr>
</tbody>
</table>
On average, a resident in the St. Louis region drives 24.9 miles per day.

Goal 5: Effectively manage and maximize the efficiency of existing transportation assets.

Objective: Prioritize limited resources on rehabilitating and replacing aging infrastructure over system expansion.

» Strategy: Ensure investments in preservation are adequate to continuously improve pavement and bridge conditions on state highways systems and to maintain regional transit assets.
  EWG, MoDOT, IDOT, Metro

» Strategy: Give priority to preservation in the programming of sub-allocated federal funds to encourage consistent improvement of locally-owned roads and bridges.
  EWG, MODOT, IDOT

» Strategy: Encourage state and local governments to coordinate on projects that rehabilitate and enhance arterial road systems.
  EWG, MODOT, IDOT

» Strategy: Employ life-cycle analyses with any capacity expansion projects and demonstrate resources for future operations and maintenance.
  OneSTL Network

Objective: Utilize transportation demand management strategies to reduce regional vehicle miles traveled (VMT).

» Strategy: Encourage employers to participate in vanpooling and carsharing programs.
  RideFinders, CMT

» Strategy: Expand regional broadband capacity to encourage telecommuting.
  EWG, OneSTL Network

» Strategy: Work with employers to increase options for telecommuting.
  OneSTL Network

» Strategy: Encourage and support collaborative efforts, such as the Eastern Missouri Transportation Coordinating Council, that address the need for more transportation options throughout the region.
  EWG, EMTCC, LSLN

SafeRoutes

One way to increase safety, health, and access is through the Safe Routes to School (SRTS) movement. SRTS is a national effort to help increase children’s health while lowering pollution by getting kids to bike and walk to school. Over the past 40 years, the number of kids walking or biking to school has decreased by approximately 35%, while childhood obesity has quadrupled. For more information, view the Safe Routes to School Best Practices Guide at OneSTL.org/resources/reports.

There were 40 deaths and 189 disabling injuries of pedestrians and cyclists in the St. Louis region in 2011.
Goal 6: **Provide a safe and secure transportation system.**

**Objective:** Reduce annual fatalities and serious injuries for all transportation modes.

- **Strategy:** Support and implement recommendations from the "Missouri’s Blueprint to Save More Lives" and “Illinois Strategic Highway Safety Plan”.
  - EWG, MODOT, IDOT, Trailnet, LSLN, GRG

- **Strategy:** Assist counties with the development of local transportation safety plans.
  - EWG, MODOT, Trailnet, LSLN, IDOT

- **Strategy:** Improve pedestrian safety through education, programming and planning by investigating pedestrian automobile crash sites, conducting annual walk audits and infrastructure assessments and targeting high crash roadways.
  - Trailnet, GRG

- **Strategy:** Improve bicycle safety through education, programming and planning by investigating bicycle automobile crash sites, conducting annual walk audits and infrastructure assessments and targeting high crash roadways.
  - Trailnet, GRG

- **Strategy:** Continue to fund Safe Routes to Schools.
  - MODOT, IDOT

**Objective:** Improve transportation security.

- **Strategy:** Monitor crime and deploy resources as necessary to provide a safe travel experience on all modes.
  - OneSTL Network

- **Strategy:** Increase awareness of transportation safety and security initiatives by regional transportation agencies.
  - OneSTL Network
Efficient

Promote regional energy and resource efficiency to maintain the health, safety, and economic vitality of our communities.

Case Study
Alton: Illinois Cool Cities Local Sustainability Protection Agreement

Alton Illinois was the first metro-east community to sign the Illinois Cool Cities Local Sustainability Protection Agreement.

As a Cool City, Alton implements clean energy practices that help save money, create jobs, and curb global warming.

Since joining the program the City has saved residents 34 percent on the supply side of their electricity bill.

Alton received several awards and more than $100,000 in grant funding to implement sustainable projects.

To learn more visit their website at: http://www.alton-il.com/.

An efficient St. Louis region effectively uses and reuses regional natural resources as well as investment capital and the skills and talents of our citizens. Efficiency applies to the region’s economy, to the functioning of local governments and to the creativity and capability of our work force.

Residents throughout the region have expressed concerns over rising energy costs. As energy costs rise, it results in increased operating expenses for businesses, governments, and institutions and increased housing expenses for citizens.

Energy efficiency is a key area where the region can continue to save money and realize improved services. Local businesses and organizations have been successful in demonstrating new ways of doing business that save energy resources while providing high quality work and living environments. OneSTL Network Members will continue to develop tools and best practices to assist communities and local governments in improving efficiencies, reducing costs, improving fiscal health, and improving the quality of community services.
Goal 1: **Increase conservation efforts.**
Objective: Use energy conservation strategies to reduce economic and environmental costs.
Objective: Maximize participation in local recycling programs and waste minimization programs.
Objective: Increase potable water efficiency, conservation and security.

Goal 2: **Increase energy diversity.**
Objective: Diversify energy sources to prepare for the challenges of an uncertain energy future.

Goal 3: **Improve access to fresh, local food.**
Objective: Support local food production and distribution especially in areas that lack adequate retail outlets.

Goal 4: **Strengthen cross-jurisdictional planning that promotes efficient use of public resources.**
Objective: Support cooperation in development and redevelopment planning.
Objective: Encourage coordination among the Missouri Department of Transportation (MoDOT), Illinois Department of Transportation (IDOT), municipal traffic departments, local sewer, water and other agencies to maximize efficiencies of projects and investments.
Objective: Promote the efficient use of public resources and debt reduction.

Goal 5: **Increase efficiency of economic development initiatives.**
Objective: Increase density in core areas of the region.
Objective: Encourage development that supports existing infrastructure, commercial centers, and employment.

Goal 6: **Increase building and construction efficiency.**
Objective: Design buildings and neighborhoods, and renovate and rehabilitate existing buildings to maximize efficient use of energy.
Objective: Minimize waste and runoff during construction.

**PERFORMANCE INDICATORS (See Page 131)**

- Access to Healthy Food Choices
- Energy Use
- Energy Diversity
- Waste Diversion Rate
- Government Resiliency
- Building Energy Efficiency
## Efficient

**Goal 1: Increase conservation efforts.**

**Objective:** Use energy conservation strategies to reduce economic and environmental costs.

- **Strategy:** Document savings to municipalities that result from energy efficiency measures.  
  - USGBC-MGC, SLC, OneSTL Network
- **Strategy:** Research variation in municipal building codes and energy standards within the region and promote code consistency through the website, OneSTL Sustainable Solutions Toolkit and workshops.  
  - USGBC-MGC, EWG
- **Strategy:** Encourage region-wide reporting of energy use in buildings.  
  - USGBC-MGC

**Objective:** Maximize participation in local recycling programs and waste minimization programs.

- **Strategy:** Promote effective curbside recycling programs through the OneSTL Sustainable Solutions Toolkit and workshops offered in collaboration with waste haulers and recycling programs.  
  - SWMD
- **Strategy:** Promote reduction, reuse and recycling of materials through social media.  
  - SLED, SWMD, SLC
- **Strategy:** Use website to promote publicly sponsored recycling events, especially for hazardous and hard to recycle materials.  
  - OneSTL Network, SLC, SWMD, SLCo
- **Strategy:** Support Solid Waste Districts in Missouri and encourage formation of similar programs in Illinois counties.  
  - LSLN
- **Strategy:** Encourage implementation of recycling facilities for municipal government buildings.  
  - SLC, SLED, OneSTL Network

**Objective:** Increase potable water efficiency, conservation and security.

- **Strategy:** Document savings to municipalities resulting from water efficiency measures.  
  - HLC, MWIP
- **Strategy:** Promote regional-wide consistency and performance in water efficiency standards.  
  - HLC, MWIP

---

19 local governments in the St. Louis region have adopted the International Energy Conservation Code

20.3% of adults in the St. Louis region consume at least five servings of fruits & vegetables

6.5% of residents in the St. Louis region live in food deserts
## Goal 2: Increase energy diversity.

**Objective:** Diversify energy sources to prepare for the challenges of an uncertain energy future.

- **Strategy:** Provide model ordinances that facilitate installation of solar, wind and other energy sources through the OneSTL Sustainable Solutions Toolkit.  
  - EWG, CC
- **Strategy:** Install public outlets for charging electric cars.  
  - CC

## Goal 3: Improve access to fresh, local food.

**Objective:** Support local food production and distribution especially in areas that lack adequate retail outlets.

- **Strategy:** Provide information to local government officials on farmers markets, truck farming and community supported agriculture.  
  - LSLN
- **Strategy:** Facilitate communication and collaboration among local gardening and farming groups and local governments.  
  - LSLN
- **Strategy:** Develop research on opportunities to expand local food production to benefit the regional economy.  
  - LSLN

## Goal 4: Strengthen cross-jurisdictional planning that promotes efficient use of public resources.

**Objective:** Support cooperation in development and redevelopment planning.

- **Strategy:** Encourage local governments to use stlouisdata.org for obtaining and sharing information.  
  - SLU, EWG
- **Strategy:** Provide research and analysis to local governments that request assistance.  
  - EWG
Efficient

The St. Louis region loses .50 acres of farmland and natural resource land to development per each new resident.

Find and Create Maps on the Data Exchange

The St. Louis Regional Data Exchange is a clearinghouse for maps and GIS datasets. You can view ready-made maps, such as the 2040 Land Use Forecast, or create your own interactive map online. Data owners and creators are invited to upload and share their data on the site, and all are invited to explore at Stlouisdata.org.

Objective: Encourage coordination among the Missouri Department of Transportation (MoDOT), Illinois Department of Transportation (IDOT), municipal traffic departments, local sewer, water and other agencies to maximize efficiencies of projects and investments.

» Strategy: Identify key contacts within agencies to facilitate communication.  
   EWG

» Strategy: Actively share Transportation Improvement Program with local sewer and water districts.  
   EWG, OneSTL Network

» Strategy: Support inclusion of bicycle, pedestrian, and other street improvements in street maintenance schedules.  
   Trailnet, LSN

Objective: Promote the efficient use of public resources and debt reduction.

» Strategy: Host workshops for local government officials on finance and related subjects.  
   OneSTL Network

Goal 5: Increase efficiency of economic development initiatives.

Objective: Increase density in core areas of the region.

» Strategy: Encourage mixed-use Transit Oriented Development through the OneSTL Sustainable Solutions Toolkit and OneSTL reports.  
   Metro, CMT, EWG

» Strategy: Encourage walkable downtown development in municipal planning through the OneSTL Sustainable Solutions Toolkit.  
   EWG

Objective: Encourage development that supports existing infrastructure, commercial centers, and employment.

» Strategy: Establish an evaluation process to determine whether publicly funded projects achieve goals and objectives of OneSTL.  
   OneSTL Network

» Strategy: Encourage Great Streets and downtown place-making to enhance local economic centers.  
   EWG, SLC, OneSTL Network

The St. Louis region has 18.3 million square feet of verified green buildings and sites.
**Goal 6: Increase building and construction efficiency.**

**Objective:** Design buildings and neighborhoods, and renovate and rehabilitate existing buildings to maximize efficient use of energy.

» **Strategy:** Evaluate the potential for local government to adopt portions of the International Green Construction Code.  
  - USGBC-MGC

» **Strategy:** Review energy codes of municipalities throughout the region and work to achieve consistent policies and standards.  
  - MBG, OneSTL Network

» **Strategy:** Promote the value of energy efficient buildings and increase the square footage of third party verified green space in the St. Louis region.  
  - USGBC-MGC, Chamber

**Objective:** Minimize waste and runoff during construction.

» **Strategy:** Work with local regional stormwater management committees to address runoff plans and strategies.  
  - MSD, OneSTL Network
Educated

Strengthen learning, education and training opportunities and increase public support for the region’s education, research, arts, and cultural institutions.

Case Study

Ready By 21

An educated St. Louis region provides high-quality opportunities to all citizens in all age groups and attainment levels.

The St. Louis region has a strong history of commitment to high quality education and diverse educational choices. The region has several nationally-recognized and ranked universities, research institutions, and professional training programs. However, residents throughout the region expressed concern about education quality and its importance to their own community and to regional vitality. Even in areas where people felt their schools were good, residents still expressed concern about overall educational quality.

One key to improving education is to identify and build upon the region’s existing strengths and assets. OneSTL Network Members will focus on improving educational standards and access across the region. On-going cooperation and coordination between education, business and government should address issues in student preparation and educational disparity, and identify the strategies to prepare all students to be life-long learners.

Ready by 21 St. Louis is a movement to ensure that all young people in the St. Louis region have the supports they need to be productive, connected, healthy and safe. Key organizations and leaders are joining together to improve the quantity, quality and consistency of services and opportunities for children and youth, so that they are ready by 21 – ready for college, work and life. Using a collective impact framework, Ready by 21 St. Louis seeks to align public services and systems, nonprofit expertise, business acumen, philanthropy, and community efforts to build a “cradle to career” pipeline of supports and opportunities for children and youth across our community. What’s more, a parallel effort is underway in East St. Louis to craft a child and youth master plan at the municipal level. Youth development experts from the Forum for Youth Investment, are helping East St. Louis to proceed and helping the region to determine how to best develop a strategy, the leadership and the public support to pursue a unified regional approach to improve child well-being.

For more information on Ready by 21, visit www.readyby21.org.
Goal 1: **Improve overall quality of education.**
Objective: Improve the quality of education at all levels.
Objective: Incorporate lessons on life skills into public education.
Objective: Prepare persons with disabilities to be active members of society.

Goal 2: **Build a globally competitive talent pool.**
Objective: Support job training, trade school and other education programs that prepare people for trade, production-based, and green jobs.
Objective: Build a robust and adaptive pool of professionals through college graduation, technology programs, and efforts that encourage entrepreneurship.

Goal 3: **Increase citizen participation.**
Objective: Educate youth, adults, and community leaders about the importance of civic engagement and community service.

Goal 4: **Expand education to improve effectiveness of government operations and services.**
Objective: Provide capacity building opportunities for local government officials.

Goal 5: **Increase opportunities for life-long learning for all citizens.**
Objective: Broaden public involvement in cultural and arts institutions, which provide informal education related to arts, culture, heritage, sustainability, and the environment.

Goal 6: **Increase public understanding of sustainability and healthy lifestyle choices.**
Objective: Provide information on sustainability and climate change.
Objective: Provide information on the importance of food choices, physical activity, alternative transportation choices and other lifestyle choices.

**PERFORMANCE INDICATORS (See Page 132)**

| Volunteer Rate | School Quality |
| Cultural/Arts Institutions | High School Graduation |
| Voter Participation | College Attainment |
**Educated**

**Goal 1: Improve overall quality of education.**

<table>
<thead>
<tr>
<th>Objective: Improve the quality of education at all levels.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy:</strong> Convene an education task force that includes government, business, community and education leaders to study approaches to improving educational quality, document lessons learned, and recommend strategies for improving the educational quality and attainment of all St. Louisans, including adults.</td>
</tr>
<tr>
<td>EWG, Chamber, OneSTL Network</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective: Incorporate lessons on life skills into public education.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy:</strong> Support independent programs such as “Pathways to Prosperity” and “Ready by 21” that prepare all youth to be ready for the workforce and active members of society.</td>
</tr>
<tr>
<td>OneSTL Network</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective: Prepare persons with disabilities to be active members of society.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy:</strong> Support education and training programs for individuals with disabilities to enable them to achieve the highest possible degree of independence in the conduct of their daily lives.</td>
</tr>
<tr>
<td>Starkloff, Paraquad</td>
</tr>
</tbody>
</table>

***Increase Civic Engagement in Your Community***

The Get Out to Vote and Leadership Training tools offer useful advice on increasing citizen participation. View these tools at OneSTL.org/toolkit.
## Educated

### Goal 2: Build a globally competitive talent pool.

**Objective:** Support job training, trade school and other education programs that prepare people for trade, production-based, and green jobs.

- **Strategy:** Use Regional Chamber’s Greenprint and other studies to help prepare the region’s population for opportunities available in today’s marketplace. **Chamber**

**Objective:** Build a robust and adaptive pool of professionals through college graduation, technology programs, and efforts that encourage entrepreneurship.

- **Strategy:** Foster collaboration to increase the percent of college-educated population in the St. Louis region. **Chamber, OneSTL Network**

- **Strategy:** Increase the graduation rate for high school students throughout the region. **OneSTL Network**

- **Strategy:** Form partnerships with local, national and international businesses, organizations, labor unions, leaning institutions and workforce development centers to strengthen training curricula that addresses the needs of employers so the workforce can be eligible and competitive for employment. **OneSTL Network**

- **Strategy:** Develop “paths to employment” training programs with major employers in the region. **OneSTL Network**

### Goal 3: Increase citizen participation.

**Objective:** Educate youth, adults and community leaders about the importance of civic engagement and community service.

- **Strategy:** Provide local governments with access to model community engagement programs and methods. **EWG**

- **Strategy:** Support local government and participation initiatives. **OneSTL Network**

- **Strategy:** Develop partnerships, programs and educational material to increase voter turnout. **OneSTL Network**
### Educated

**OneSTL Network Members** are listed next to strategies they are currently working on, seeking funding to implement, or are interested in working on. Additional agencies are invited to join the effort and contribute their strategies at OneSTL.org.

#### Goal 4: Expand education to improve effectiveness of government operations and services.

**Objective:** Provide capacity building opportunities for local government officials.

- **Strategy:** Expand services of EWG educational programming for local government officials.  
  EWG, LSLN
- **Strategy:** Expand partnerships with local universities to improve education for local officials.  
  EWG, OneSTL Network
- **Strategy:** Design and deliver capacity building workshops for local government and community groups on sustainable practices.  
  EWG, Trailnet, LSLN, GRG
- **Strategy:** Create an urban forestry employment training program for high school students.  
  SLC

#### Goal 5: Increase opportunities for life-long learning for all citizens.

**Objective:** Broaden public involvement in cultural and arts institutions, which provide informal education related to arts, culture, heritage, sustainability and the environment.

- **Strategy:** Encourage partnerships among local government and universities, and cultural institutions to increase learning opportunities.  
  ARC, OneSTL Network

#### Goal 6: Increase public understanding of sustainability and healthy lifestyle choices.

**Objective:** Provide information on sustainability and climate change.

- **Strategy:** Provide resources to enable local governments to educate the public about sustainability and climate change.  
  OneSTL Network, SLED
- **Strategy:** Increase awareness of how the public can utilize the OneSTL Sustainable Solutions Toolkit.  
  OneSTL Network
**Objective:** Provide information on the importance of food choices, physical activity, alternative transportation choices and other lifestyle choices.

- **Strategy:** Organize an annual conference on Healthy and Active Living.
  - Trailnet

- **Strategy:** Conduct bike and pedestrian classes and campaigns to encourage the public, and especially youth and the disadvantaged populations to be more physically active.
  - Trailnet, GRG

- **Strategy:** Provide education and resources related to sustainable lifestyles such as recycling, composting and bicycle parking through festivals and events.
  - MBG, SLC, SLED, OneSTL Network
Measuring Progress

Performance Indicators

Desired Trend: Reflects the vision, goals and objectives of OneSTL

Baseline Data: Provided for the “baseline year”, which is the year the OneSTL planning process began (2010) or the closest year for which data is available

Current Data: Provided for the most recent year available. The current data is color coded to reflect the direction of the “Current Trend” from the baseline to the current data.

Performance Indicators Legend

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>–</td>
<td>Not available yet</td>
</tr>
<tr>
<td></td>
<td>Current Trend is in-line with the Desired Trend</td>
</tr>
<tr>
<td></td>
<td>No Change from baseline to current year or no statistically significant change</td>
</tr>
<tr>
<td></td>
<td>Current Trend is the opposite of the Desired Trend</td>
</tr>
</tbody>
</table>

Geographic Level: Due to data availability, the geographic level used for the indicators varies with data provided for a portion of the St. Louis region, the entire eight counties or the St. Louis 15-county metropolitan statistical area. More details at OneSTL.org.

For each of the nine theme areas, a set of measures was chosen that indicate if the region is making progress in meeting the goals and objectives of the plan. Analysis of the indicators will better equip the region to make data driven decisions, set priorities, evaluate the effectiveness of the plan, and revise the plan to achieve success. The implementation committee will create and work with a performance measurement working group and East-West Gateway staff to set specific target goals for at least some of the performance indicators. The targets will be designed as specific, measurable, relevant, and attainable time-bound goals.

OneSTL.org will be updated regularly with current data for the indicators as well as additional information that gives the region a better understanding of what the measurements mean.

OneSTL Report to The Region is an annual report to the community that will summarize the region’s progress in meeting the goals and objectives of the plan based on the performance indicators and reports from OneSTL Network members on what they are doing to make the St. Louis region more sustainable.

A performance measurement working group will be comprised of those in the region who work closely with data, particularly the performance indicators of OneSTL and potential future indicators. The committee will advise EWG staff on updates to the performance measurements and review the indicators on an annual basis to ensure they are the best data by which to measure the region’s progress in meeting the goals.

Note: See OneSTL.org for sources, notations and additional information for the indicators.
## Performance Indicators

### Collaborative

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Definition</th>
<th>Desired Trend</th>
<th>Baseline</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>OneSTL Network Membership</td>
<td>Number of OneSTL Network Members</td>
<td>↑</td>
<td>Method Under Development</td>
<td></td>
</tr>
<tr>
<td>Inter-jurisdictional Cooperation</td>
<td>Number of cooperative agreements and inter-jurisdictional programs established by local governments</td>
<td>↑</td>
<td>Method Under Development</td>
<td></td>
</tr>
<tr>
<td>Stronger Neighborhoods</td>
<td>Percent of residents living within the service area of active Community Development Corporations</td>
<td>↑</td>
<td>2011 34%</td>
<td>–</td>
</tr>
<tr>
<td>Access to Information</td>
<td>Percent of local governments that use the Sustainable Solutions Toolkit or St. Louis Regional Data Exchange</td>
<td>↑</td>
<td>Method Under Development</td>
<td></td>
</tr>
</tbody>
</table>
## Performance Indicators

### Prosperous

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Definition</th>
<th>Desired Trend</th>
<th>Baseline</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Resiliency</td>
<td>Diversity of employment by sector, measuring the ability of the economy to adapt to change (0= high resiliency and 1= low resiliency)</td>
<td>↓</td>
<td>2010 0.11</td>
<td>2011 0.10</td>
</tr>
<tr>
<td>Access to Jobs</td>
<td>Percent of residents living within a reasonable travel time to job centers</td>
<td>↑</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poverty</td>
<td>Percent of residents living in poverty</td>
<td>↓</td>
<td>2010 12.9%</td>
<td>2011 13.4%</td>
</tr>
<tr>
<td>Quality Jobs</td>
<td>Percent of jobs with a median wage higher than self-sufficiency wage for a 1 adult, 1 child household</td>
<td>↑</td>
<td>2010 46.6%</td>
<td>2012 45.0%</td>
</tr>
<tr>
<td>Employment</td>
<td>Number of full time equivalent jobs</td>
<td>↑</td>
<td>2010 1,119,603</td>
<td>2011 1,146,191</td>
</tr>
<tr>
<td>Unemployment</td>
<td>Unemployment Rate</td>
<td>↓</td>
<td>2010 9.7%</td>
<td>2012 7.5%</td>
</tr>
<tr>
<td>Income</td>
<td>Personal income per capita (in 2011 dollars)</td>
<td>↑</td>
<td>2010 $40,983</td>
<td>2011 $41,518</td>
</tr>
<tr>
<td>GMP</td>
<td>Gross Metropolitan Product - the market value of all goods and services produced in the region (2005 chained dollars)</td>
<td>↑</td>
<td>2010 $112.7 Billion</td>
<td>2011 $114.1 Billion</td>
</tr>
<tr>
<td>Racial Disparity</td>
<td>Ratio of white median household income to black median household income</td>
<td>↓</td>
<td>2010 1.87</td>
<td>2012 2.09</td>
</tr>
</tbody>
</table>
## Performance Indicators

### Distinctive

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Definition</th>
<th>Desired Trend</th>
<th>Baseline</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>H+T Affordability</td>
<td>Proportion of household income spent on housing and transportation costs</td>
<td>📉 54.8%</td>
<td>2005-2009</td>
<td>–</td>
</tr>
<tr>
<td>Access to Open Space</td>
<td>Percent of population that reside within 1 mile of a park or open space for rural areas or ½ mile for urban areas</td>
<td>🔄 77.3%</td>
<td>2010</td>
<td>–</td>
</tr>
<tr>
<td>Crime</td>
<td>Crime Rate – combined violent and property crime rates per 100,000</td>
<td>📉 3,657</td>
<td>2010</td>
<td>3,624</td>
</tr>
<tr>
<td>Healthy and Active</td>
<td>Percent of adults meeting recommended exercise standard</td>
<td>🔄 52.2%</td>
<td>2009</td>
<td>49.5%</td>
</tr>
</tbody>
</table>

### Inclusive

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Definition</th>
<th>Desired Trend</th>
<th>Baseline</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stably Integrated Communities</td>
<td>Percent of residents who live in stably integrated communities</td>
<td>🔄 Method Under Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Choice</td>
<td>Percent of census tracts with housing stock at a variety of price points for owners and renters</td>
<td>🔄 Method Under Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concentrated Poverty</td>
<td>Percent of poor residents living in a concentrated area of poverty (census tracts with &gt;40% poverty rate)</td>
<td>📉 13.2%</td>
<td>2007-2011</td>
<td>–</td>
</tr>
<tr>
<td>Income Inequality</td>
<td>Gini Index</td>
<td>📉 0.454</td>
<td>2010</td>
<td>0.461</td>
</tr>
<tr>
<td>Housing Affordability</td>
<td>Percent of renter units and owner units affordable to households earning 80% of HUD area median family income</td>
<td>🔄 35.2%</td>
<td>2008-2010</td>
<td>–</td>
</tr>
</tbody>
</table>
## Performance Indicators

### Green

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Definition</th>
<th>Desired Trend</th>
<th>Baseline</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Preservation</td>
<td>Net acres of agricultural and natural resource land lost to development per net new resident</td>
<td>↓</td>
<td>0.50 acres</td>
<td>–</td>
</tr>
<tr>
<td>Air Quality</td>
<td>Average number of days per year the EPA Air Quality Index exceeds 100 for ozone (unhealthy for sensitive groups)</td>
<td>↓</td>
<td>17.3 days</td>
<td>29.0 days</td>
</tr>
<tr>
<td>Rainscaping</td>
<td>Acres of land treated for stormwater overflow using water quality best management practices</td>
<td>↑</td>
<td>1,526 acres</td>
<td>3,019 acres</td>
</tr>
<tr>
<td>Tree Cities</td>
<td>Percent of local governments that are certified by Tree City USA</td>
<td>↑</td>
<td>20.2%</td>
<td>19.8%</td>
</tr>
<tr>
<td>Tree Canopy</td>
<td>Percent of land with tree canopy cover</td>
<td>↑</td>
<td>39.0%</td>
<td>–</td>
</tr>
<tr>
<td>Watershed Plans</td>
<td>Number of watersheds with a plan or active organization</td>
<td>↑</td>
<td>9</td>
<td>23</td>
</tr>
<tr>
<td>Water Quality</td>
<td>Percent of assessed streams and rivers that are impaired (polluted)</td>
<td>↓</td>
<td>36.2%</td>
<td>–</td>
</tr>
<tr>
<td>Sustainable Codes</td>
<td>Percent of local governments that have an energy conservation code and/or a green construction code</td>
<td>↑</td>
<td>9.3%</td>
<td>–</td>
</tr>
<tr>
<td>Greenhouse Gas Emissions</td>
<td>Total carbon dioxide equivalent emissions per capita</td>
<td>↓</td>
<td>23.58 mtCO₂e</td>
<td>–</td>
</tr>
</tbody>
</table>
## Performance Indicators

### Prepared

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Definition</th>
<th>Desired Trend</th>
<th>Baseline</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flood Resilience</td>
<td>Flood insurance claims</td>
<td>Method Under Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Floodplain Management</td>
<td>Number of local governments participating in the Community Rating System by the NFIP</td>
<td>↑</td>
<td>2010: 1</td>
<td>2012: 2</td>
</tr>
<tr>
<td>Heat/Cold Mortality</td>
<td>Number of heat- and cold-related deaths</td>
<td>↓</td>
<td>2010: 22</td>
<td>–</td>
</tr>
<tr>
<td>Hazard Mitigation</td>
<td>Percent of local governments participating in a current local hazard mitigation plan</td>
<td>↑</td>
<td>2010: 74.1%</td>
<td>2012: 62.7%</td>
</tr>
<tr>
<td>Development in Hazardous Areas</td>
<td>Percent of development in hazardous areas (500 year floodplain, landslide zone, and earthquake liquefaction zone)</td>
<td>↓</td>
<td>2008: 18.1%</td>
<td>2012: 21.2%</td>
</tr>
<tr>
<td>Addressing Climate Change</td>
<td>Percent of local governments that have taken action to address climate change</td>
<td>↑</td>
<td>2010: 9.8%</td>
<td>2012: 9.8%</td>
</tr>
<tr>
<td>StormReady</td>
<td>Percent of local governments that are certified StormReady by the National Weather Service</td>
<td>↑</td>
<td>2010: 2.4%</td>
<td>2012: 3.9%</td>
</tr>
</tbody>
</table>
## Performance Indicators

### Connected

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Definition</th>
<th>Desired Trend</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation Choice</td>
<td>Total percent of workers commuting via walking, biking, transit, or rideshare</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential Transit Access</td>
<td>Percent of households within 1/4 mile of a transit stop</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment Transit Access</td>
<td>Percent of jobs within 1/4 mile of a transit stop</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transit Oriented Development (TOD)</td>
<td>Measure of relationship between change in density and change in ridership at MetroLink stations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VMT per capita</td>
<td>Vehicle miles traveled per capita per day</td>
<td>↓</td>
<td>25.6</td>
<td>25.6</td>
<td>24.9</td>
</tr>
<tr>
<td>Bikeability</td>
<td>Number of miles of bike facilities, separate and on road</td>
<td>↑</td>
<td>835</td>
<td>835</td>
<td>–</td>
</tr>
<tr>
<td>Complete Streets</td>
<td>Percent of local governments with complete streets ordinances</td>
<td>↑</td>
<td>3.4%</td>
<td>3.4%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Transit Ridership</td>
<td>Annual transit boardings system-wide (MetroLink/Bus System/Call-A-Ride)</td>
<td>↑</td>
<td>43.0</td>
<td>43.0</td>
<td>45.5</td>
</tr>
</tbody>
</table>

Source: www.onestl.org
## Performance Indicators

### Efficient

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Definition</th>
<th>Desired Trend</th>
<th>Baseline</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Healthy Food Choices</td>
<td>Percent of total population that reside in a low income census tract and reside more than one mile from a supermarket/large grocery store for urban areas or 10 miles for rural areas</td>
<td>▼</td>
<td>6.5%</td>
<td>–</td>
</tr>
<tr>
<td>Energy Use</td>
<td>Total residential gas and electric energy use in BTUs per customer</td>
<td>▼</td>
<td>111.4 million BTUs</td>
<td>106.6 million BTUs</td>
</tr>
<tr>
<td>Energy Diversity</td>
<td>Percent of electricity supplied by renewable sources</td>
<td>▲</td>
<td>3.2%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Waste Diversion Rate</td>
<td>Percent of waste diverted through source reduction, recycling, reuse, or composting</td>
<td>▼</td>
<td>53.7%</td>
<td>55.5%</td>
</tr>
<tr>
<td>Government Resiliency</td>
<td>General local government debt to revenue ratio for counties</td>
<td>▼</td>
<td>0.83</td>
<td>–</td>
</tr>
<tr>
<td>Building Energy Efficiency</td>
<td>Square footage of 3rd party verified green commercial and institutional buildings and sites (LEED, Energy Star, and Sustainable Sites)</td>
<td>▲</td>
<td>18.3 million sq.ft.</td>
<td>–</td>
</tr>
</tbody>
</table>
# Performance Indicators

## Educated

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Definition</th>
<th>Desired Trend</th>
<th>Baseline</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer Rate</td>
<td>Percent of residents who volunteer</td>
<td>↑</td>
<td>2010: 32.1%</td>
<td>2011: 31.6%</td>
</tr>
<tr>
<td>Cultural/Arts Institutions</td>
<td>Cultural/arts nonprofit revenue per capita</td>
<td>↑</td>
<td>2010: $100.51</td>
<td>2011: $111.37</td>
</tr>
<tr>
<td>Voter Participation</td>
<td>Voter turnout among registered voters in the presidential election</td>
<td>↑</td>
<td>2008: 69.5%</td>
<td>2012: 67.9%</td>
</tr>
<tr>
<td>School Quality</td>
<td>Percent of third grade public school students who meet or exceed reading proficiency standards</td>
<td>↑</td>
<td>2010: 53.4%</td>
<td>2012: 54.8%</td>
</tr>
<tr>
<td>High School Graduation</td>
<td>Percent of public high school students who graduate within four years (four-year adjusted-cohort graduation rate)</td>
<td>↑</td>
<td>2011: 79.3%</td>
<td>2012: 83.9%</td>
</tr>
<tr>
<td>College Attainment</td>
<td>Percent of adults over 25 with a bachelor’s or graduate degree</td>
<td>↑</td>
<td>2009-2011: 28.9%</td>
<td>–</td>
</tr>
</tbody>
</table>
When Will It Be Implemented?

Implementation of OneSTL has already begun. OneSTL Network Members are already engaged in some of the strategies listed and invite organizations and residents to join the OneSTL Network today. Implementation will be ongoing with continual communication, an annual Report to the Region and an annual OneSTL Network Gathering.

OneSTL is about planning for this generation and future generations of the St. Louis region. OneSTL does not have an end year. Not having an end year recognizes that OneSTL is about changing the way we make decisions. It is not a static plan that can be accomplished in five or 10 years; it is about how the region works together in achieving the goals of residents. Not having an end year also recognizes that the plan needs to be continually updated.

The OneSTL implementation committee will begin meeting in early 2014 and will meet approximately three times a year. The committee will review the plan on an annual basis and make changes to the goals, objectives, strategies and performance indicators based on the current needs and challenges of the region.

OneSTL.org will be updated on a regular basis. This will include updates on the performance measurements, additions to the toolkit, and modifications to strategies and listed OneSTL Network Members.

OneSTL Report to the Region will be released in tandem with the annual OneSTL Network Gathering. Both will include an update on the region’s progress on meeting the plan goals based on the performance indicators and reports from OneSTL Network Members on what they are doing to make the St. Louis region more sustainable.
Endnotes


3. CEOs for Cities. The Young and Restless in a Knowledge Economy. 2011.

4. Creative Cities International, LLC. The Vitality Index.


11. Primarily because of the government-supported Smithsonian Institution which is really a set of several high quality museums of many types.


15. As the designated planning authority under Section 208 of the Clean Water Act in Missouri, East-West Gateway has the opportunity to establish a framework for cooperative, regional watershed planning and water quality management. In Illinois, HeartLands Conservancy has developed a Green Infrastructure plan and is pursuing opportunities to coordinate water quality planning. (cf. Regional Water Infrastructure Assessment).

Plan for a Prosperous, Healthy, Vibrant St. Louis Region

PLAN APPENDICES

BOARD APPROVED
DECEMBER 11, 2013
The work that provided the basis of this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development through East-West Gateway Council of Governments. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government.

The East-West Gateway Council of Governments (EWG) hereby gives public notice that it is the policy of the agency to assure full compliance with Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, Executive Order 12898 on Environmental Justice, and related statutes and regulations in all programs and activities. Title VI requires that no person in the United States of America shall, on the grounds of race, color, sex, or national origin, be excluded from the participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which EWG receives federal financial assistance. Any person who believes they have been aggrieved by an unlawful discriminatory practice under Title VI has a right to file a formal complaint with EWG. Any such complaint must be in writing and filed with EWG’s Title VI Coordinator within one hundred eighty (180) days following the date of the alleged discriminatory occurrence. For more information, or to obtain a Title VI Discrimination Complaint Form, please see our web site at http://www.ewgateway.org/TitleVI/titlevi.htm or call (314) 421-4220 or (618) 274-2750.
Planning a Sustainable Region

OneSTL is an initiative of East-West Gateway, along with ten other Consortium Partners and 23 other organizations. It is the result of a three-year planning initiative to create a regional plan for sustainable development for the bi-state St. Louis region. The plan emphasizes regional collaboration among a wide range of institutions, agencies and non-profit organizations as the means to building a sustainable St. Louis.

To ensure that the plan addresses the needs and interests of local communities, the planning approach was based on a process of information and collaboration cycles from the regional scale to the sub-regional scale and back again. This back-and-forth feedback both informed the regional level with input from smaller areas and kept sub-regional areas informed of overall regional goals.

To develop a regional framework for sustainable development, East-West Gateway assembled a series of advisory committees. Comprised of experts from area organizations, these committees provided input, technical expertise, and key decisions on plan process and content. The committees include:

- The **Steering Committee** was comprised of leaders from across the region, who met quarterly to guide the process.

- The **Outcome Management Committee** met quarterly to plan for implementation and develop methods for evaluating success of the plan.

- The **Public Engagement Committee** met quarterly to plan and review public engagement activities and to participate as facilitators in public meetings.

- The **Technical Planning Committee** was comprised of specialists from various disciplines and met quarterly as a large group and monthly in one of five subcommittees. The subcommittees researched best practices, developed reports, and organized their findings on the St. Louis Regional Data Exchange and Sustainable Solutions Toolkit.
• The **Municipal Task Force** was comprised of city staff from 13 communities. The Municipal Task force provided input on the plan from the perspective of government administrators, who will be responsible for implementing the plan locally.

The Steering Committee, with input from citizens and public officials, identified eleven (11) Community Planning Areas (CPAs). CPAs are sub-regional areas that share certain characteristics related to transportation, housing, jobs, and the environment. By necessity, a CPA may overlap jurisdictional boundaries of municipalities within a county. Most CPAs included more than one municipality to facilitate and encourage collaboration.

The planning process was informed by a robust public engagement process to ensure that planners and leadership hear what the public wants. The Steering Committee and a Technical Planning Committee reviewed information collected through regular meetings including diverse economic, racial, geographic and sector representation as well as an online portal to support collaborative planning and knowledge sharing.

**Plan Administration & Funding**

OneSTL is a project of East-West Gateway, along with Consortium Partners including the City of St. Louis (the traditional principal city), St. Louis County (the jurisdiction with the largest population) and seven other regional agencies and non-governmental organizations.

• City of St. Louis
• St. Louis County
• FOCUS St. Louis
• Metro
• Trailnet
• Citizens for Modern Transit (CMT)
• Metropolitan St. Louis Equal Housing & Opportunity Council
• HeartLands Conservancy (formerly Southwestern Illinois Resource Conservation and Development)
• Great Rivers Greenway District (GRG)
• Applied Research Collaborative (ARC)

EWG received a grant of $4.68 million from the U.S. Department of Housing and Urban Development. In addition, the 11 consortium partners provided matching funds of $3.52 million in support of this three-year planning effort.
Public Engagement

Transparency and engagement with residents and stakeholders is one of the hallmarks of a successful planning process. Over the three-year duration of this planning initiative, East-West Gateway, its Consortium Partners, and the consultant team conducted a variety of public outreach and engagement initiatives, including three rounds of the Community Planning Area public meetings, five workshops for local government officials, and five Pilot Studies. The purpose of these activities were to collect information and ideas from local residents, city staff, and elected officials, obtain feedback on elements on the Plan, and test Plan recommendations in specific communities. A summary of the Public Engagement effort is presented on the following pages.

Community Input Summary

The Themes of OneSTL were developed through a multi-tiered public engagement process. Over the course of three years, input was gathered through telephone surveys, CPA meetings, an on-line survey, and open houses. Many people contributed during the process and submitted thousands of comments and ideas. Among the comments and ideas, several recurring issues emerged. These recurring issues became the OneSTL Themes. Below are general conclusions drawn from the conversations that occurred during the community engagement events. General conclusions:

» Residents agree with the equity and environmental aspects of sustainability, but unless their families are financially stable, the economics part will always take precedence.

» Neighborhood safety and good schools were repeatedly stated as being the most basic component necessary for defining a sustainable community.

» Several communities in the region lack access to basic services near where they live, such as grocery stores, banks, and medical offices.

» The region’s residents show a strong preference for single family housing. The tolerance for single family housing density varies depending on location.

» There is a general hesitancy to support multi-family housing based on perceptions of crime and a history of poor maintenance and management of apartment buildings at some locations.
Residents who live close to open spaces and natural amenities see great value in preserving them.

Residents support over-arching themes of clean air and clean water.

Flooding is a pervasive issue and concern across the region.

Residents accept the regional fragmentation of our political system, but they would just like to see government entities work together more.

Residents are in favor of making streets safer for bicycles and pedestrians, but more from the aspect of improving their neighborhoods than creating a truly comprehensive multi-modal transportation network.

Residents of the region are supportive of public transit even though most people do not use it. More people support expanding the light rail system over the bus network.

There is concern from some residents about the expense of sustainable practices and the burden additional regulations may put on property owners. Residents state that sustainable practices need to be economically feasible and voluntary.

The following sections summarize the feedback obtained from the specific activities.

**TELEPHONE SURVEYS**

Two telephone surveys were conducted to gather baseline data on regional attitudes regarding sustainability. The first survey was conducted prior to commencement of public engagement. The second was conducted near the end of the process. The first survey was conducted in October 2011. General lessons learned from the survey were that most people have a different perspective on what sustainability means; however, the economy emerged as a recurring theme. The word bubble on the following page indicates how regional citizens replied when asked what sustainability means to them. Employment, economy, and jobs were among the most frequently mentioned topics, as was “don’t know.” In a summary of the survey, it was concluded that economic competitiveness is the most important factor affecting the long-term health of the region.

In the first survey, respondents were also asked the relative importance of five issue areas: housing, transportation, public services, environment, and economic competitiveness. Within each issue area, the following priorities emerged:
Access to homeownership options throughout the region for residents of all income levels;

A public transportation system—including MetroLink and public buses—that is affordable to all income levels throughout the entire St. Louis region;

Access to high quality public education for kindergarten through 12th grade for all residents of the region;

Measures and policies in place in the region to encourage clean air and clean rivers, streams and lakes; and

Employment opportunities across different job sectors throughout the entire region.

The second telephone survey was conducted in October 2013. The survey was intended to determine if regional priorities changed since the first survey and to test the relevancy of the OneSTL Themes. The conclusions drawn from the survey indicated that regional priorities remain unchanged. Survey respondents also considered the goal themes to be very important to the region, suggesting that the majority of residents support the plan's broad themes and direction.
COMMUNITY PLANNING AREA MEETINGS

The CPA meetings presented the best opportunity to discuss with residents the future of their communities and the region. The comments, opinions, and desires expressed by the community during these events were as varied as the people who live in the region. During the process of creating OneSTL, the U.S. economy was still in a slump. So many conversations were about creating jobs and improving the conditions in neighborhoods that were hit especially hard during the recession. Residents also discussed the need to be able to get to jobs with an efficient transportation network and to have access to goods and services, such as grocery stores, doctor’s offices, and banks in every community. But, the foundation for any community to be stable and sustainable is a sense of safety and access to quality schools.

Whether conditions were good or needed improvement in each community, residents emphasized that they liked where they live. They chose their homes based on the positive aspects of the communities, and that the result of regional planning efforts should help them improve conditions while maintaining the character, individuality, and distinctiveness of their neighborhoods and communities. The statements below summarize the priorities discussed about communities within the CPAs.

City of St. Louis:

» Walkable, bikeable, transit-served smart neighborhoods.

» Build public/private partners and increase funding (for arts, culture, and innovation).

» Promote youth development, education, engagement, and empowerment.

» Increase access to local food and nutritional information.

» Facilitate affordable, efficient transportation of people and goods.

» Increase high school graduation rate in public schools.

» Support and develop the local economy.
Ferguson and Environs (St. Louis County):

» Neighborhoods where goods, services, and housing are available, accessible, and affordable for everyone.

» Neighborhoods where residents can safely walk or bike to school, to the store, or to their friend’s house.

» Neighborhoods that are identifiable, clean, and well-kept, and where neighbors are engaged and informed.

» Neighborhoods where you do not have to worry about crime, flooded streets, air pollution, or unclean water.

Riverbend (Madison County):

» A community connected through all modes of transportation, methods of communication, and manners of cooperation.

» A community that values and preserves its heritage and natural resources.

» A community with a wide range of choices including housing, shopping, recreating, working, and travelling.

» A community free from crime, flooded streets, air pollution, and unclean water.

Northeast St. Louis County:

» A community with housing, employment, shopping, and recreation options to meet the needs of a diverse population.

» A community free from crime, flooded streets, air pollution, and unclean water.

» A community that has transportation options and is connected both locally and to the region.

» A community that can withstand economic turns and maintain what residents value.

» A community where everyone accepts responsibility for improving or maintaining the quality of the area.

» A community committed to cooperation, communication, and engagement.
Mid-Metro 5 (St. Louis County):
» A community that fully utilizes its location and the transportation opportunities it contains.
» A community with a wide range of choices including housing, shopping, recreating, and employment.
» A community that maintains its schools, property values, and sense of identity.
» A community free from crime, flooded streets, air pollution, and unclean water.

Wentzville-Lake St. Louis-O’Fallon (St. Charles County):
» A community that fully utilizes its location and offers a full range of transportation opportunities.
» A community with a wide range of choices including housing, shopping, recreating, and employment.
» A community where officials work together to solve problems, improve services, and attract businesses.
» A community free from crime, flooded streets, air pollution, and unclean water.

Lemay (St. Louis County):
» A community that is clean, safe, and walkable.
» A community with options for employment, access to services, and opportunities for business growth.
» A community that is maintained including houses, lawns, businesses, and infrastructure.
» A community that has housing, services, and transportation available to all of its residents.
» A community does not have to worry about environmental issues such as flooding, pollution, litter/trash, and odors.
» A community that preserves its sense of identity and sense of community.
Belleville-Swansea (St. Clair County):

» A community with a wide range of options for housing, employment, shopping, and services.

» A community connected through a safe and robust transportation network that can be used by anyone walking, biking, driving, or taking transit.

» A community where residents, businesses, and government all take an active role in community improvement through communication, involvement, and responsibility.

» A community that values its heritage and history and works to maintain its existing neighborhoods.

Pevely-Herculaneum-Festus-Crystal City (Jefferson County):

» A community where residents are educated, skilled, and engaged.

» A community that balances the preservation, access, and utilization of its natural resources.

» A community with a complete, maintained, and safe transportation network.

» A community that values and preserves its history and heritage.

» A community that successfully manages its stormwater.

» A community with a strong, industrial-based economy.

Tri-City (Madison County):

» A community that is connected to its neighbors and the region through a transportation system accessible by everyone.

» A community with a wide range of choices including housing, shopping, recreating, and employment.

» A community that utilizes existing assets and works together to create new ones.

» A community with access to abundant and clean parks and natural areas.

» A community without environmental hazards such as flooding, water pollution, and air pollution.
ON-LINE SURVEYS

An on-line survey was administered as a short version of the 2011 telephone survey. It was used primarily to compare responses collected from residents who live in CPAs to the random-sampled, region-wide responses. Responses to the on-line survey generally reflected the responses to the telephone survey with the exception that more people associated the environment as the primary definition of sustainability. The bullets below summarize the themes that emerged:

» Transportation: An expansion of public transportation to a wider area was the most commonly cited transportation goal.

» Diversity of housing stock and ownership opportunities were valued in each CPA. The most common responses to the question regarding housing priorities in each CPA was either “having enough diverse housing types” or “having enough homeownership options for all income levels.”

» Regarding public services, education was the overwhelming priority across CPAs. Healthcare was a strong but distant second.

» There was considerable diversity of opinion about top environmental priorities (see Table 6). In most CPAs, access to open space and parks was the top priority, followed by recycling. Policies to address climate change were supported by a substantial minority in the City of St. Louis, and Mid-Metro 5. Clean air and clean streams were frequently mentioned priorities in Wentzville-Lake St. Louis-O’Fallon.

» Employment opportunities were overwhelmingly the top priority with respect to economic priorities.

» Economic competitiveness was overwhelmingly seen as the top goal for the region in every CPA except for Riverbend, where competitiveness tied with environment.

» When asked to define sustainability, the greatest number of responses across all CPAs (219) mentioned environmental concerns. The economy was a strong second, with 131 responses.
OPEN HOUSES

A series of ten open houses were held between August 20 and September 25. The open houses were intended to serve three purposes. The first was to display the plan to residents of the region and gather feedback on the plan. Open house attendees were invited to give comments on the plan through a paper survey, comment boards, and voting stickers. Several strategies and objectives were altered to account for suggestions recorded during the open houses. Comments from the open houses will be used in 2014 to identify new strategies and projects, prioritize indicators, and develop a communications plan.

The second purpose of the open houses was to show CPA residents how they influenced the plan. Interestingly, more new people attended the open houses, and fewer attendees from the earlier meetings attended.

The third meeting purpose was to display and explain the web-based resources. Committee members used feedback from open house attendees to design a more functional website.

Community Meeting Details

COMMUNITY PLANNING AREAS (CPAS)

East-West Gateway and the OneSTL Steering Committee, with input from citizens and public officials, identified 11 Community Planning Areas (CPAs). The CPAs are: 1) Belleville/Swansea, IL; 2) Ferguson & Environ, MO (Berkeley, Calverton Park, Cool Valley, Country Club Hills, Dellwood, Ferguson, Flordell Hills, Jennings, and Kinloch); 3) Jeffco, MO (Crystal City, Festus, Herculaneum, and Pevely); 4) Lemay, MO; 5) Mid-Metro Five, MO (Brentwood, Clayton, Maplewood, Richmond Heights, and Shrewsbury); 6) Northeast County, MO (Bellefontaine Neighbors, Glasgow Village, Riverview, and Spanish Lake); 7) O’Fallon – Wentzville – Lake St. Louis, MO; 8) Riverbend, IL (Alton, East Alton, Bethalto; Godfrey; and Wood River); 9) Tri-City, IL (Granite City, Madison, and Venice); 10) East Riverfront, IL (East St. Louis, Brooklyn, Sauget, Cahokia, and Fairmont City); and 11) City of St. Louis, MO.

East-West Gateway, working with FOCUS St. Louis, conducted three rounds of public meetings in each of the 11 CPA areas. These meetings were attended by over 1,000 St. Louis area residents, who provided input and feedback on the issues facing the region, their local communities, and what sustainable communities mean to them. Despite the geographical diversity of the CPA areas,
Community Planning Area Meetings
Round 1

- Ferguson and Environs – March 14, 2012
- Mid-Metro 5 – March 15, 2012
- Northeast St. Louis County – March 20, 2012
- Riverbend – March 27, 2012
- Wentzville-Lake St. Louis-O’Fallon – March 29, 2012
- Tri-City – April 3, 2012
- Lemay – April 4, 2012
- Belleville-Swansea – April 11, 2012
- Pevely-Herculaneum-Festus-Crystal City – April 12, 2012
- East Riverfront – April 18, 2012
- City of St. Louis – May 8, 9 & 10, 2012

Community Planning Area Meetings
Round 2

- Ferguson and Environs – June 27, 2012
- Northeast St. Louis County – July 11, 2012
- Mid-Metro 5 – July 17, 2012
- Riverbend – July 24, 2012
- Wentzville-Lake St. Louis-O’Fallon – July 31, 2012,
- Tri-City – August 9, 2012
- Belleville-Swansea – August 14, 2012
- Lemay – August 22, 2012
- Pevely-Herculaneum-Festus-Crystal City – August 28, 2012

Community Planning Area Meetings
Round 3

- Ferguson and Environs – November 8, 2012
- Riverbend – November 22, 2013
- Northeast St. Louis County – January 10, 2013
- Mid-Metro 5 – January 16, 2013
- Wentzville-Lake St. Louis-O’Fallon – January 22, 2013
- Lemay – February 7, 2013
- Belleville-Swansea – February 12, 2013
- Pevely-Herculaneum-Festus-Crystal City – February 19, 2013
- Tri-City – March 9, 2013

OVER 2,000 PEOPLE ATTENDED ONE OR MORE PUBLIC MEETINGS
(1,000 AT CPA MEETINGS)
public feedback in each CPA revolved around common issues. These include the need to adapt to changing economies; redevelopment of industrial and brownfield sites; providing job training and attracting quality jobs; increasing housing diversity, choice, and affordability; increasing safety; reducing the impacts of flooding; ensuring clean water; and preserving the unique characteristics of individual communities. This feedback was instrumental in shaping the development of OneSTL.

LOCAL GOVERNMENT WORKSHOPS

On the weeks of April 8, April 15, and April 22, 2013, five individual workshops were conducted in five communities throughout East-West Gateway’s eight-county planning area. These communities were: 1) Arnold (Jefferson County, MO); 2) St. Peters (St. Charles County, MO); 3) Maryland Heights (St. Louis County, MO); 4) Collinsville (Madison County, IL); and 5) O’Fallon (St. Clair County, IL). The workshops were attended by local government staff members and elected officials. The purpose of these workshops was to: 1) test the effectiveness and resonance of the regional vision and goals; 2) test the draft outline of the Regional Sustainability Framework as it may apply to local communities; and 3) catalogue information on existing and/or ongoing sustainability initiatives in the St. Louis region.

At each Local Government Workshop, there was a presentation by East-West Gateway, which provided a summary of the planning process to date and outlined the major components of OneSTL, including the regional sustainability framework, regional vision, goals and objectives, and Sustainable Solutions Toolkit. Following this presentation, East-West Gateway conducted a facilitated discussion and open forum for attendees to provide their feedback on OneSTL materials. Particular attention was paid to issues of local community applicability and resonance of the Vision and Goals, ideas for revisions, and ideas for additional objectives and implementation activities. In addition, attendees discussed existing and ongoing sustainability initiatives in their communities; issues of regional and inter-municipal coordination and cooperation; and concerns, ideas, and general feedback regarding the planning process. Key outcomes of the Local Government Workshops were then used to revise and update the Regional Sustainability Framework, the Regional Vision, Sustainability Themes, Goals, and Objectives.

A report detailing the feedback from each Local Government Workshop and recommendations is available at www.onestl.org.
PILOT STUDIES

In May and June 2013, the planning team conducted Pilot Studies in five communities throughout the St. Louis region. Pilot Studies were conducted in the cities of Belleville, IL; O’Fallon, MO; Festus, MO; Bellefontaine Neighbors, MO; and Alton, IL. Each Pilot Study lasted one week and was conducted on-site in cooperation with local elected officials and city staff. The Pilot Study process was intended to develop and test recommendations for local communities and governments to facilitate sustainable development within their communities.

The municipalities selected for the five Pilot Studies provide a diverse and representative cross-section of the St. Louis region’s communities. They include a rural suburban community (Festus), a contemporary exurban suburb (O’Fallon), a classic mid century bedroom community (Bellefontaine Neighbors), an historic river town (Alton), and a large, independent county seat city (Belleville).

Each Pilot Study followed the format of the St. Louis County Code Assessment How-To Manual, which is one of the Consortium Partner deliverables of OneSTL. The St. Louis County Code Assessment How-To Manual uses the “Think B-I-G” approach of removing BARRIERS, developing INCENTIVES, and filling GAPS in municipal regulatory plans and codes. During each Pilot Study, the planning team analyzed the zoning codes, subdivision codes, and comprehensive plans to identify existing barriers and gaps to achieving sustainable development goals. Sustainable development goals were identified and prioritized by city staff, elected officials, and residents within each Pilot Study community.

Despite the diversity of these communities, there were five common barriers and gaps that were identified in all five Pilot Studies. They include:

- Coordinated Economic Development Strategies
- Streets, Sidewalks & Accessibility
- Housing Diversity
- Community Safety & Perception
- Fiscal Health & Governmental Efficiency

Unexpectedly, the process revealed that all five communities face many of the same issues. A report detailing the outcomes of the five Pilot Studies is available at www.OneSTL.org.
OneSTL PLANNING
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The following is a complete list of Consortium Partner plans, studies, and reports that were developed as part of the OneSTL planning process. The full content of each report is on OneSTL.org.

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**Housing**

Fair Housing Equity Assessment | Metropolitan St. Louis Equal Housing Opportunity Council
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Regional Housing Assessment | East-West Gateway
St. Louis County Housing Study | St. Louis County

**Public Engagement**

Baseline Telephone Survey | East-West Gateway
CPA Round 1 Summary | East-West Gateway
CPA Round 2 Summary | East-West Gateway
CPA Round 3 Summary | East-West Gateway
Facilitators Handbook | FOCUS St. Louis
Follow-Up Telephone Survey | East-West Gateway
Local Government Workshops Summary | East-West Gateway
OneSTL Video | FOCUS St. Louis
Public Engagement Plan | East-West Gateway
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**Transit Oriented Development**

Cortex Technical Assistance Panels | Citizens for Modern Transit
Cortex TOD Study | City of St. Louis
Delmar Loop/DeBaliviere Station Area Plan, FBC | City of St. Louis
Fairview Heights Station Area Plan | East-West Gateway
Grand Station Technical Assistance Panel, Overlay District | Citizens for Modern Transit
JJK Station Area Plan | East-West Gateway
Arch–Laclede's Station Station Area Plan | City of St. Louis
MetroLink Station Area Profiles | Metro
North Hanley Station Area Plan | East-West Gateway
Northside-Southside TOD Study | City of St. Louis
Rock Road Station Area Plan | East-West Gateway
Scheel Street Station Technical Assistance Panel | Citizens for Modern Transit
Stadium Station Area Plan | City of St. Louis
TOD Framework Master Plan | East-West Gateway
TOD Best Practices Guide - CMT | Citizens for Modern Transit
TOD Best Practices Guide - Metro | Metro
TOD Market Study | East-West Gateway
UMSL South Station Technical Assistance Panel | Citizens for Modern Transit
Union Station Station Area Plan | East-West Gateway

**Other Reports**

Regional Development Scenario | East-West Gateway
RPSD Process Evaluation | Applied Research Collaborative
Transportation Report | East-West Gateway
Local Community Types
Urban Core
The urban core community type is comprised of regional downtown centers. It contains the tallest buildings in community, hosts the majority commercial and business functions, and contains major regional institutions and governmental centers.

Urban Center
The urban center community type includes the multiple other mixed-use, commercial, and institutional centers embedded within the urban/suburban settlement area of the region.

General Urban
The general urban community type includes traditional neighborhoods and communities that are primarily residential with focused mixed-use and commercial districts (main streets, commercial corners, and neighborhood commercial centers.)
Local Community Types

Suburban
The suburban community type encompasses development that follows typical post-war suburban development patterns. These patterns are defined by single-use zoning districts, discreet subdivisions access by collector streets, and car-oriented commercial and retail development.

Rural
The rural community type includes communities that maintain significant amounts of working agriculture land, or communities in which residential development is situated on large, multi-acre lots.

Natural
The natural community type includes parks, preserves, and undeveloped land. These areas can be protected, designated public space or unprotected private lands outside of a local community’s boundary.
Access to Jobs: The availability of jobs within a certain region and the ease with which individuals can travel to and from those jobs.

Active Lifestyle: A description of a way of life that integrates physical activity into everyday routines, such as biking to work or walking to the store.

Active Transportation: Bicycling, walking, running, or jogging from one location to another.

Air Quality Advisory Committee: The Air Quality Advisory Committee has an advisory role to the East-West Gateway Board of Directors and serves as a public forum for the dissemination of information and receipt of feedback about air quality issues. The Committee is also responsible for the coordination of air quality planning activities in the region.

Alluvial Soil: Soil that was deposited by running water and often found in a floodplain.

AQAC: See Air Quality Advisory Committee.

Arterial Road System: The network of major thoroughfares designed for high volumes of traffic passing through an area.

Bikeability: A reference to the conditions of an area that allows a person to use a bicycle easily and safely. It is also a performance indicator that measures the total miles of bicycle facilities including on and off road.

Bioswale: A stormwater runoff conveyance system used to partially treat water quality, slow surface flow, diminish flooding potential and move stormwater away from infrastructure.

Biotech: Short for biotechnology, this term refers to the use of microorganisms, including yeast and bacteria, to perform specific industrial or manufacturing processes, such as producing antibiotics and synthetic hormones.

Blue, Gray & Green Infrastructure: The total system of water, landscape, and ecological systems. Blue infrastructure refers to streams and rivers that naturally carry large amounts of water. Gray infrastructure refers to the piping and sewer system, which carries waste and stormwater. Green infrastructure is the more environmentally friendly options for managing stormwater, such as bioswales, pervious pavement and the use of vegetation to reduce runoff.

Brownfield Redevelopment: Refers to the redevelopment of property, which may have been contaminated by a hazardous substance, pollutant or contaminant. (A brownfield is land that has been previously developed and may contain some hazardous substances, which could be a liability to a purchaser or new developer.)
Building Efficiency: Energy use per square foot of a building. It is also a performance indicator that measures the total square feet of third party verified green buildings and sites.

Building Energy Efficiency: Reducing building energy use, by using commercial and institutional building standards based upon verifiable green building codes (i.e. Leadership in Energy & Environmental Design (LEED), Energy Star, and Sustainable Sites).

Bus Rapid Transit (BRT): A mass transit system that is bus-based, and is designed for maximum system efficiency and to save riders travel time. It usually includes fixed “stations” to provide more certainty of continued service than a typical bus route.

Carbon Sink: A natural or manmade reservoir that holds carbon-containing chemical compounds for an indefinite period; they are used to remove carbon dioxide from the atmosphere. A tree can be a carbon sink.

Chained Dollars: A method of adjusting dollar amounts to account for inflation. Over time, the amount that an individual or a household can purchase with a given amount of money can change. Aside from the change in the prices of specific goods and services, the “basket” of goods and services purchased by a household may change. For example, if the price of apple juice increases dramatically, households might switch to a substitute, such as grape juice. Chained dollars take substitutions such as this into account by weighting prices of goods and services by the quantities of goods and services consumed.

CityArchRiver 2015: A project to enhance the Gateway Arch experience through landscape improvements to the Arch Grounds, new museum exhibits, new community-oriented event spaces, and enhanced connectivity to downtown St. Louis.

City Board Bill 297: City of St. Louis – This bill repealed a previous ordinance and enacted a new ordinance pertaining to public works projects, Tax Increment Financed projects, and St. Louis City bond projects. It established apprenticeship training, workforce diversity, and a Community Jobs Board.

Civic Diversity: Representation and involvement of citizens from diverse backgrounds.

Climate Change: Any significant change in the measures of climate lasting for an extended period of time including major changes in temperature, precipitation, or wind patterns. Climate change is happening now, and is marked by the rising average temperatures on earth, changing precipitation patterns, and an increase in the frequency, intensity and duration of extreme weather-related events.

Climate Change Action Plan: A plan that lays out strategies and policies for addressing climate change by reducing greenhouse gas emissions and developing adaptation strategies.

COAD: See Community Organizations Active in Disaster.
**College Attainment**: The percent of adults 25 years of age or older, that have attained a bachelor’s degree or higher from an accredited university or college.

**Community Engagement**: The process by which public input, from a broad range of interest groups, is sought.

**Community Organizations Active in Disaster (COAD)**: A group based within a community or geographic area that is composed of representatives from public, private and not-for-profit agencies that work to strengthen area-wide disaster coordination by sharing programs, policies, information, joint planning and training.

**Community Rating System (CRS)**: A voluntary incentive program administered by the Federal Emergency Management Agency (FEMA) that encourages communities to reduce flood damages through floodplain management and flood awareness activities. Communities that participate can earn flood insurance premium rate discounts to reflect the reduced flood risk resulting from the community actions.

**Community Reinvestment Act (CRA)**: Legislation passed in 1977, holds banks and savings institutions accountable for meeting the credit needs of all communities they are chartered to serve, including low- and moderate-income communities. The Community Reinvestment Act encourages banks to initiate funding and services to community-based programs.

**Community Types**: A description of a location that describes its developmental characteristics. Classifications are based on the Center for Applied Transect Studies Transect Zones and range from Urban Core, which is the most industrial and dense, to Rural, which is the least dense.

**Complete Streets**: Streets designed and constructed to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.

**Concentrated Poverty**: An area with a poverty rate over 40 percent.

**Construction Efficiency**: Also known as green building, this is a term used to describe the environmentally responsible and resource-efficient building processes used to create a structure, including the use of natural and recycled building materials, high-efficiency lighting, and native landscaping.

**Cool Cities**: The Sierra Club’s Cool Cities initiative recognizes cities that have signed the U.S. Mayors Climate Protection Agreement and provides guidelines and goals for reducing local emissions.

**Cortex**: Founded in 2002, Cortex is a hub for bioscience and technology research, development and commercialization, anchoring startups and established companies in St. Louis. It provides state-of-the-art facilities to support promising technological advances.

**CPTED**: See Crime Prevention Through Environmental Design.

**CRA**: See Community Reinvestment Act.
Crime Prevention Through Environmental Design (CPTED): Strategies to create safer environment by modifying the physical surroundings and conditions that deter criminal activity. Four components of Crime Prevention Through Environmental Design are territorial reinforcement, access control, surveillance, and property maintenance.

CRS: See Community Rating System.

Cultural Diversity: The recognition of having various populations integrated on the basis of race, gender, ethnicity, socioeconomics, or education level.

Data Portal: The OneSTL regional data exchange, stlouisdata.org, is a website where credible researchers can upload data concerning the St. Louis region. This data is available for anyone to use. Saint Louis University is maintaining this website.

Disaster Response: This term pertains to evacuation and warning, search and rescue, assessing damage, providing assistance, and the restoration of infrastructure immediately following a disaster.

Diversified Economy: A term used to describe a market that has a broad and wide range of sectors such that it does not rely on any one sector for its growth.

Eastern Missouri Transportation Coordinating Council (EMTCC): A voluntary council composed of community and agency leaders working to address the need for mobility management and transportation coordination.

Ecological Significance: A system for evaluating larger areas of land, based on the current diversity of biological species found there, the size of the area, and how well it is connected to other ecologically significant areas and its potential for improvement of diversity.

Economic Diversification: The extent to which a community’s economy (and jobs) is spread out across multiple sectors.

Economic Resiliency: A term used to describe a community’s ability to bounce back after an economic downturn. A more resilient community will be able to revive pre-downturn economic growth trends quicker than that of a less resilient community.

Economically Integrated Community: Diverse and nondiscriminatory communities that contain various types of job opportunities and housing choices for a wide range of incomes and lifestyles.

Employment Transit Access: A performance indicator that analyzes if workers have access to transit by calculating the percent of job sites within a quarter mile of a transit stop.
EMTCC: See Eastern Missouri Transportation Coordinating Council.

Energy Diversity: Refers to the concept of a diversified energy portfolio which would include, but not be limited to, wind, solar, fossil fuels, nuclear, hydro-electric, and geothermal fuels.

Ethnically Integrated Community: Racially and ethnically diverse places that respect and value differences among community activities and emphasizes the importance of community integration.

F

Fiscal Capacity: The measurement of a government or organization’s ability to carry out its current and future activities (i.e. capital infrastructure improvements and basic programmatic services). For a government, it is the ability to receive and manage the revenue from the economic activity within its geographic borders for public spending over the long term.

Flood Resilience: The ability to cope with flooding and to recover from flooding to prevent deaths and injuries and minimize economic losses.

Floodplain Management: Corrective and preventative measures to reduce erosion, preserve natural habitat, and reduce the potential for flood damage. Measures include special-purpose floodplain ordinances, addressing drainage issues, floodproofing buildings, and protecting riparian habitat.

Form-Based Code: In urban development and planning, form-based codes foster predictable built results by using physical form instead of separation of uses as the principle for the code. Form based codes focus more on how a certain area looks and less on having similar types of businesses near one another.

G

Geographic Information Systems (GIS): The integration of hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information. Using geographic information systems software produces maps that are helpful in showing data and illustrating narratives.

GHG: See Greenhouse Gas.

Gini Index: An internationally prescribed index that measures the extent to which the distribution of income among individuals or households within an economy deviates from a perfectly equal distribution. A Gini index of 0.00 represents perfect equality, while an index of 1.00 implies perfect inequality.

GIS: See Geographic information systems.
Gross Metropolitan Product (GMP): See Gross Metropolitan Product.

Government Fiscal Resiliency: Refers to the concept of building strong local government financial balance sheets that can withstand fiscal shocks due to emergencies, economic downturns, and other crises.

Great Streets: The St. Louis Great Streets Initiative was created in early 2006 to expand the way communities think about their streets. Rather than viewing a roadway project as solely a way to move more cars and trucks faster, the goal is to trigger economic and social benefits by centering communities around interesting, lively and attractive streets that serve all modes of transportation.

Green Business Challenge: A program of the St. Louis Regional Chamber that helps guide companies through a scorecard of strategies to reduce energy, waste and water consumption, engage employees, improve indoor environmental quality, and expand clean transportation options.

Green Infrastructure: A network of open space which may include wetlands, forests, and parks that reduces stormwater overflows, mitigates flooding, and improves water quality.

Greenhouse Gases (GHG): Compounds that absorb infrared radiation in the atmosphere, which prevents heat from escaping. The primary types of GHGs are carbon dioxide (CO$_2$), methane (CH$_4$), and nitrous oxide (N$_2$O).

Greenway: A continuous belt of undeveloped land preserved for recreational use or environmental protection. A greenway could contain a network of trails, recreational easements and parks.

Gross Domestic Product (GDP): The market value of all goods and services produced within a nation in a given period of time.

Gross Metropolitan Product (GMP): The market value of all goods and services produced within a metropolitan area in a given period of time.

Hazard Mitigation: Any action taken to reduce or eliminate the long-term risk to life and property from natural hazards.

Heat/Cold Mortality: The number of deaths related to excessive natural heat or excessive natural cold.

Housing Affordability: A household’s ability to pay their rent or mortgage that should typically not exceed 30 percent of their annual income.

Housing Choice: Availability of housing in a variety of safe and decent housing types from which to choose for people in all income ranges.
**Housing Stock:** Consists of the number and type of housing units (apartments, single-family houses, manufactured housing, new construction, and vacant housing units).

**H+T Affordability:** Proportion of household income spent on housing and transportation costs.

**HUD:** U.S. Department of Housing and Urban Development.

**IACG:** See Interagency Consultation Group

**Impervious Surfaces:** Parking lots, streets, sidewalks and buildings that do not allow water to permeate through the surface. These impervious surfaces contribute to a significant increase in polluted stormwater runoff.

**Income Inequality:** A measurement of the distribution of assets, wealth, or income that highlights the gap between individuals or households.

**Inclusion Programs:** A broad term given to any policy or program within the hiring and recruiting process designed to attract individuals from all walks of life, without regard to race, color, religion, sex, or national origin.

**Inclusionary Zoning:** Regulations allocating a percentage of new residential housing units for low- and moderate-income. In exchange, developers may receive incentives or development rights such as density bonuses, zoning variances and/or expedited or low-cost permits that decrease construction costs.

**Infrastructure:** The physical elements of society that provides for or enhances human living conditions and economic development. Infrastructure most often refers to roads, bridges, railroads, water supply, sewers, power supply, and communications.

**Infill Site:** New development on vacant land within an existing community, neighborhood, or district.

**Interagency Consultation Group:** The IACG consists of representatives from East-West Gateway and federal, state and local air and transportation agencies. The IACG oversees the air quality conformity determination for the Transportation Improvement Program (TIP) and the Long Range Transportation Plan.

**Inter-Jurisdictional Cooperation:** Communities or governmental districts working together to accomplish a determined goal.

**Intermodal:** A transportation system connecting or including different modes of transportation.
Land Bank: Land banks are governmental or nongovernmental non-profit entities created to acquire, hold, manage and develop vacant properties. The goal of a land bank is to turn these properties into productive use, transforming neighborhood liabilities into assets.

Land Preservation: Protecting agricultural, wildlife, and undeveloped lands for its natural resources, ecosystems, and animal life.

LGBTQ: Refers to people who are lesbian, gay, bisexual, transgender, or queer/questioning.

LID: See: Low Impact Development.

LIHTC: See Low Income Housing Tax Credit.

Livable Community: A community that has a high number of factors that contribute to quality of life, including built and natural environments, economic prosperity and growth, social stability and equity, and educational, cultural, entertainment, and recreational opportunities.

Living Wage: The minimum wage necessary for a person working full-time to have income necessary to meet basic needs, including food, shelter, and clothing.

Low Impact Development: This commonly refers to land development practices that work to keep the management of stormwater as close to its source as possible, generally by working with the natural environmental systems present.

Low Income Housing Tax Credit (LIHTC): A HUD indirect subsidy to developers to finance the development of affordable rental housing for low-income households. Developers are allocated tax credits that they can then sell to investors to raise capital or equity for their projects.
M

MEI: See Municipal Equality Index.

Metropolitan Statistical Area (MSA): A designation of the U.S. Census Bureau, characterized by a core urban area with a substantial population at its center, surrounded by smaller communities, all of which have a high degree of economic and social interaction.

Mixed-Income Housing: Housing within a complex, development or geography containing a wide range price for rental units that are affordable to people of a variety of income levels.

MSA: See Metropolitan Statistical Area.

Multi-Modal System: Refers to the integration of multiple modes of transport into a transportation system.

Municipal Building Codes: A set of minimum municipal building standards established in municipal regulatory codes and administered by the local community or government.

Municipal Equality Index (MEI): Reporting mechanism examining the laws, policies, and services of municipalities and rates them on the basis of their inclusivity of lesbian, gay, bisexual, and transgender people who live and work there.

N

Natural Communities: The assemblage of natural resources, plants, and animals found in particular physical environments and influenced by soil, slope, sun, shade, temperature and availability of water.

Natural Disaster: A major hazard resulting from the natural processes of Earth, including volcanic eruptions, tornados, floods, and earthquakes.

Natural Resource Planning: Management focusing on the protection and stewardship of air, water, land and other natural resources.


O

Open Streets: A community engagement activity that a community can adopt. On a specific date and for a specific time, a portion of city roads are closed to motor vehicles and are open to pedestrians and cyclists. Such a program provides an opportunity for residents to be physically active, socialize and explore their neighborhood.
**Overlay District:** Used in urban development and planning, this tool creates a special zoning district on top of existing zones. The overlay district can share boundaries with the base zone or cut across base zone boundaries and is typically used to protect a specific resource or to guide development within a certain area.

**Pathways to Prosperity:** A nation-wide initiative to provide students rigorous academic pathways linked to economic and labor market needs. These pathways must transition seamlessly from high school to post-secondary institutions and support active industry involvement in student learning.

**Per Capita:** Per person. Per capita allows one to compare statistics (e.g. income) for each person in a given area or unit of government to that of others.

**Point Source Pollution:** A single, identifiable source of pollution such as a pipe, ditch, ship, or smokestack that distributes pollutants into the environment.

**Precursor Emissions:** The gas emitted from incomplete combustion from motor vehicles, home furnaces and industry, which is released into the air and leads to buildup of ground level ozone under specific circumstances.

**Public Transit Accessibility:** A measure by which mass transit systems are accessible by people of all ages, abilities, and socio-economic class.

**QAP:** See Qualified Allocation Plan

**Qualified Allocation Plan:** The mechanism by which a state housing finance agency provides details for the selection criteria and application requirements for housing tax credits and tax-exempt bonds.

**Racial Disparities:** Discrimination among people who are not of the same racial background.

**Racially Concentrated Area of Poverty (RCAP):** An area with a high poverty rate and a non-white majority population. In the Fair Housing Equity Assessment (FHEA), an RCAP is defined as a census tract that consists of 50 percent or higher non-white population and has a family poverty rate of at least 40 percent or 300 percent of the area’s mean family poverty rate, whichever is lower.
Rainscaping: Strategies and mechanisms that manage stormwater to reduce the impact of stormwater runoff. (Also written as RainScaping)

RCAP: See Racially Concentrated Area of Poverty

Ready by 21: A nation-wide educational initiative, which provides clear standards, learning tools and monitoring systems for local educators and political leaders.

Regional Arts Commission: The Regional Arts Commission encourages and fosters the arts and cultural institutions in the City of St. Louis and St. Louis County, and contributes to the economic development of the area through a strong presence of the arts.

Regional Fragmentation: This term usually refers to the large number of local government units in the St. Louis bi-state region, particularly in St. Louis County.

Regional Growth Center: A relatively compact development hub within a larger region where employment, shopping, and other economic activities are in close proximity. These areas draw a workforce from throughout the region.

Regional Planning: Developing plans for multiple cities and counties in a geographic location. OneSTL is a regional plan for the St. Louis bi-state region that includes eight counties.

Regional Sustainable Communities Planning Grant: A federal grant program that supports local efforts to bring a region together to improve housing, economic and workforce development, environmental protection and infrastructure development. Eleven partner organizations in St. Louis applied for this grant that partially funded OneSTL.

Regional Transportation Plan (RTP) 2045: The RTP is the next update to the St. Louis region’s long-range plan and will assess the region’s transportation facility, service and policy needs over the 30 year period from 2015 to 2045.

Rehabilitation Subcodes: First developed in the late 1990s to establish modern, up-to-date codes that address the repair, alteration, addition or change of occupancy in existing buildings.

Residential Transit Access: A performance indicator that analyzes if residents have access to transit by calculating the percent of households within a quarter mile of a transit stop.

Responsible Banking Practices: Ordinances designed to ensure and increase the amount of responsible loans, investments, and financial services to modest-income and minority neighborhoods.

Road Diet: The act of removing the total number of vehicular road lanes or decreasing the lane width in order to achieve improvements in road safety and accessibility. Road diets typically occur when an increase in the walkability or bikeability of a particular roadway is desired.

RTP 2045: See Regional Transportation Plan 2045.
S

**Scenario Planning**: A strategic planning method that organizations use to create flexible, long-term plans. In economic development, scenario planning can be used to anticipate where and how a region may develop.

**Section 8 Voucher**: A Federal government program assisting very low-income families, the elderly and the disabled, to afford decent, safe, and sanitary housing in the private market. Also known as the housing choice voucher program.

**Sewer Infrastructure**: The system of pipes, gutters, pumps, and other equipment used to move wastewater from residential, commercial, and industrial establishments to wastewater treatment facilities; and to move stormwater from streets, sidewalks, and properties to lakes, rivers, streams, or wastewater treatment facilities.

**Single-Use Zoning Districts**: Generally refers to the establishment of single purpose areas within a community or county (e.g. low-density residential use).

**Site Design**: Policies/requirements to manage or influence land use or development of the built environment. Policies can be for transportation, stormwater management, parking or natural environment.

**Social Capital**: Networks of relationships among people who live and work in a particular society, enabling that society to function effectively.

**Social Equity**: The measure of how well a community provides fair and affordable goods and services for all of its members.

**Socialserve.com**: A 501(c) (3) not-for-profit organization that combines technology with customer service to help the disabled, disaster victims and low-income individuals find housing.

**Solid Waste Management Districts**: Special purpose districts established in Missouri by state law and empowered to administer and oversee recycling and solid waste grant programs within their boundaries.

**Source of Income Protection**: Legislation prohibiting the rejection or exclusion of people who use government assistance programs such as Section 8 Vouchers, Social Security, Temporary Assistance for Needy Families, to pay for rent.

**Stably Integrated Community**: Neighborhoods characterized as consistently racially and socio-economically diverse.

**St. Louis Mosaic Project**: A service program of the World Trade Center St. Louis, focused on immigrant advancement objectives including reducing immigrant hiring barriers, developing hiring solutions for skilled foreign talent, and attracting and supporting international students for earlier and deeper integration into the St. Louis community.
**State Revolving Loan Fund:** The state revolving loan fund refers to the EPA grant program that is managed at the state level and provides subsidized low interest loans to preserve and protect water resources through planning, design and construction of drinking water and wastewater systems, and non-point source facilities.

**StormReady:** A program administered by the National Weather Service that certifies communities for preparing for severe weather through advanced planning, education and awareness.

**Sustainable Development:** Development that meets a society’s current needs without compromising the ability of future generations to meet their needs.

**Sustainable Solutions Toolkit:** An online database of sustainable best practices for local governments, communities, businesses, nonprofits and individuals to use in the St. Louis region. The Toolkit is a product of the OneSTL project and is found at www.oneSTL.org.

**TDM:** See Transportation Demand Management.

**TOD:** See Transit Oriented Development

**Toolkit:** See Sustainable Solutions Toolkit.

**Transit Ridership:** The number of unlinked passenger trips on a transit service.

**Transit Oriented Development (TOD):** Mixed-use development within walking distance of a transit station. Mixed-use developments are developments with commercial and mix-income residential communities. There is a regional effort to establish Transit oriented development communities near MetroLink stations.

**Transparency:** As used in planning and in a governmental context, transparency generally implies openness, communication, and accountability. Transparency is operating in such a way that it is easy for others to see what actions are performed and how decisions are made.

**Transportation Assets:** The physical elements of the existing transportation system, including roads, bridges, tunnels, rails, signs and roadside features.

**Transportation Choice:** The quantity and quality of transportation options, including walk, bike, transit, or automobile.

**Transportation Demand Management (TDM):** Strategies and policies that reduce travel demand or redistribute demand in time or space. TDM reduces congestion and reduces the need for infrastructure investments.
**Tree Canopy:** Layers of leaves, branches and stems that provide shade and may reduce summer peak temperatures, provide aesthetic qualities, in contrast to areas without trees or shade.

**Tree City USA:** The Tree City USA program is a national program that provides the framework for community forestry management for cities and towns. In receiving Tree City USA designation, communities are recognized as having demonstrated a commitment to caring for and managing their public trees.

**UNESCO World Heritage Site:** A United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Site is a place (such as a forest, mountain, lake, island, desert, monument, building, complex or city) that is listed by UNESCO as having special cultural or physical international significance.

**Unified Emergency Response System:** A process that facilitates the allocation of resources, incident prioritization, and coordination across all levels of government and emergency response such as emergency medical, fire, and police for large-scale incidents and emergencies. The system is also known as a Multiagency Coordination System which is a part of the Federal Incident Command standard.

**Universal Design:** Human-centered design process through which products and the built environment are developed to be aesthetic and usable by all, regardless of age, ability or status in life; enabling and empowering a diverse population by improving human performance, health, wellness and social participation.

**U.S. Department of Housing and Urban Development (HUD):** A Cabinet level department in the Federal government, whose mission is to create sustainable and quality affordable housing for everyone regardless of economic status. HUD administers various grants related to housing and economic development, including the grant that funded the creation of OneSTL.

**Vehicle Miles Traveled (VMT):** An indicator of the number of miles traveled on roadways by motor vehicles and usually measured for a region or a community.

**VMT:** See Vehicle Miles Traveled.

**Volunteer Rate:** Volunteer rate refers to the percent of citizen volunteers within the community who participate in civic volunteer activities and community service.

**Voter Participation:** Refers to the percent of citizens within the community who vote in any given election.
Walk Friendly Community: A program that encourages communities to support walkable environments and to develop walkable streets and places.

Water Quality Scorecard: A scorecard developed by the EPA to help communities review local policies to identify barriers and opportunities for promoting green infrastructure and improving water quality.

Watershed: The area of land that drains to a common point. The term usually refers to all the land that drains to a particular stream or lake.

Watershed Based Mitigation: A method of addressing water quality that considers the needs and ecological functions of the watershed area, including habitat, connectivity, and the maintenance of upland and wetland systems.

Waterway: A river, canal, stream, or other route for travel by water.

Waste Diversion Rate: Waste Diversion Rate refers to the percentage of waste diverted from landfills due to reuse, recycling and waste reduction efforts.

Workforce Diversity: The variety of experiences, perspectives, needs, preferences, expectations, and lifestyles present within a certain workforce.

Zoo-Museum District: The taxing district established by voters in St. Louis City and St. Louis County funding the St. Louis Zoo, St. Louis Art Museum, St. Louis Science Center, Missouri History Museum and Missouri Botanical Garden. This district is governed by a board consisting of four city residents and four county residents appointed by the mayor of Saint Louis and the St. Louis County executive, respectively.